

EMOTIONAL INTELLIGENCE-‘A Key for Workplace Success’

Amit Gupta

Sr. Lecturer

SBS Global, Jamia Hamdard University

yashmit.gupta@gmail.com

ABSTRACT

The nature of contemporary work scenarios involves huge emotional labor and customer orientation for organizational success. Organizations today are characterized by changing customer and stakeholder demand on the all resource of the organization- most importantly the human resource. Eminent researchers have highlighted the role of emotional competencies and relationship management as key to the business success. The acknowledgement to develop emotional competencies of the workforce therefore becomes a focal point of the human resource practitioners and trainers. This paper attempts to review the vast literature surrounding emotional intelligence in context organizational settings. It highlights the role of emotional intelligence in relation to employee's performance. It also proposes the development of emotional intelligence among employees by examining the benefits of an emotional competent workforce for competitive advantages.

Keywords: Emotional Intelligence, Workplace Success, Employee Satisfaction.

INTRODUCTION

Emotional Intelligence Quotient is defined as a set of competencies which demonstrate the ability of recognizing one's behaviors, moods and impulses and helps in managing those best in accordance to the situation. Typically, "Emotional Intelligence" is considered to involve emotional empathy; attention to, and discrimination of one's emotions; accurate recognition of one's own and other's moods; mood management or control over emotions; response with appropriate adaptive emotions and behaviors in various life situations especially to stress and difficult situations; and balancing of honest expression of emotions against courtesy, consideration, and respect i.e., possession of good social skills and communication skills.

Also, Emotional intelligence ('EQ') is the ability to identify, evaluate and control own emotions and to better understand and manage the emotions of others. The term "Emotional Intelligence"

has been around since the 1980s and came to popular prominence through Daniel Goleman who wrote a best-selling book titled Emotional Intelligence.

DATA SOURCE:

There are two types of data source available namely Primary and Secondary data source. Most of the data in this report is collected from secondary data source.

HISTORY

Various Researches has been conducted in support of Emotional Intelligence which is listed as follows:

1920: Thorndike, a theorist suggested that human have several types of intelligence, one form of this is, “Social intelligence, or the ability to understand and manage men and women, boys and girls, and to act wisely in human relations.”

1940: David Wechsler, define Emotional Intelligence as “the aggregate or global capacity of the individual to act purposefully, to think rationally, and to deal effectively with his environment”

1958: Wechsler, main focus was to highlight the factors that encounter a human being which are affective, personal, and social.

1983: Howard Gardner proposed Frames of Mind-The Theory of multiple intelligences, The theory supports that the foundation for most of the model created on emotional Intelligence were based on two types of intelligence namely Intrapersonal & Interpersonal Intelligence. He rate these intelligences were as significant as IQ test for an individual.

1990: Peter Salovey and John Mayer conducted a study which primarily focused on the studies about social intelligence and concluded that the research on emotional intelligence was deeply based on the notion of social intelligence.

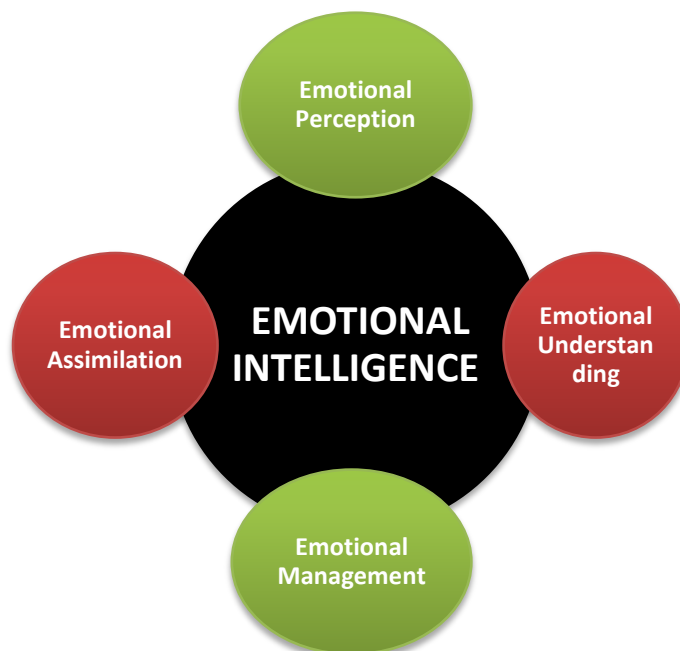
2004: In the word of Boyatzis and Sala, Emotional Intelligence is an “ability to recognize, understand and use emotional information about oneself or others that lead to or cause effective or superior performance” in other words it can be define as “the intelligent use of one’s emotion”.

EMOTIONAL INTELLIGENCE –‘A KEY INGREDIENT’

The Significance of emotional intelligence can be viewed as, in today’s world two companies may have the same factors of production in terms of land, technology, methodology but what make them different is there plan of executing the Human Resource. Emotionally intelligent employees not only perform better but also create an environment for other to do their best and hence form a positive atmosphere to work.

So, there is a need nowadays to improve and develop an emotionally intelligent workforce in order to consider the benefits of understanding and regulating emotions of employees for the workplace success. This topic of emotional intelligence has been explode a lot and many expert flourished on the work related to emotional intelligence to make a strong case for training an organizations on emotional intelligence, to certify better work place dynamics and performance.

ABILITY MODEL OF EMOTIONAL INTELLIGENCE BY SALOVEY AND MAYER



In 1990 John Mayer and Peter Salovey, in his Ability Model, viewed emotional intelligence as pure form of mental ability and thus as our intelligence. The ability-based model views emotions as useful sources of information that help one to make sense of and navigate the social environment. The model proposes that individuals vary in their ability to process information of an emotional nature and in their ability to relate emotional processing to a wider cognition. This ability is seen to manifest itself in certain adaptive behaviors. The model claims that EI includes four types of abilities:

- **Emotional Perception:** It is the ability to recognize and review one's emotions and expressing our emotional requirements to others.
- **Emotional Assimilation:** It is the ability to discriminate among emotions and prioritizing emotions which affects their thought process.
- **Emotional Understanding:** It is the ability of reasoning the composite emotions and also to identify transitions from one to another.
- **Emotional Management:** It is the ability to regulate the emotional instability depending upon its usefulness in a situation and ability to observe them frequently.

John Mayer and Peter Salovey suggested that "The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth."

MIXED MODEL OF EMOTIONAL INTELLIGENCE BY BAR ON

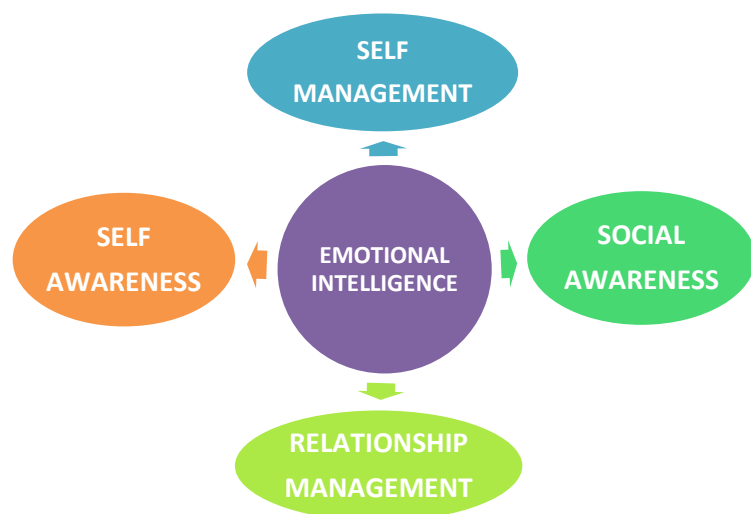


Reuven Bar On proposed a model based on personality theory which highlights the co-dependence of ability with personality traits and their application on personal wellbeing. It reviews five constituents of emotional intelligence which are intrapersonal, interpersonal, adaptability, stress management and general mood with its sub constituents under each category. Bar on considers that emotional and cognitive intelligence contributes to a

person's general intelligence which shows one's potential to achieve success in life.

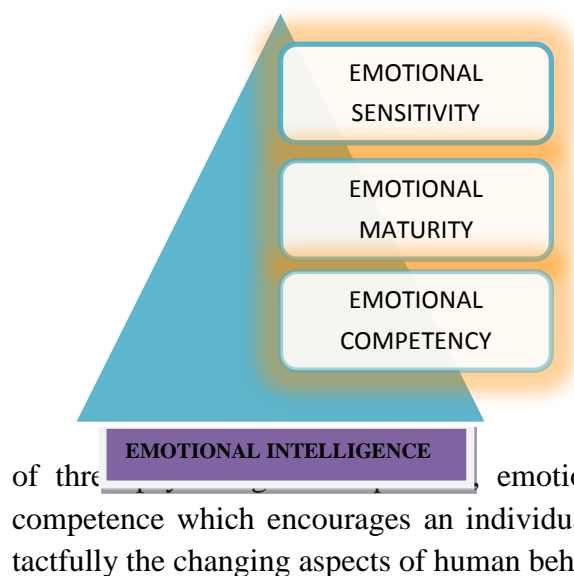
The Bar-On model provides the theoretical basis for the EQ-i, which was originally developed to assess various aspects of this construct as well as to examine its conceptualization. According to this model, emotional-social intelligence is a cross-section of interrelated emotional and social competencies, skills and facilitators that determine how effectively we understand and express ourselves, understand others and relate with them, and cope with daily demands. The emotional and social competencies, skills and facilitators referred in this conceptualization include the five key components which are described above. Ultimately, being emotionally and socially intelligent means to effectively manage personal, social and environmental change by realistically and flexibly coping with the immediate situation, solving problems and making decisions. To do this, we need to manage emotions so that they work for us and not against us, and we need to be sufficiently optimistic, positive and self-motivated.

MODEL OF EMOTIONAL INTELLIGENCE BY GOLEMAN



Goleman suggest that every individual is born with a general emotional intelligence which determines his potential for learning emotional competencies. The association of competencies is not random but appears in collaborative groups that support and enable each other. These models of emotional intelligence composed of four main attributes of emotional intelligence which are:

- **Self-awareness:** It is the ability to read one's emotions and identify their effect to make decisions.
- **Self-management:** It is the ability to regulate one's emotions and instincts and adjusting to the changing scenarios.
- **Social-awareness:** It is the ability to sense, comprehend and respond to emotions of other while understanding social networks.
- **Relationship-management:** It is the ability to motivate the guidance and develop others while handling the conflicts.



EMOTIONAL INTELLIGENCE IN THE INDIAN CONTEXT BY DALIP SINGH

The Indian culture is dissimilar from various model of west and it comprises facets like emotional maturity, sensitivity and competency.

In the word of Dr. Dalip Singh Emotional intelligence can be defined as the ability of an individual to properly react to a huge variety of Emotional stimuli being provoked from the inner self and instincts environments. Singh suggested that emotional intelligence comprises

- **Emotional Sensitivity:** It covers the facets of understanding verge of empathy, emotional arousal and developing inter-personal relationships.
- **Emotional Maturity:** It covers the facets of self-awareness, developing others, delaying gratification, adaptability and flexibility.
- **Emotional Competency:** It covers the facets of handling emotional upsets, egoism, inferiority complex and developing high self-esteem.

EMOTIONAL INTELLIGENCE AND WORKPLACE SUCCESS

The following outlines a set of five emotional intelligence competencies that have proven to contribute more to workplace achievement than technical skills, cognitive ability, and standard personality traits combined.

Social Competencies—‘Competencies that Determine How We Handle Relationships’

Intuition & Empathy: It is the ability to understand and aware of other's feelings, needs and concerns. This competency is important in the workplace for the following reasons.

- Understanding others: an intuitive sense of other's feelings and perspectives, and showing an active interest in their concerns and interests.
- Customer service orientation: the ability to anticipate, recognize, and meet customer's needs.
- People development: ability to sense what others need in order to grow, develop, and master their strengths.
- Leveraging diversity: cultivating opportunities through diverse people.

Political Acumen & Social Skills: This competency is important in the workplace for the following reasons.

- Influencing: using effective tactics and techniques for persuasion and desired results.
- Communication: sending clear and convincing messages that are understood by others.
- Leadership: inspiring and guiding groups of people.
- Change catalyst: initiating and/or managing change in the workplace.
- Conflict resolution: negotiating and resolving disagreements with people.
- Building bonds: nurturing instrumental relationships for business success.
- Collaboration and cooperation: working with coworkers and business partners toward shared goals.
- Team capabilities: creating group synergy in pursuing collective goals.

Personal Competencies—Competencies that Determine How We Manage Ourselves

Self Awareness: This focus on Knowing one's internal states, preferences, resources, and intuitions. This competency is important in the workplace for the following reasons.

- Emotional awareness: recognizing one's emotions and their effects and impact on those around us.
- Accurate self-assessment: knowing one's strengths and limits.
- Self-confidence: sureness about one's self-worth and capabilities.

Self Regulation: This focus on Managing one's internal states, impulses, and resources. This competency is important in the workplace for the following reasons.

- Self-control: managing disruptive emotions and impulses.
- Trustworthiness: maintaining standards of honesty and integrity.

- Conscientiousness: taking responsibility and being accountable for personal performance.
- Adaptability: flexibility in handling change.
- Innovation: being comfortable with openness to novel ideas, approaches, and new information.

Self Expectations & Motivation: These are the Emotional tendencies that guide or facilitate in reaching goals. This competency is important in the workplace for the following reasons.

- Achievement drive: striving to improve or meet a standard of excellence we impose on ourselves.
- Commitment: aligning with the goals of the group or organization.
- Initiative: readiness to act on opportunities without having to be told.
- Optimism: persistence in pursuing goals despite obstacles and setbacks.

EMOTIONAL INTELLIGENCE AND PERFORMANCE

Over the years Emotional Intelligence is strongly related with performance at workplace which can be concluded from various researches and experiments conducted by many theorists so far:

1982: Boyatzis conducted a research of 100 managers from 12 different organizations and found that “Self-assessment” competency of emotional intelligence was related to superior performance.

1990: Hunter Schmidt and Judiesch, conducted a study and found that a top performer produces 12 times more than a low performer and 85% more than those at average, if the complexity of the job is medium where as produces 127% more than average ones if the complexity of jobs is high.

1997: Spencer, L.M Jr. analyzed 300 top level executives from 15 global companies and find that highest and average performers were distinguished based on six emotional competencies: Influence, Team leadership, Organizational awareness, self-confidence, achievement drive and leadership.

1998: Goleman conducted a competency research on 200 companies worldwide and concluded that technical skill and cognitive ability along with emotional competency may produce a better performance standard in the production.

1999: Mc Clelland reported that 50% attrition can be seen if traditional method of hiring manpower is opted while only 6% attrition can be seen if hired using emotional competence method.

2000: Bachman, conduct a comparative study between two most successful debt collectors with collection of 163% and 87 % respectively in period of three months. The result showed that emotional intelligence competencies of self-actualization, independence and optimism were high in most successful collectors.

2004: Bhalla and Nauriyal, in his research conclude that for understanding and forecasting individual performance at work Emotional Intelligence plays a vital role. They also coined that Indians have high affiliation needs so Emotional Intelligence is the need of an hour.

2005: Cumming researched on a sample of workers from New Zealand and found that there is a direct relation between Emotional Intelligence and workplace performance but no such relation exist between demographic factor and Emotional Intelligence.

2009: Khokhar and Kush researched on 200 top companies' executives of Indian companies and found that the executives with High emotional intelligence imply better quality of work performance.

DEVELOPING EMOTIONAL INTELLIGENCE – ‘AN EIGHT STEP GUIDE’

1. Understand The Importance Of Emotional Intelligence. Being intellectually capable is important in life, but being emotionally intelligent can be considered even more so, as there are many benefits associated with high emotional intelligence. Having high emotional intelligence can help you to lead a happier life because it is easier to talk with and understand others, acting rationally and calmly in difficult situations becomes second nature and it can also lead to better relationships and job opportunities.

GUIDE:

- Be Self-aware about your strength and weakness.
- Manage yourself according to the needs.
- Be socially aware about people.
- Build a healthy relationship management among colleague.

2. Dealing with Stress Triggers. Life is filled with difficult situations from relationship breakdowns to job loss. In between, there are myriad stress triggers that can make any daily issue seem much more challenging than it probably is and the more stressed we felt, the more vulnerable we become towards the life's stressors. A very important part of improving emotional intelligence is about being able to spot stress triggers and recognize them for what they are and to bring back one-self to feeling calm and relaxed.

GUIDE:

- Don't feel guilty in not giving people what they want.
- Be more assertive in workplace.

- Learn to say ‘No’.

3. Be Open-Minded, Intellectually Curious and Agreeable. Openness and being agreeable go hand-in-hand when it comes to emotional intelligence. Be open to new ideas – a narrow mind is generally an indication of a lower EQ. To develop a more open mind, seek to understand and reflect upon the emotions and ideas of others. Be open to their ideas and opinions so that you are in a position to consider all possibilities in a positive manner.

GUIDE:

- Listening to debates on television or the radio.
- Write down your thoughts and ideas, critique these thoughts, and think about why you may have these opinions.
- When you hear something that you disagree with, before deciding you hate the idea, consider it.
- To improve your ability to be agreeable, increase your trust in others.

4. Be outgoing and empathetic. Those who have the ability to understand others and direct interest toward external properties (i.e., being focused on what is outside of the self) instead of being focused on oneself (self-absorbed) have the qualities of extroversion and empathy. To break it down, being selfless is known as extroversion and understanding others is known as empathy. Extroversion and empathy grow concurrently – when teamed together one has an understanding, selfless personality. A selfish, self-centered person generally lacks empathy, and a person who lacks empathy generally directs a lot more interest to them and is busy seeing life through the eyes of their own needs and wants only.

GUIDE:

- To improve empathy, one should put himself in the shoes of others.
- Practice empathy on friends and peers.
- When seeing someone going through something emotionally ask yourself, “How would I react in the same situation?”

5. Be conscientious and prepared to deliberate. Rational thinking and actions are abundant aspects of emotional intelligence. Performing the required action is the next critical part of EQ

Conscientiousness is the act of analyzing a situation and deliberation is the act of responding accordingly in a rational manner. In other words, it is the act of seeing a situation, analyzing it, then acting upon it in a positive manner

GUIDE:

- When something occurs, analyze it.

- Put yourself in a hypothetical situation and consider how you would react in certain situations.
- Be goal-oriented.
- Before making a decision, make sure you have taken into account all possibilities.
- When making a decision, do not decide according to your mood.

6. **Be attentive and self-aware.** To be attentive is to pay attention to oneself and your surroundings in a positive manner. Being self-aware allows one to manage himself in an effective manner by being able to control his emotions and behaviors in a healthy way.

GUIDE:

- Ask yourself questions like, “Why do I act like that?” “Why do I have certain beliefs?” “Why do I find it so confronting to have my beliefs challenged?”
- Recognize your strengths and weaknesses and build upon the strengths while working out how to either supplement or work around your limitations.
- Develop morals and evaluate them.

7. **Practice communication skills.** Having good communication skills results in a better EQ. A high level of communication skills makes it is easier to send across and receive messages that are clear, to-the-point and respectful of both side of the communication.

GUIDE:

- Comfort zone: Respect people and their comfort zones to decrease their discomfort.
- Body position: Study body positions to understand others better and to pick up on social cues that aren't spoken.
- Rehearse well in advance and think well before you speak.

8. **Be Optimistic.** Optimistic approach helps in seeing the beauty in life and everyday objects. In a way, being optimistic results in an open mind, and act as a crucial element of improving the emotional intelligence.

GUIDE:

- Identifying your good features and appreciating them.
- Recognizing the good in others.
- Recognizing flaws, and then accepting them.
- Making the best out of difficult situations.
- Using hardships as a fuel to improvement.
- Improving your sense of humor and learning to see the lighter side of life's difficulties.

CONCLUSION

Intelligence Quotient was previously considered a better indicator of his performance and success. Studies have shown that people with high intelligence quotient performs better at their workplace, have bigger income and possess good health. But today emotional intelligence has given us a better understanding to factors that equally contribute to workplace success. Emotional intelligence helps us to utilize and regulate our own and others emotions in an effective manner. In the meantime its importance in workplace settings has also being realized for better productivity and success because It involves aspects like communication skills, empathy, social skills, etc. So, Organizations today want its employees to be more emotionally intelligent because the nature of work is how more of customer oriented. They want to understand the needs of their customers and for understanding that employees need to be more emotionally intelligent.

Gradually emotional intelligence has become one of the most important factors for achieving success in organizations since the emotionally intelligent people are source of competitive advantage. An emotionally intelligent person not only performs better but also creates an environment in which others can also become leaders at every level.

Studies have shown relation of Emotional intelligence with performance in workplace environment and the results have shown that people with high emotional intelligence tend to perform better. Emotional intelligence has also helped to manage and respond to stressful situations in an appropriate manner. Researches' have also done to find the link between emotional intelligence and leadership and it was found that people with high emotional intelligence can achieve more organizational outcomes and can lead in a better way. Emotional intelligence is also related to organizational commitment because studies showed that people with high emotional intelligence fulfill their duties properly and performs better to achieve success.

The existing work scenario has drawn attention of the organization to have emotionally intelligent employees for achieving success in dynamic environment along with this Studies have shown that emotional intelligence can be developed among employees over a period of time. Organizations are developing it through various training and simulations.

Emotionally intelligent employees are assets to the organizations because they understand (self-awareness) and regulate (self-management) their own feelings and can also know (social awareness) and control (relationship management) other feelings. This is the reason that they are considered to be competitive advantage for an organization in all aspects.

Emotionally intelligent employees create a positive and productive environment to work. They try to understand situations from others perspective and maintains healthy relationship with others. They are more adaptive to the changing needs, are honest and behave appropriately in critical situations. All these factors help in accomplishing organizational success.

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