

Role of Emotional Intelligence for the Mangers - the key to success

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Abstract

In the current competitive environment where managers are expected to perform multi-roles with efficiency and effectiveness, it is highly needed to develop their right attitude and emotional intelligence towards the unseen complexities in the corporate world and life. Emotional intelligence can best be described as the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior. The emphasis of this paper was to determine the role of emotional intelligence in today's life of managers. Findings of this paper present that the absence of emotional intelligence indicates the weak personality and in-ability to build relations at working place.

Keywords: Emotional intelligence, corporate world.

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Introduction:

We are living in a 21st century where the role of every individual is becoming more difficult day by day. In general words, when we talk about the modern business environment, authoritarian managers are much less likely to be successful for the long term than those who utilize a democratic style of management. If a person wants to succeed in the business world now and in the future, it's important that one must understand the role of emotional intelligence in business today. Emotional intelligence involves being sensitive to and perceptive of other people's emotions, and having the ability to intuitively facilitate improved performance based on this knowledge. The modern workplace is characterized by open communication, teamwork, and a mutual respect among employees and their supervisors. Possessing emotional intelligence allows managers to better understand and motivate people they supervise.

Meaning of Emotional Intelligence:

The subset of social intelligence that involves the ability to monitor one's own and others feelings and emotions, to discriminate among them and to use this information to guide ones thinking and actions.

From the above definition, it is clear that Emotional intelligence is the ability to identify, assess, and control the emotions of oneself, of others, and of groups. There are five elements identified as the components of emotional intelligence: self-awareness, self-regulation, motivation, empathy and social skills that comprise the field of emotional intelligence.

Scholars may have coined the term “emotional intelligence” in the early 1990s, but business leaders quickly took the concept and made it their own.

According to emotional intelligence, or EQ, success is strongly influenced by personal qualities such as perseverance, self-control and skill in getting along with others. Much has been written about how to improve employees’ EQ, but hiring managers are likely to make better hiring decisions when they look for people who already possess high EQ scores.

Origin of Emotional Intelligence:

Professor Thorndike, (in 1920), in his theory of “social intelligence” defined it as the “ability to understand and manage men and women, boys and girls, to act wisely in human relations.” Howard Gardner wrote about multiple intelligence and proposed that intrapersonal and interpersonal intelligences in 1983 which are as important as the type of intelligence typically measured by IQ and related tests. Interpersonal intelligence is the ability to understand the perception and desires of other people whereas in intrapersonal intelligence, it is the capability to control and understand oneself. This ability helps in building effective work environment. They focused on cognitive aspects, such as memory and problem-solving. However, there were researchers who recognized early on that the non-cognitive aspects were also important. For instance, David Wechsler defined intelligence as the aggregate or global capacity of the individual to act purposefully, to think rationally, and to deal effectively with his environment. As early as 1940 he referred to non-intellective as well as intellective elements by which he meant affective, personal, and social factors. Furthermore, as early as 1943, Wechsler was proposing that the non-intellective abilities are essential for predicting one’s ability to succeed in life. He was not the only researcher who saw non-cognitive aspects of intelligence to be important for adaptation and success. Salovey and his team have proposed three models of EI.

Ability Model: It focuses on the individual's ability to process emotional information and use it to navigate the social environment.

Trait Model: It is developed by Konstantin Vasily Petrides, “encompasses behavioral dispositions and self-perceived abilities and is measured through self-report.”

Mixed Model: It is a combination of both ability and trait EI. It defines EI as an array of skills and characteristics that drive leadership performance, as proposed by Goleman. There was further addition to the concept of EI as enumerated by Salovey et al. For them, EI concerned the way in which an individual processes information about emotion and emotional responses. These findings pointed to different ways in which competencies such as empathy, learned optimism, and self-control contributed to important outcomes in the family, the workplace, and other life arenas.

Literature Review:

The purpose of this is to provide a comprehensive literature review on the emergence of emotional intelligence in the workplace as well as discussing main theories of emotional intelligence, based on the relevant literature and previous empirical studies.

Traditionally, negligence (Eriksson, 2004), avoidance (Turnbull, 1999), irrational and negation (Fineman, 1993), weakness and inability to control oneself have been viewed in emotional themes within organisational life. Recently, role of emotions in the workplace have started to exert positively through organisational scholars (Fineman, 1997; Domagalski, 1999; Turnbull 1999; Fisher & Ashkanasy, 2000; Brief and Weiss, 2002; Jordan and Troth, 2002). "texture" of organizing (Fineman, 1993) and also enterprise impacts on individual's thought, feeling in the workplace (Brief & Weiss, 2002), belong to emotion supposition (Fineman, 1993). Excellent organisations are places where feelings are managed, matured or removed. Feelings are perceived as irrelevant to job activity but emotions get in the way of effective performance (Fineman, 1996).

Many researches that have concentrated on emotion in the workplaces have asserted that organisations are "emotional places" (Armstrong, 2000), "incubators of emotions" (Muchinsky, 2000) or "emotional arenas" (Fineman, 2000) and it always stimulates doubt and commotion (French, 2001). That is to say, few researches have concentrated on how emotions are experimented in the workplace (Pekrun & Frese, 1992), comprising organisation psychic pressure and stress (Fineman, 2000). Since emotions and feelings are at the core of the human experiment (Muchinsky, 2000), very nature of the "organisation" of work pertain to what individuals do with their sensations (Fineman, 1993).

One important aspect of work performance is work affect (Kafetsios & Zampetakis, 2008). Muchinsky (2000) claimed that emotions have many differences which cover from pleasurable experiments of our existence which are positive experiences to the negative ones that are the most noxious. Individual's job-related behaviour is reflected from affective or emotional experiments in the work place that generate cognition (Weiss & Cropanzano, 1996).

Miao, C., Humphrey, R. H., & Qian, S. (2016) based on a meta-analysis, leaders' emotional intelligence (EI) positively relates to subordinates' job satisfaction. All three EI streams

(ability, self-report, mixed) exhibit significant incremental validity and relative importance (RW) in the presence of personality and cognitive ability in predicting subordinates' job satisfaction. Leaders' EI demonstrates significant incremental validity and RW in the presence of subordinates' EI in predicting subordinates' job satisfaction. Subordinates' EI positively relates to leaders' EI and mediates the relationship between leaders' EI and subordinates' job satisfaction. Moderator analyses indicate that (1) ability EI has a lower association with subordinates' job satisfaction than self-report EI and mixed EI; and (2) leaders' EI more positively relates to subordinates' job satisfaction in low in-group collectivist or low humane oriented cultures.

Momm, T., Blickle, G., Liu, Y., Wihler, A., Kholin, M., & Menges, J. I. (2015) this study examines how the emotion recognition ability relates to annual income. Participants were 142 employees working in various jobs and organizations in Germany. Emotion recognition was assessed with the Diagnostic Analysis of Nonverbal Accuracy 2, a self-report measure which asks participants to identify facial and vocal emotional expressions. Results revealed that the relationship between emotion recognition ability and annual income is mediated by political and interpersonal skills. This means that the better people are at recognizing emotions, the better they handle the politics in organizations and the interpersonal aspects of work life, and thus the more they earn in their jobs. The findings imply that emotional abilities enable people to be more successful at work.

Parke, M.R., Seo, M.G., & Sherf, E.N. (2015) this study examined how two facets of EI - emotion regulation and emotion facilitation - can shape employee creativity, an important element to driving innovation at work. The study used a multimethod (MSCEIT, experience sampling, survey) and multisource (archival, self-reported, supervisor-reported) research design of early career managers in the U.S. across a wide range of jobs. The study found that emotion regulation ability enables employees to maintain higher positive affect (e.g., excitement and enthusiasm) while emotion facilitation ability enables employees to use their positive affect to enhance their creativity, as measured by their supervisors. A sample item for creativity was: "This person comes up with new and practical ideas to improve performance." The findings indicate that EI is an important variable to consider when hiring knowledge workers to produce creativity in jobs. Because EI tests exist, organizations could include these tests with other personality measures for screening purposes. Employees can also be trained to increase their abilities at managing their emotional states and responses to work requirements.

Koveshnikov, A., Wechtler, H., & Dejoux, C. (2014) the study examines the role of EI in cross-cultural adjustment of expatriates on international assignments. Participants were 269 expatriates from a French company working in 133 countries. The independent variable, EI, was measured using SSEIT, a self-report instrument measuring appraisal, expression, regulation and utilization of

emotion. The dependent variable, cross-cultural adjustment, was measured from the point of view of the expatriate based on three factors (general adjustment, interaction adjustment, and work adjustment). Cultural similarity and prior international experience were used as control variables. The results revealed a significant and positive relationship between EI and expatriates' cultural adjustment after controlling for cultural similarity and international experience. This finding suggests that it may be beneficial for organizations to leverage EI as a factor when selecting employees to go on expensive international assignments.

Research Methodology:

The paper is based on literature review. It is a conceptual paper. We have reviewed the literature about the emotional intelligence on this literature, we have reached on the findings which are mentioned below.

Role of Emotional Intelligence:

Performance at work. Emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career. In fact, when it comes to gauging important job candidates, many companies now view emotional intelligence as being as important as technical ability and use EQ testing before hiring.

Physical health. If you're unable to manage your emotions, you probably are not managing your stress either. This can lead to serious health problems. Uncontrolled stress can raise blood pressure, suppress the immune system, increase the risk of heart attack and stroke, contribute to infertility, and speed up the aging process. The first step to improving emotional intelligence is to learn how to relieve stress.

Mental health. Uncontrolled emotions and stress can also impact your mental health, making you vulnerable to anxiety and depression. If you are unable to understand, be comfortable with, and manage your emotions, you'll be at risk of being unable to form strong relationships which can leave you feeling lonely and isolated.

Relationships. By understanding your emotions and how to control them, you're better able to express how you feel and understand how others are feeling. This allows you to communicate more effectively and forge stronger relationships, both at work and in your personal life.

Perception of others emotions: Accurate social perception allows individuals to gain considerable knowledge of other group members' attitudes, goals, and interests, which should

enable influence by identifying, understanding, and addressing members' unstated needs and creating goals that might be accepted.

Understanding of others emotions: EI members may improve the performance of their group. The ability to orchestrate one's emotions as per the need of the group helps in accomplishment of the group task, which in turn influences group performance.

Manage emotions:The effective management of emotions enables a member to influence the group by changing other members' emotional reactions to particular courses of action; these influencers draw upon past experience and apply on them.

Culture adjustment:The leader has a direct influence on the culture of work environment. Studies have found the impact of leader on the behavior of employees.The high level of EI helps in identifying talents, delegation of roles accordingly and resolving the conflict amicably.

To develop creativity at workplace:Emotional intelligence helps to put people at ease, create trust and respect and to work in coordination which leads to team spirit as well as develop creativity at workplace.

To overcome the negativity: Emotional intelligence vastly improves our internal relations and deepen our sense of personal fulfillment and professional accomplishment and stronger internal relations mean a stronger bottom line. High EQ leaders vastly improve the performance of our companies.

To motivate: The modern workplace is characterized by open communication, teamwork, and a mutual respect among employees and their supervisors. Possessing emotional intelligence allows managers to better understand and motivate people they supervise

Good communication skills:Managers who have outstanding leadership qualities tend to possess emotional intelligence. It's important to realize that leadership isn't an inherent part of being in a position of authority. Leadership is something that employees bestow upon the most effective managers, and is reserved for individuals with high standards of integrity and outstanding communication skills.An individual who is in tune with his or her own emotions is much more likely to be able to understand and empathize with the emotions that impact the attitudes and behaviors of others. This is why emotional importance is so valuable for managers. It's essential for managers who want to be viewed as leaders to remember that actions speak louder than words. This is something that individuals who possess a high degree of emotional intelligence seem to inherently understand.

Role of EI in achieving organizational effectiveness is very significant, and it is reiterated

in studies carried out across the globe. However, assessment and predictability of EI leading to success is still a very important issue to be addressed. Available literature suggests that facets of EI align well within the framework of achieving goals of the organization and ultimately leading to job satisfaction.

Conclusion:

Here, we have conceptualized the role of EI. Studies have shown that people with high levels of emotional intelligence have greater career success, foster stronger personal relations, have effective leadership skills and are healthier than those with low emotional quotient (EQ). Moreover, competitive advantage can actually be achieved through the EQ-related capacities for creating trusting relationships, improving energy and effectiveness in high-pressure situations, and creating the future. Workers with high EQ are better able to work in teams, adjust to change and be flexible. No matter how many degrees or other on-paper qualifications a person has, if he or she doesn't have certain emotional qualities, he or she is unlikely to succeed. As the workplace continues to evolve, making room for new technologies and innovations, these qualities may become increasingly important.

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