


**EMOTIONAL INTELLIGENCE AND RELATIONSHIP MANAGEMENT AMONG THE
EMPLOYEES IN AUTOMOBILE RETAIL SHOWROOMS**

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ARTICLE INFO	ABSTRACT
Article history:	Purpose: The purpose of the study is to know about the vehicle industry in India has lately begun to expand. According to these patterns, the business will modify its cycle in order to improve brand recognition and consumer loyalty. The majority of workers at auto dealership showrooms are currently confronted with motions of deteriorating commitment and responsibility, constrained creativity, startling vulnerability, distance between chiefs and representatives, and crumbling trust. The study's main objective was to find out how relationship managers at the four-wheeled vehicle retail showrooms in the Erode District used emotional intelligence.
Received 04 October 2022	Theoretical Framework: Being able to recognize and understand what others are going through while working with others demands emotional awareness. Emotional awareness can successfully develop additional social/emotional abilities that will enhance the relationships' viability, efficacy, and satisfaction. The development of emotional intelligence can be a key element in increasing market position, staff collaboration and teamwork, and customer relationships.
Accepted 23 December 2022	Design/methodology/approach: The study used multistage sampling with a sample size of 100 relationship managers.
Keywords:	Findings: Relationship managers at auto dealerships can improve their emotional intelligence by being more self-aware and knowing more about their clientele. If they work on becoming more aware of their own feelings and how they respond to other people, they will grow more compassionate. Education and socioeconomic opportunities are advantageous for emotional intelligence training. Therefore, rather than continuing to gain experience, which takes up the most of the day, relationship managers should go on drives to further build their emotional intelligence (EI) to understand people on a profound level as soon as they enter the showroom
Vehicle Industry;	Future Implications: The study can further be indulged in to EI and Relationship management among service sectors as the study would get diverse results which will be useful
Business;	Originality Value: This study is unique as it is studied about the EI among the automobile retails showrooms, many studies have contributed in EI, but EI among automobile retail showrooms and analysing about the relationship management is key aspect
EI;	Doi: https://doi.org/10.26668/businessreview/2022.v7i6.889
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Retail.	
	

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INTELIGÊNCIA EMOCIONAL E GESTÃO DE RELACIONAMENTO ENTRE OS FUNCIONÁRIOS EM SHOWROOMS DE VAREJO DE AUTOMÓVEIS

RESUMO

Objetivo: O objetivo do estudo é conhecer a indústria de veículos na Índia, que ultimamente começou a se expandir. De acordo com estes padrões, o negócio modificará seu ciclo a fim de melhorar o reconhecimento da marca e a fidelidade do consumidor. A maioria dos trabalhadores dos showrooms de concessionárias de automóveis está atualmente confrontada com moções de comprometimento e responsabilidade deterioradas, criatividade limitada, vulnerabilidade surpreendente, distância entre chefes e representantes, e confiança desmoronada. O principal objetivo do estudo foi descobrir como os gerentes de relacionamento nas salas de exposição de veículos de quatro rodas no distrito de Erode utilizaram a inteligência emocional.

Estrutura teórica: Ser capaz de reconhecer e entender o que os outros estão passando enquanto trabalham com os outros exige consciência emocional. A consciência emocional pode desenvolver com sucesso habilidades sociais/emocionais adicionais que aumentarão a viabilidade, eficácia e satisfação dos relacionamentos. O desenvolvimento da inteligência emocional pode ser um elemento-chave para aumentar a posição no mercado, a colaboração da equipe e o trabalho em equipe, e as relações com os clientes.

Design/metodologia/abordagem: O estudo utilizou amostragem em várias etapas com um tamanho de amostra de 100 gerentes de relacionamento.

Descobertas: Os gerentes de relacionamento em concessionárias de automóveis podem melhorar sua inteligência emocional por serem mais autoconscientes e saberem mais sobre sua clientela. Se eles trabalharem para se tornarem mais conscientes de seus próprios sentimentos e de como eles respondem às outras pessoas, eles se tornarão mais compassivos. A educação e as oportunidades socioeconômicas são vantajosas para o treinamento da inteligência emocional. Portanto, ao invés de continuar a ganhar experiência, o que ocupa a maior parte do dia, os gerentes de relacionamento devem continuar a construir sua inteligência emocional (EI) para entender as pessoas em um nível profundo assim que elas entram no showroom.

Implicações futuras: O estudo pode ser ainda mais cedo ao EI e à gestão de relacionamento entre os setores de serviços, pois o estudo obteria diversos resultados que serão úteis

Valor de originalidade: Este estudo é único, pois é estudado sobre o EI entre os showrooms de varejo de automóveis, muitos estudos contribuíram no EI, mas o EI entre os showrooms de varejo de automóveis e a análise sobre a gestão do relacionamento é um aspecto chave

Palavras-chave: Indústria Automobilística, Negócios, EI, Gestão de Relacionamento, Varejo.

INTELIGENCIA EMOCIONAL Y GESTIÓN DE LAS RELACIONES ENTRE LOS EMPLEADOS DE LOS CONCESIONARIOS DE AUTOMÓVILES

RESUMEN

Propósito: El propósito del estudio es conocer la industria automovilística de la India, que últimamente ha comenzado a expandirse. De acuerdo con estas pautas, la empresa modificará su ciclo para mejorar el reconocimiento de la marca y la fidelidad de los consumidores. La mayoría de los trabajadores de las salas de exposición de los concesionarios de automóviles se enfrentan actualmente a mociones de deterioro del compromiso y la responsabilidad, limitación de la creatividad, vulnerabilidad asombrosa, distancia entre jefes y representantes y desmoronamiento de la confianza. El objetivo principal del estudio era averiguar cómo utilizaban la inteligencia emocional los gestores de relaciones de las salas de exposición al por menor de vehículos de cuatro ruedas del distrito de Erode.

Marco teórico: Ser capaz de reconocer y comprender por lo que están pasando los demás mientras se trabaja con otros exige conciencia emocional. La conciencia emocional puede desarrollar con éxito habilidades sociales/emocionales adicionales que mejorarán la viabilidad, eficacia y satisfacción de las relaciones. El desarrollo de la inteligencia emocional puede ser un elemento clave para aumentar la posición en el mercado, la colaboración y el trabajo en equipo del personal y las relaciones con los clientes.

Diseño/metodología/enfoque: El estudio utilizó un muestreo polietápico con una muestra de 100 gestores de relaciones.

Resultados: Los gestores de relaciones de los concesionarios de automóviles pueden mejorar su inteligencia emocional siendo más conscientes de sí mismos y conociendo mejor a su clientela. Si trabajan para ser más conscientes de sus propios sentimientos y de cómo responden a otras personas, serán más compassivos. La educación y las oportunidades socioeconómicas favorecen la formación en inteligencia emocional. Por lo tanto,

en lugar de seguir adquiriendo experiencia, que ocupa la mayor parte del día, los gestores de relaciones deberían realizar campañas para desarrollar aún más su inteligencia emocional (IE) a fin de comprender a las personas a un nivel profundo desde el momento en que entran en la sala de exposiciones.

Implicaciones futuras: El estudio puede aplicarse a la IE y a la gestión de las relaciones entre los sectores de servicios, ya que se obtendrán resultados diversos que resultarán útiles.

Valor de originalidad: Este estudio es único, ya que trata sobre la IE en los concesionarios de automóviles. Muchos estudios han contribuido a la IE, pero la IE en los concesionarios de automóviles y el análisis de la gestión de las relaciones es un aspecto clave.

Palabras clave: Industria del Automóvil, Empresa, IE, Gestión de Relaciones, Comercio Minorista.

INTRODUCTION

Emotional intelligence, sometimes referred to as emotional resiliency or EQ, has received recognized as maybe the most important skill one can have in both the corporate world and in everyday life in recent years. When it comes to workplace responsiveness, diversity and attention, or preparing for unaware inclinations, it is easy to understand how some of these various abilities could be beneficial for leaders or team members. But it's also not difficult to comprehend why the idea of emotional intelligence has met with skepticism. Anytime is a wonderful moment to hone the emotional intelligence competencies. Whatever the case, it's imperative that there be a distinction made between learning about EQ and applying that knowledge in real-world scenarios. Directors can use it as a management tool, for instance, to inspire employees or defuse conflict within a team.

The definition of intelligence has been enlarged to include emotional ability in addition to academic aptitude, which was once the only requirement for success in life, particularly in business. The idea of "emotional intelligence" has had some impact on psychology since 1990. Self-awareness, self-control, empathy, and social skills are the primary elements of emotional intelligence. Building relationships with customers requires emotional intelligence from relationship managers in four-wheeler retail showrooms. However, one's mental health is a crucial aspect of wellbeing in general. Emotional safety increases a sense of affluence. Without it, one might be more prone to emotions like confinement, despair, and instability inside. The ability to manage one's emotions also permits one to avoid making rash decisions. These simple controls are annoying. Additionally, social, mental, and physical wellbeing are all impacted by emotional well-being. Stress triggers specific synthetic chemicals that get us ready for action. If this is not essential, our bodies may eventually suffer damage from very high chemical levels. Furthermore, mental issues can appear as a physical sickness. Among other things, these

psychosomatic adverse effects could cause headaches, heart palpitations, and stomach pain. Last but not least, unresolved emotional issues can lead to mental health issues and have an impact on social interactions. The study's main objective was to find out how relationship managers at the four-wheeled vehicle retail showrooms in the Erode District used emotional intelligence.

LITERATURE REVIEW

A. Sathya and V. P. Velmurugan's research (2022) aimed to assess students at Arts and Science Colleges' emotional intelligence as well as the influence of personal profile traits on that intelligence. The sample technique used in this study was called purposeful sampling. Our knowledge of the multiple ways in which college students majoring in the arts and sciences differ from one another in terms of emotional-related personality traits has been enhanced by this study.

Vaishnavi C S D and Nandhini C (2020). The major objective of the current study is to comprehend how emotional intelligence affects job performance. The science teaches us how to regulate our emotions so that we can work more efficiently, to put it simply. The study is restricted to the Chennai region. The findings of this study are based on four emotional factors and four other factors that affect people's productivity at work.

B. Asha and Dr. Jayshree Krishnan (2016). The goal of the study was to determine how emotional intelligence impacts employee job performance and exit intentions. Data were gathered, processed, and interpreted using a descriptive study approach. The study's findings indicate that managers will be more likely to adopt transformational leadership if they obtain EI training and support, which will improve organisational performance and follower happiness.

Praveen M. Kulkarni and Janikiran B. (2009). This study is being undertaken to understand the degree of performance of managers and supervisors at an automobile retailer in the city of Belgaum. It focuses on figuring out how the managers' and supervisors' emotional intelligence links to their degree of performance at work. The study's findings demonstrate how emotional intelligence affects managers' and supervisors' performance levels.

Both physicians **Suman Devi and Manju Devi (2017)**. In order to examine emotional intelligence over a range of age groups and ascertain a relationship between emotional intelligence and age of workers in the Indian auto sector, researchers looked at emotional

intelligence throughout these age ranges. The study's foundation is a sample of 400 automobile sector workers in India. Using one-way ANOVAs and Pearson correlation analysis, the emotional intelligence of workers in the Indian automobile industry was assessed. In terms of emotional intelligence elements like conflict and difficulty, emotional facilitation and goal orientation, and evaluation of negative emotion, different age groups of respondents in the study had varying levels of emotional intelligence.

HOW TO CONNECT WITH THE CUSTOMERS EMOTIONS?

1) Through your website: When clients visit your website, you can tell what they are interested in, which creates a number of opportunities to forge powerful emotional connections. With each action they take, you can respond to them with additional relevant information. For instance, you could use AI predictive analysis to find out where customers spend their time and then show them products that are appropriate for their requirements. You make your customers' lives easier and show that you understand them by anticipating their needs. Customers are much more inclined to interact with your brand if they feel like you understand them.

2) Through targeted advertising: By segmenting and targeting, you increase the chance that more pertinent audiences will view your advertisements. You might choose to focus on those who already follow you on social media or a particular age group that you think will be more interested in a particular car model.

When you specifically target your clients, you show up at their doors with the products they want, saving them the time and energy of looking for them.

3) In person: Before taking your client connections offline, be sure to leverage the online information you have previously obtained from previous communications. Additionally, make sure to input any new information you gain through in-person interactions to your CRM.

Save all of a customer's information, for instance, when they purchase a car so you may contact them later with reminders for upgrades and servicing. You might also host dealership activities to draw more people in and strengthen relationships.

Last but not least, remember that making an emotional connection with your audience will always result in increased sales, positive word-of-mouth, and brand loyalty.

RELATIONSHIP MANAGEMENT AND AUTOMOBILE INDUSTRY THE NEEDED ONE

Like any other industry, the automotive sector has grown swiftly. The inventory, sales, finance, compliance, and service divisions, among others, have all seen changes in the last ten years. Advancements in electric, driverless, and linked cars are igniting a revolution never before seen. Such digital technology continues to disrupt the automotive industry, affecting everything from customer purchases to end-to-end self-service processes to the whole customer journey experience.

The growth of the internet and smart devices has also shifted the focus of the process to the client. Now, they only need to click a button to do their everyday tasks using voice, mobile, desktop, and other digital devices. As a result, companies—especially those in the automobile sector—must give technology a "human touch." Technology must be combined with outstanding customer service to offer this human touch. While the traditional methods of providing excellent service, such as having a top-notch sales team manage clients and a marketing team manage digital platforms and social media, are praiseworthy, they fall short in the contemporary digital environment. They need technology's assistance to give a range of data so that teams may provide a special and individualised client experience. In this case, platforms for customer relationship management, or CRM, come into play.

The manufacturing process for the automotive sector is finished in a number of processes. Many people are involved in the process from start to finish. Although several departments run in various ways, they all need to communicate with one another in order to provide clients with the best possible service. Not to mention that businesses need to develop, nurture, and maintain a substantial consumer base while doing all of this.

By keeping everyone on the same page, isolated departments lessen the likelihood of misunderstandings. There is no space for misinterpretation because every interaction, agreement, change, and update is accessible up front.

Additionally, businesses are doing a good job of controlling expenses and resources as the world gets closer to adopting cloud-based technologies. With cloud CRM, automotive companies can manage their operations remotely. The requirement to do without an external storage device reduces overall on-site expenses. Teams may access information whenever they need it, from any place, with the highest level of security thanks to the cloud CRM solution.

MATERIALS AND METHODS

The ability to drive oneself and endure in the face of setbacks, to control motives and restrain from exaggerating joy, to manage temperaments and prevent pressure loads from compromising one's capacity for thought, sympathy, and exhortation are all examples of emotional intelligence. Then Goleman argued that coordination of state of mind is the fundamental element of a positive, friendly connection. If a person is good at adjusting to the states of mind of others or can understand, they will have a healthy level of emotion and will be more adaptable to social and ecological cooperation. Human thought and behavior can be guided by one's capacity for recognizing and managing all of the emotions that are present, including those related to emotion recognition, coping with emotions, self-empowerment, recognizing emotions in others, and forming connections. Rathi (2014) asserts that individuals with high levels of emotional intelligence are better able to manage their emotions and express them in ways that are beneficial to the organization. Empirical investigations are crucial since they considerably add to the body of evidence proving the claim.

The original data came from 100 relationship managers who worked at four-wheeler auto showrooms in the Erode region. The respondents were chosen utilizing a multi-stage selection procedure from the locality. A study was carried out using a thoughtfully created poll that the respondents obediently filled out in order to get the desired results. Respondents from various backgrounds were chosen, for instance, based on the crucial variables of each respondent's age, pay, and education. The primary material was augmented by a flurry of optional sources. Ancillary data for the review was acquired from a number of sources. SEM research was employed for a more thorough analysis. The optional name used by this model to describe the design it infers for the covariances between the observed items is "covariance structure demonstrating." In any instance, the model may be used to remember a method for factors that were found or factors for the model, making the covariance structure exhibiting a less exact term. SEM modelling offers a practical framework for quantifiable analysis using a few widely used multivariate techniques.

RESULTS AND DISCUSSIONS

TABLE 1 MODEL FIT INDICES

TEST FACTOR	COMPUTED VALUE	ACCEPTABLE VALUE
GFI (Goodness-of-fit-index)	0.886	≥0.90 and above (Satisfactory fit) 0.80 to <0.9 (Acceptable fit) (Hair et al.2006)
AGFI(Adjusted goodness-of-fit-index)	0.829	
CFI(Comparative fit index)	0.919	
NFI (Normed fit index)	0.829	
TLI (Tucker-Lewis index)	0.899	
RMSEA (Root mean square error of approximation)	0.08	0.08 or less would indicate a close fit of the model
Source: Created by the Authors (2022)		

Indicators of emotional intelligence practises among relationship managers in four-wheeler auto dealerships are shown in Table No. 1 to be consistent with the model.

The model is well-fitting with a manageable approximation error, as indicated by the Root Mean Squared Error of Approximation (RMSEA) of 0.08.

The scores for the Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI), Normated Fit Index (NFI), and Trucker Lewis Index (TLI) are 0.886, 0.829, 0.919, and 0.899 respectively. As a result, the current model is a strong fit for continued development.

The variance table below demonstrates that all factors are strongly associated at the 1% and 5% level, and that these variables have a high association with emotional intelligence practises in four-wheeler vehicle showrooms.

TABLE 2 VARIANCES

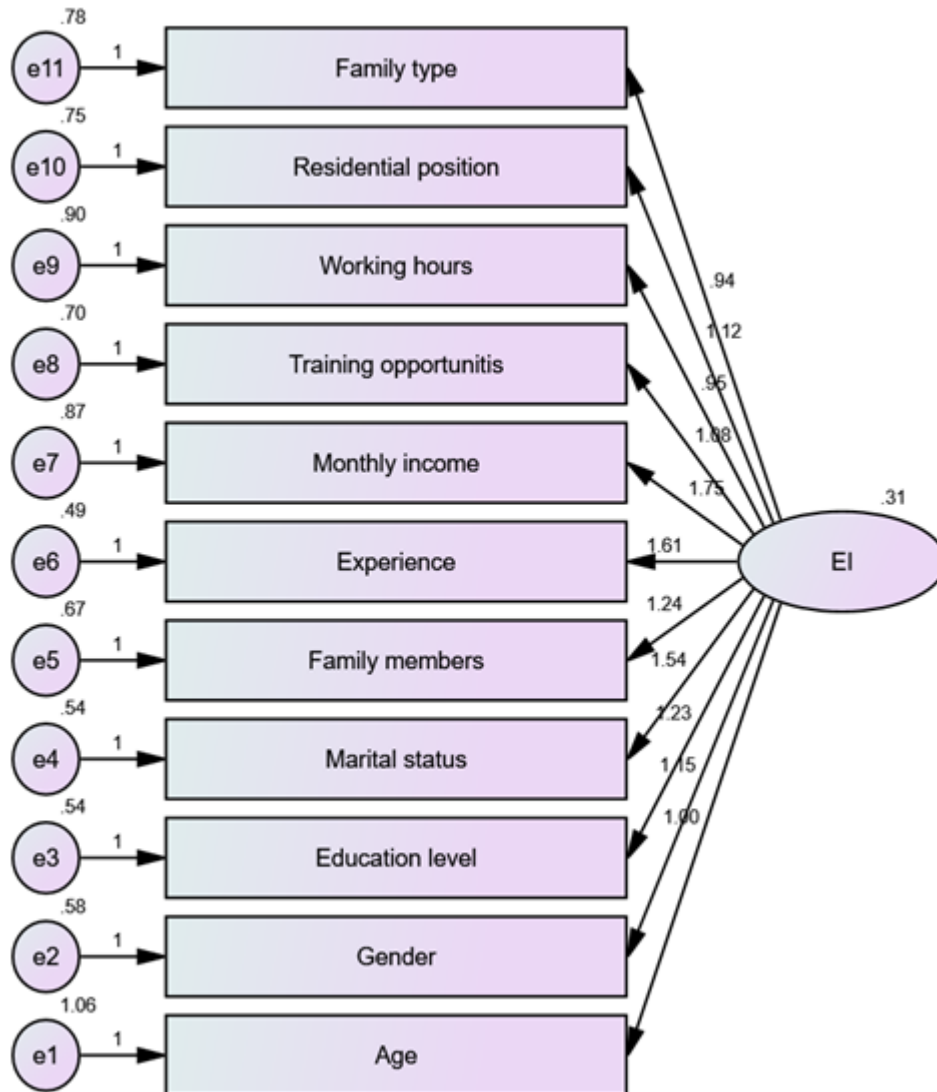
	Estimate	S.E.	C.R.	P
Emotional intelligence	.308	.129	2.378	.017 *
Age	1.059	.156	6.789	***
Gender	.576	.089	6.436	***
Education level	.538	.086	6.296	***
Marital status	.542	.092	5.888	***
Family members	.667	.104	6.430	***
Experience	.493	.087	5.648	***
Monthly income	.866	.142	6.107	***
Training opportunities	.699	.106	6.597	***
Working hours	.896	.132	6.772	***
Residential position	.752	.114	6.597	***
Family type	.777	.115	6.740	***

	Estimate	S.E.	C.R.	P
Source: Created by the Authors (2022)				

***Significant at 1% level and *Significant at 1% level.

The following diagram shows the relationship between the manifest and latent variables of present study.

DIAGRAM 1 SEM MODEL DIAGRAM



Source: Created by the Authors (2022)

The above diagram indicates that all the variables have strong association with the practices of emotional intelligence among the relationship managers in four-wheeler automobile retail showrooms. The following table shows the regression weights of the study.

RECOMMENDATIONS AND CONCLUSION

Relationship managers at auto dealerships can improve their emotional intelligence by being more self-aware and knowing more about their clientele. If they work on becoming more aware of their own feelings and how they respond to other people, they will grow more compassionate. Education and socioeconomic opportunities are advantageous for emotional intelligence training. Therefore, rather than continuing to gain experience, which takes up the most of the day, relationship managers should go on drives to further build their emotional intelligence (EI) to understand people on a profound level as soon as they enter the showroom. It has a big impact on the kind of work a representative does, how they treat their customers, and how well they carry out both individually and organizationally. Four-wheeler retail showrooms should begin by enhancing the emotional intelligence of their relationship managers. This will help create future leaders and managers who are more effective.

FUTURE SCOPE FOR FURTHER RESEARCH

The study can further be indulged in to

- 1) EI and Relationship management among service sectors as the study would get diverse results which will be useful

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