

UKS30229

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Introduction

This report makes use of various frameworks and models In order to analyse the potential impact of Management activities of the organisation in terms of emotional intelligence while promoting the engagement of employees. It further discusses the development of Management competencies in terms of managing the relationship with stakeholders as well as managing the various teams present in the organisation.

Task 3

Analysing the potential impact of the management of Qatar Airways on Emotional Intelligence in promoting employee engagement

Qatar Airlines focuses towards managerial approaches which create a huge impact towards emotional intelligence for the promotion of high-level employee engagement. Under various strategies involving customer experience staff is part of emotional intelligent training which is helpful for the employees working with the organisation in the development of skills as well as knowledge through which it is easier to understand the need and expectations of the customers. The organisation provide an innovative training system on emotional intelligence which helps in managing expectation while operating and providing a memorable experience to the customers (www.qatarairways.com, 2023).

The organisation follows the potential impact of the management approaches over emotional intelligence which helps to develop positive work culture, increases productivity and efficiency and promotes a high level of engagement of employees. The management and approaches over emotional intelligence also focus on motivating the team members and provide enlargement of the expectation of the employees working with the organisation which directly creates a positive impact towards work performances. According to the case study, Qatar Airlines has increased towards global alliances and launched more global alliances airways which are Airbus A350 and Skytrax Airlines. Announcing new Airlines provided a big opportunity for the organisation and the expectation of the organisation to increase the performance of the employee engagement the work as the workload increases dynamically. In this situation, the main role of the management is to provide support towards emotional intelligence to the Employees through which performances can increase dynamically. The organisation provide importance to the emotions which create the organisation to participate properly in emotional intelligence which brings positive changes

and providing proper training over working with customer services directly improves the employee performances.

There is the presence of culture in emotional intelligence which provide an outcome to the Employees for dealing with negative feelings at work and it also provides facilities regarding interpersonal interactions. However, the organisation should include emotional intelligence leadership education, training and development which encourage the managers and leaders to control the emotional intelligence of the employees working under them by providing personal decisions (Maddocks and Hughes, 2019). Managers must be equipped with managerial skills through which approaches and management can provide prior knowledge for influencing employee engagement with contemporary leadership philosophies which include social intelligence, emotional intelligence and knowledge management (Edeh *et al.*, 2021). The potential impact of management behaviour towards the emotional impact in the Qatar Airlines organisation is increasing the ability to manage and provide effective communication regarding one's emotions and through providing proper empathy to the situation the manager can understand the issues with the employee. Facilitating a higher level of communication and social interactions helps in supporting the employee which directly creates an impact towards the performance level and employee engagement. The organisation approaches with the emotional intelligence strategy where listening to your body which represents self-awareness toward the employee and through listening activity, it is easier to get connected with the employees by the manager through which the issues can be resolved and enhancement better and high-level employee engagement approaches happen in the organisation.

Analysing the potential impact of the management of Qatar Airways on Emotional Intelligence in promoting organisational performances

Emotional intelligence plays a significant role in promoting high-level organisation performance. The main motivation of Qatar Airways is to engage strategies which provide a huge impact towards emotional intelligence for proper organisation performance. The organisation has adopted building resilience global branding which is important for sponsorship opportunities as well as public events. The organisation attends several International air shows which are sponsored by Qatar Airways for showcasing the product and services and announcing new destinations for demonstrating the unique features of the airways (Direction, 2021). It directly creates an impact towards the emotional intelligence of the consumers which helps in promoting organisation performances. From the case study

information gathered that ¹ Qatar Airways became the first Airline in the world to meet ICAO's Global Aeronautical distress safety system (GADSS) which satisfies the requirement of aircraft location management and it provides safety measures for the passengers travelling with the airways. It is one of the largest promotions for the airlines which helps to attract consumers through the enhancement of emotional intelligence which directly creates a huge impact towards the organisation's performance.

Emotional intelligence provides information to understand other emotions which helps in improving the performance of the overall group with directly creates an impact on increasing the performance of the organisation. Accurate social perceptions help to understand respective knowledge which is necessary for the organisation for attribution, achieving goals and interest. It directly enables and motivates the understanding and addressing of proper aspects and needs through which proper planning can enhance goal meeting.

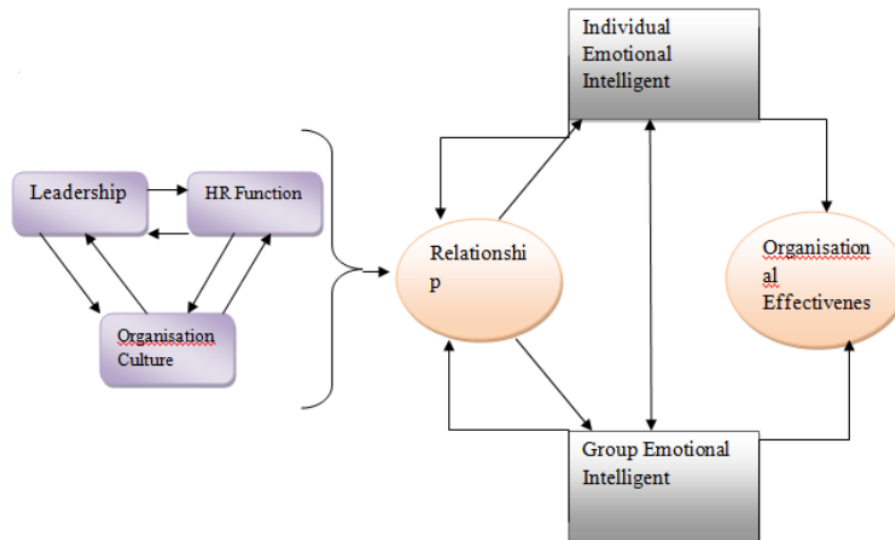


Figure 1: Model of emotional intelligence connected with organisational effectiveness

(Source: Self-created)

From the model, it is understandable that leadership, HR functions and organisation culture are interlinked with each other, which connects with emotional intelligence for the enlargement of organisation performances. The model describes that the three aspects which are leadership, and organisation culture indicate proper relationships within the organisation. The relationship of the organisation provides imported to group emotional intelligence and

individual emotional intelligence which is completely interlinked with each other and it provides genuine output towards the organisation's effectiveness and performance level enhancement. Various reports have established that Qatar Airways is embarrassed with emotional intelligence training (Cross *et al.*, 2022). The training has in largest with the different areas for customise programming and proper certificate to the practices are provided on emotional intelligence through which the company can able to identify individual members working in the organisation. Qatar Airways has applied strategies to facilitate aggressive global expansion which interacted with the organisation's performance enhancement. Venturing in the East is one of the important strategies towards the global expansion for Qatar Airways which is embedded with emotional intelligence strategies towards attracting the attention of the Asia Pacific market. The Asia Pacific market is a low-cost career where the management can involve proper relationships with the airlines and the Indian country through which it is easier to get the attention of the consumer of the specific area. Proposing better performances which can be gathered through various emotional intelligence and creating connectivity with the customers engages positive customer experience which provides strength to the Airlines through which better performance for the organisation can achieve.

Task 4-

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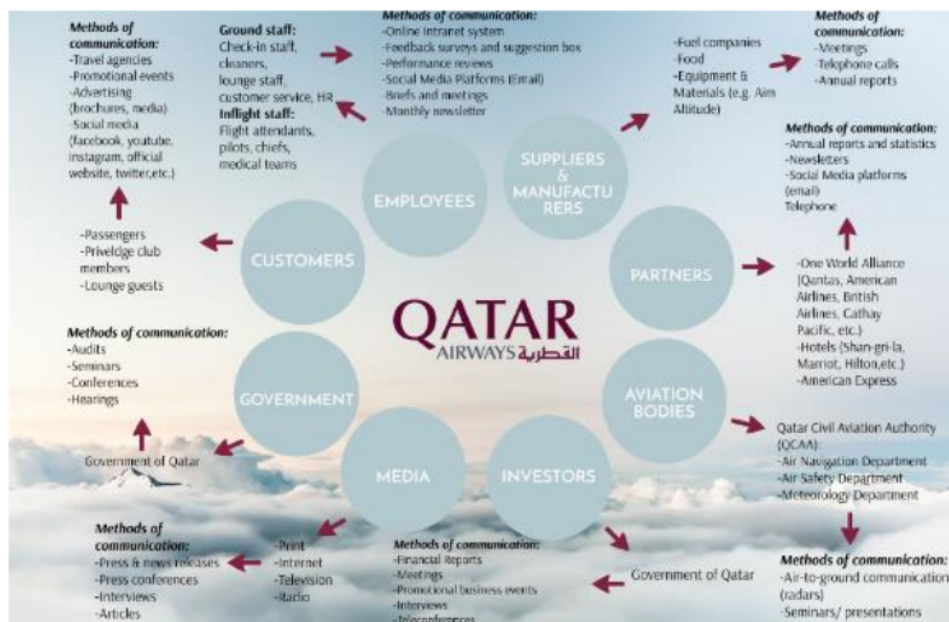


Figure 2: Stakeholders of Qatar Airways

(Source: www.prezi.com, 2023)

Salience Model for Stakeholder

The Salience model for stakeholder and project management is one of the important approaches as it provides importance to the stakeholders and priority the claims and needs of the stakeholder at the time of making proper decisions and execution of work. The main role of the salience model is to authorise the project manager to face the challenge of choosing the right stakeholders and communicating according to their needs and providing satisfaction to the stakeholder. The model provides clarity towards the prominence and provides importance to different stakeholders associated with the organisation. Cultivating with the issues of stakeholders in Qatar Airways there is the presence of gaps in communication between the stakeholders on a daily basis, which are identified by the organisation and provide essential resolution through which the stakeholder can get more updates regarding the facilities and work approaches in the organisation. However, the implementation of the Salience model provides a proper planning system which is directly conducted by the project manager and a process with proper communication systems which are helpful for immediate decision-making and execution of work respectively. Qatar Airways approaches with necessary strategies of acquiring stakes with different Airlines group at the time of expansion globally which provide the organisation to invest in the International Airlines group through which increment of the stake by almost 9.99% has been analysed in the report released in 2015. The salience Model provided with advantages of a two-dimensional grid model for instance power interest grade helps in adding vital dimensions of legitimacy and urgency. As per the MAW model, the stakeholder salience defines the extension towards the manager which is necessary to prioritise and provide importance for the completion of various stakeholder issues and claims. The model is completely dependent on stakeholder attribution in various aspects.

This particular model involves establishing an understanding of the power, urgency and legitimacy of each of the stakeholders and emphasis on tailoring a strategy to manage the stakeholders effectively. Using this model, Qatar Airways can engage with different groups of stakeholders and establish an understanding of their demands and preferences. The partners of the stakeholder include FlightAware and Aireon among others. This model emphasizes identifying the stakeholders not just in terms of the external stakeholders or partners of the organisation but also includes the internal stakeholders such as the employees

who work with the Airways company (Baker ²*et al.*, 2022). This will enable the organisation to understand the priority of the stakeholders and put a lot of importance on their demands. This will help the organisation to make use of its resources and leverage the resources of its partners. This will enable the organisation to achieve success in its operations which are critical for achieving organisational success.

Qatar Airways can use the Salience Model to identify the needs of its partners in order to engage with them more efficiently. It will enable the organisation to put more focus on fulfilling the expectations of its stakeholders which will contribute toward developing stronger relationships with them. During times of adversity, these stakeholders will be the ones to have the back of the organisation and provide the support that the organisation needs to overcome obstacles during difficult times (Vera *et al.*, 2020). Therefore, it is very important for organisations to support the stakeholders so that the organisation can look back on them for support and help in the long run. This will enable the organisation to enhance its stakeholder engagement which will ultimately be beneficial for the organisation.

The organisation can identify its key stakeholders as well as identify their needs as well by making use of the model. It can effectively engage conversations with the stakeholders individually in order to establish a relationship of trust with them. Building strong relationships will enable the organisation to plan its engagement efforts with the Stakeholders which will ultimately help the organisation to address specific issues faced by the stakeholders. The organisation can also identify the interest of each of its stakeholders and develop better management strategies that will motivate them to take a greater involvement in the business operations of the Airways company (Malik *et al.*, 2020). For example, identifying the passengers who regularly fly with the Airways company and addressing their issues will enable them to design better strategies for managing this group of external stakeholders of the organisation. Identifying their problems will enable the company to easily locate the pain point that the company can later use to upgrade its services and flying proposals for the passenger. In this way not only the organisation will be able to prioritise the unique demands of the Stakeholders but also lead to word of mouth for the organisation. Successful word of mouth by the stakeholders directly implies that the Airways company will have increased customer engagement and will be capable of gathering greater traffic ultimately skyrocketing the sales of the organisation in the market.

Analysing the stakeholders and identifying the most powerful partners of the organisation will enable the organisation to leverage its influential status in the market (Razavi *et al.*, 2019). The company can further allocate its valuable resources and put efforts into the trust of

these powerful and influential stakeholders of the organisation. This with enabling the organisation to achieve its highest goals by making effective use of its holder partnership. For example, the Airways organisation can provide High-Quality Services and personalised support staff to its influential stakeholders. The organisation can allocate one individual to look after the needs of each of its powerful stakeholders. This will enable it to achieve greater stakeholder satisfaction which will ultimately be beneficial for the business activities of the organisation. It will motivate the stakeholders to trend in their partnerships as well as increase their investments in the organisation developing opportunities for expansion and generating detailed personalised support to its customers (Pedrosa-Ortega *et al.*, 2019). This will enable the organisation to increase its customer loyalty as well as improve employee morale. Developing a better relationship with the customers and stakeholders of the organisation will also contribute towards the development of better relationships with the regulator of the Airways company helping it to comply with the legal aspects of the aviation industry.

The management team of the organisation including the project managers and other individuals holding higher positions in the Management team can make use of the Salience model to understand the power and urgency of stakeholders. This will enable the organisation to make a list of the priority in terms of full filling the demands of the customers as well as allow the organisation to take calculated risks. Based on the list, Qatar Airways can develop strategies in order to manage the stakeholders effectively. This will enable the organisation to prevent crises as well as minimise the negative impact of sudden events (Wang, 2021). This will contribute to the management efforts of various teams of the organisation ultimately allowing the company to improve its sales by preventing crisis situations at the company.

ii. Managing Teams_1100

In such a huge organisation as Qatar Airways, the managing team and leaders holding leadership positions in the organisation includes project managers, leaders of change management, managers in the marketing and advertising teams among others. These leaders do not always follow a single leadership model throughout the organisation. In fact, the leadership models keep on changing depending on the situation and the requirements of the management team. However, there are some common leadership models that can be applied within the organisation in order to guide the teams effectively and constantly motivate them to work hard in order to have quality output. Akbar Al Baker makes use of the dynamic style of leadership in order to manage the organisation (Wang_Zijian, 2021). This has led the organisation to experience success over the years. However, another such leadership model

can lead the organisation to overcome challenges Employee engagement and accountability on the part of employees and other individuals at Qatar Airways among others is the *steward leadership model*.

It is an effective and one of the most popular leadership models that emphasise the approach of leaders. The leaders following this style of leadership design their guiding processes and approaches based on the needs and capabilities of their team members. This style of leadership puts a lot of emphasis on the requirements of the team members (Andert *et al.*, 2019). Leaders of Qatar Airways can use this model in order to guide the teams and manage them exactly. This model can especially be used by leaders in the aviation industry in order to manage teams effectively. This will enable them to lead the teams by keeping the preferences and needs of the members forward making the leadership outcomes more effective. In case, the individuals in the aviation company feel that they are valued within the organisation by the leaders, it will motivate them to put more effort into their work performance which will ultimately generate quality output.

There are five characteristics in this leadership style which leaders can use based on the needs of team members. This model of leadership takes responsibility for the team members and the individuals around the leader. Leaders focus on empowering their teams and building strong relationships by developing trust, collaborating and taking account of the reaction. Instead of focusing on the five characteristics include:

Leaders of this model put a lot of priority in terms of serving their team members. The leaders following this particular model put forward the needs of others before their own. They are concerned with the interests of others. In this style of leadership, the leaders view their job as a responsibility rather than just seeing it as a position of power (Crippen and Willows, 2019). The leaders in this model put a lot of effort into developing an environment where the members and other individuals around them are able to trust them and respect their judgements and decisions alike. Due to this, the individuals involved with Qatar Airways put a lot of trust in the leader which enabled the whole organisation to earn awards in a number of sectors. This will also lead the organisation to improve the quality of products and consistently expand itself into a world-class network.

Another important criterion of managing a team in this leadership model is empathy. With the vast workforce of Qatar Airways and its diverse workers, the organisation can effectively make use of this leadership model in order to provide effective guidance to its team members as well as associates of the organisation (THAR, 2019). Steward leaders are capable of thinking and making decisions by putting themselves into the shoes of their subordinates or

team members. It helps them understand their situations and enables them to develop perspectives similar to that of their team members. As a result of this, they can actively communicate with their team leaders while being open to new ideas and responding to them with compassion. This will make the team members feel accepted and appreciated resulting in the development of a good relationship with the leaders.

The leaders following this model for managing teams have worked with a clear sense of purpose. They are capable of identifying the long-term goals of their teams as well as the organisation and can shape their leadership style and guidance in such a way that it contributes to the ultimate vision of the organisation. The leaders at Qatar Airways can communicate the vision to their teams. This will help them understand their responsibilities much better and also take accountability for their actions. Establishing an understanding of the ultimate objectives of the organisation will enable the teams to find areas where they can contribute and put effort into enabling the organisation to achieve its goals. Possessing long-term vision in leaders enables them to make effective guidance as well as foster an attitude of innovation as well (Suriyankietkaew *et al.*, 2022). This will enable the organisation to explore new ideas with the help of the leaders and the leader can in turn guide the teams to take calculated risks. This also has the leaders build resilience and overcome short-term challenges. The leaders can further help their teams to inculcate an attitude of resilience which will help them stay focused in their activities as well as become resilient in times of adversity.

Leaders following this model put a lot of emphasis on collaborative efforts and teamwork. Hence, leaders at Qatar Airways can also promote partnership and team efforts within the organisation. This will enable them to build strong relationships and develop a strong foundation of trust and respect among themselves (Barrane *et al.*, 2021). In addition to that, this particular leadership model has the ability to encourage open communication in order to share the responsibility of organisational success with the team members by sharing the power and authority within the organisation. The leaders can involve the team members in decision-making processes by actively seeking their input and motivating them to express themselves more in terms of making decisions. The leaders can establish clear expectations and communicate with the individuals present at Qatar Airways. This will enable each worker to set definite goals for themselves and will also enable them to keep track of their progress towards achieving them. This will not only enable all the leaders to take accountability for their actions but also for the team members. This will further enable them to learn from their mistakes and improve their work performance. Altogether, this will contribute to the

organisational success of the company and enable it to reach greater heights and enter new markets enabling the organisation to achieve success.

Conclusion

The report represents a necessary aspect for maintaining behaviour towards emotional intelligence under employee engagement and organisational performance. Various potential impacts on the management of the organisation are analysed which provide a major aspect of increasing the levels of employee engagement as well as the organisation and performances of Qatar Airways. Furthermore, the report engages with the management competencies development, where discussion on managing stakeholder relationships and managing teams is represented and proper recommendation are included through engaging theories and models to help the report to implement the development of management practices of the organisation. The recommendations for improving Qatar Airways' management towards making decisions and mitigating challenges included providing innovative ideas and increasing service quality for energy customer satisfaction. However, another recommendation for the management and practices in terms of making proper decisions is necessary to involve an online survey process through which every customer can provide necessary suggestions to Airways which create a huge impact on the management practices and the organisation's performance. Recommendation for managing teams engages in the implementation of steward leadership Theory however using the transformation leadership Theory helps in guiding the natural phenomenon and provides potential activity towards the employees which helps in increasing performance level and employee engagement.

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