
Impact of Emotional Intelligence in the Occupational environment

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Abstract

Emotional Intelligence, (EI) the ability to understand and manage emotions in oneself and others, is a valuable asset for professionals. Emotional Intelligence in the working environment has created great expectations and promising findings. It isn't possible to "manage" other people's emotions. None can make another person feel a particular emotion, believe a specific belief, or do a particular action. The ideal is we can hope for is to manage our responses to others' emotions well and to endeavor to influence others constructively. EI may determine a person's potential for learning practical job-related emotional and social skills, the level of emotional competencies manifested by that person shows how much of that potential she or he has actually realized. Many researches have shown that EI plays a prominent role in professional success and performance related to workplace. It results in increasing performance and productivity. It is emotional competence then that aids the learning of job-related skills and which translates EI into on-the-job capabilities. This article portrays the value of emotional intelligence in the workplace and how people and relationships function. This article also discusses the emergence of EI, different notions about what constitutes EI, what EI looks like on the job, theory and models of EI, importance of EI in the working environment and simple ways to boost EI.

Key words: Emotional intelligence, manage emotions, handling relationships, occupational environment

Emergence of Emotional Intelligence

Emotion: emotion refers to a feeling state (including physiological responses and cognitions) that conveys information about relationships. For example, happiness is a feeling state that also conveys information about relationships typically that one would like to join with others. Similarly, fear is a feeling state that corresponds to a relationship – the urge to flee others.

Intelligence: intelligence refers to the capacity to reason validly about information.

Effective living is determined by intelligence that is coupled with emotions of every human being. Scientific research reveals that Emotional Quotient (EQ) is more important than Intelligence Quotient (IQ) (Charles Darwin 1872,). It has taken decades to reach the point, in the field of psychology the roots of EI theory go back at least to the beginnings of the Intelligence testing movement. E.L. Thorndike (1920), professor of educational psychology at Columbia University Teachers college, was one of the first to identify the aspect of EI called "Social Intelligence".

In 1990, John Mayer, of the University of New Hampshire and Peter Salovey of Yale coined the phrase "Emotional Intelligence" in 1990 describing it as "a form 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 one's thinking and action". Daniel Goleman's bestselling book Emotional Intelligence that popularized the idea.

In 1995 Daniel Goleman wrote the bestseller "Emotional Intelligence"; in 1997 the first popular self-report questionnaire was developed; in 2003 the first ability measure devised.

According to the Bar-On model (1988), emotional intelligence consists of interrelated emotional and social competencies, skills and facilitators that determine how well we understand and express ourselves, understand others and relate them, and cope with daily demands, challenge and pressures.

EI is one of the construct that contributes to the performance of an individual at the workplace and family life. Thus, EI plays an important role in shaping the life of every individual's performance at home and workplace.

Concept of Emotional Intelligence

IQ may take to the top position but it is EQ that makes one a top person.

One of the major missing parts in the success equation is emotional intelligence, a concept made popular by the ground breaking book by Daniel Goleman, which is based on years of research by numerous scientists such as Peter Salovey, John Meyer, Howard Gardner, Robert Sternberg and Jack. The concept of emotional intelligence has become a very hot topic of psychological research in recent years, especially in regards to how it affects today's workforce. For a concept that up until recently had received short shrift, the impression that the study of EI is a pivotal area of contemporary psychology appears difficult to dispute. Thus, EI has been touted as a panacea for modern business and the essential but often neglected ingredient of nursing, legal, medical, and engineering practices (see Zeidner, Matthews, & Roberts, 2001).

According to the Institute for Health and Human potential, EQ is defined as the ability to recognize, understand and manage our own emotions and influence the emotions of others. It is that intangible aspect that affect show we navigate social complexities and make decisions to achieve results.

Emotional intelligence is a set of qualities and competencies that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intra-personal skills that are outside the traditional areas of specific knowledge, general intelligence and technical or professional skills. Emotions are an intrinsic part of our biological makeup and every morning they march into the office with us and influence our behavior. Emotional intelligence improves individual and organizational performance. It plays a significant role in the kind of work an employee produces and the relationship he or she enjoys in the organization. In organization, employees are emotionally intelligent is one which enables them to work together to maximum effectiveness. This can only increase the organization's success, however measured.

Emotional intelligence - two aspects

This is the essential premise of EQ: to be successful requires the effective awareness, control and management of one's own emotions, and those of other people. EQ embraces two aspects of

intelligence:

- **Understanding yourself, your goals, intentions, responses, behavior and all.**
- **Understanding others, and their feelings.**

Literature Review

This article critically reviews conceptualizations evidence in support of Emotional Intelligence (EI) and its claimed role in the occupational environment. The review of literature spans more than five decades. Trends in the review have been highlighted. The review contains studies on emotional intelligence at work place. Overall this review demonstrates that recent research has made important strides towards understanding the usefulness of EI in the workplace. The review concludes by providing a number of practical guidelines for the development and implementation of EI measures within occupational settings.

Dr. K. Meenakshi (2013) vol.2, the emotional intelligence promises to predict and improve the life skills of individuals. Goleman (1998) was the first to apply the concept of EI to business through his article in Harvard Business Review. He drew attention to the fact that effective leaders had high degree of emotional intelligence. A sound technical knowledge and a good IQ were „threshold capabilities“ (Goleman 1998) which were „entry level requirements“. On the other hand, good interpersonal, social and team building skills, help a person develop a good rapport with his colleagues, higher officials and subordinates which is vital for a person’s success. If IQ got a person a good job, it was EI which would help him retain it and be successful in his workplace (Emmerling and Goleman, 2003; Cherniss et. al. 1998; Boyatzis and Oosten, 2002)

Researches that exploring the area of emotional intelligence has provided important and significant insights concerning what else is required for healthcare higher professional performance (Victoroff & Byatzis, 2013)

A special issue of the Journal of Organizational Behavior (Vol 26) in 2005 was dedicated to EI in the workplace. This included a review of measures (Conte, 2005), but also a conceptual critique by Locke (2005) who concluded robustly that:” EI’s extension into the field of leadership is even more unfortunate. By asserting that leadership is an emotional process, Goleman denigrates the very critical role played by rational thinking and actual intelligence in the leadership process. Given all the add-ons to the concept proposed by Goleman et al. (2002), any associations between leadership effectiveness and an EI scale that included these add-ons would be meaningless.

Gowing (2001) traces the roots of EI in organizational settings to classic management theory and practice. Indeed, many of the strategies used in early assessment centers evaluated non-cognitive abilities akin to EI (e.g. social awareness, understanding others, communication). These abilities were found to be predictive of successful performance in managerial positions in many corporations.

Furthermore, over three decades of psychological assessment research has vindicated the importance of taking social and emotional competencies into consideration when attempting to predict occupational effectiveness (e.g. Boyatzis, 1982; Campbell, Dunnette, Lawler, & Weich, 1970; Howard & Bray, 1988; Kotter, 1982). In a now classic study, Kotter (1982) identified a number of personal characteristics discriminating more from less successful general managers, including such social-emotional competencies as optimism, communication and relationship skills, and need for achievement. Furthermore, research by Boyatzis (1982) has identified a number of social competencies (i.e. socialized power, self-esteem, positiveness) that appear predictive of future managerial success.

A strong interest in the professional applications of emotional intelligence is apparent in the way organizations have embraced E.I. ideas. The American Society for Training and Development, for example, has published a volume describing guidelines for helping people in organizations cultivate emotional intelligence competencies which distinguish outstanding performers from average ones

(Cherniss and Adler, 2000).

A survey of benchmark practices among major corporations found that four out of five companies are now trying to promote EI in their organizations. The concept of EI is thought to be useful when evaluating ongoing functioning and the well-being of employees at critical stages of their careers (i.e. selection, training, placement, and promotion). As one group of writers has argued: "If the driving force of intelligence in twentieth century business has been IQ, then . . . in the dawning twenty-first century it will be EQ" (Cooper & Sawaf, 1997, p. xxvii)

Theory and Models of EI

Emotional Intelligence (EI) was popularized by Daniel Goleman in his book *Emotional Intelligence*. In it (p 43), Goleman cites five domains of EI previously proposed by Peter Salovey and John Mayer. These are:

- Knowing one's emotions
- Managing (one's) emotions
- Motivating oneself
- Recognizing emotions sin others
- Handling relationships

It is highly regrettable that Goleman writes (p 43) that "The art of relationships is, in large part, skill in managing emotions in others".

Emotional Intelligence is applicable to every human interactions in business or in organizations. EI must be able to understand and deal with

- How we assess ourselves
- How we can handle relationships
- How we assess others
- How we assess situations

Goleman described emotionally intelligent people as those with four characteristics:

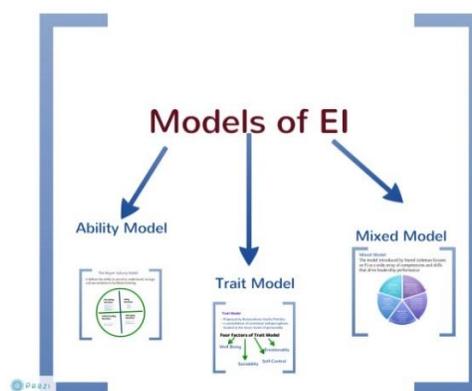
1. They were good at understanding their own emotions (self-awareness)
2. They were good at managing their emotions (self-management)
3. They were empathetic to the emotional drives of other people (social awareness)
4. They were good at handling other people's emotion (social skills)

	Self	Social
Recognition	<p>Self Awareness</p> <p><u>Self-Confidence</u></p> <p>Emotional Self Awareness</p> <p>Accurate Self Assessment</p>	<p>Social Awareness</p> <p><u>Empathy</u></p> <p>Organisational Awareness</p> <p>Understanding the environment</p>
Regulation	<p>Self Management</p> <p><u>Self-Control</u></p> <p>Trustworthiness</p> <p>Conscientiousness</p> <p>Adaptability</p> <p>Drive and motivation</p> <p>Initiative</p>	<p>Social Skills</p> <p><u>Influence</u></p> <p>Inspirational Leadership</p> <p>Developing others</p> <p>Influence</p> <p>Building bonds</p> <p>Team Work and Collaboration</p>

MODELS OF E.I

According to Salovey and Mayer:

1. Ability Model
2. Mixed Model



ABILITY MODEL

- **Perceiving Emotions:** The first step in understanding emotions is to accurately perceive them. In many cases, this might involve understanding nonverbal signals such as body language and facial expressions

- Reasoning with Emotions: The next step involves using emotions to promote thinking and cognitive activity.
- Understanding Emotions: The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of their anger and what it might mean
- Managing Emotions: The ability to manage emotions effectively is a key part of emotional intelligence. Regulating emotions, responding appropriately and responding to the emotions of others are all important aspect of emotional management.

MIXED MODEL

Five factor of Mixed Model:

- Self Awareness
- Self Regulation
- Motivation
- Empathy
- Social Skills

SELF AWARENESS: The ability to recognize emotion and mood. The major elements of self-awareness are:

- Emotional Awareness
- Self Confidence

SELF REGULATION

- Self-control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovation

MOTIVATION

- Achievement drive
- Commitment
- Initiative
- Optimism

EMPATHY

- Service Orientation
- Developing others
- Leveraging diversity
- Political awareness
- Understanding others

SOCIAL SKILLS

- Influence
-

- Communication
- Leadership
- Change catalyst
- Conflict Management
- Building bonds
- Collaboration and Cooperation
- Team capabilities

Mayer and Salovey's (1997) four branch model of Emotional Intelligence:

Understands emotional intelligence as a cognitive ability and presents the four levels through which a person becomes emotionally intelligent.

- Emotional perception'
- Emotional Assimilation
- Emotional Understanding and
- Emotional Management

Importance of Emotional Intelligence in the Work Place Success

Emotional Intelligence can be beneficial in many areas of life, however, the application of its usefulness has been most frequently documented in the workplace. Every workplace is comprised of people with different strengths, personalities and emotions, which can greatly affect the way they work. EI includes knowing what your feelings are and using your feelings to make good decisions in life and work. It's being able manage distressing moods well and control impulses. It's being motivated and remaining hopeful and optimistic when you have setbacks in working toward goals. Its empathy; knowing what the people around you are feeling. And it's social skill – getting along well with other people, managing emotions in relationships, being able to persuade or lead others”.

According to Cooper (1997), research attests that people with high levels of emotional intelligence experience more career success, build stronger personal relationships, lead more effectively, and enjoy better health than those with low EQ.

A number of studies have shown that job performance has direct relationship with EI, Tests like WLEIS were carried out to measure this relation. Various organizations are now realizing the value of using EI to improved leadership abilities and also for effective human resource management.

According to a study by the U.S Department of Labor, employers are looking for candidates who know how to listen and communicate well – both important aspects of emotional intelligence. They also prefer employees who are adaptable for changing work environments, not rigid and inflexible. Other attributes employers seeking people during the hiring process includes self-management, the ability to work in teams and strong leadership potential. All of these competencies are intertwined in emotional intelligence. Managers face particular emotional demands when delivering results with and through people. Having higher EI can support a manager towards engaging and leading their people to fulfill their potential and can also protect them from the negative effects of emotionally challenging interactions with others. Developing emotional intelligence is a sound career strategy. In today's global business world, where teamwork is essential to success, emotional intelligence can make you an asset to any employer.

Emotional intelligence can lead to a range of benefits. On a personal level, increased self-awareness can help you respond to day-to-day situations; self-management skills improve your ability to adapt to change; and heightened levels of social awareness and relationship management can lead to healthier response from other parties when you are faced with a challenging situation. TalentSmart tested emotional intelligence alongside 33 other important workplace skills and found that EI was the strongest predictor of performance, explaining 58% of success in all types of jobs. According to HBR,

Measuring the return on character, there is a strong link between empathetic leaders and financial performance.

Furthermore, over three decades of psychological assessment research has vindicated the importance of taking social and emotional competencies into consideration when attempting to predict occupational effectiveness (e.g. Boyatzis, 1982; Campbell, Dunnette, Lawler, & Weich, 1970; Howard & Bray, 1988; Kotter, 1982). In a now classic study, Kotter (1982) identified a number of personal characteristics discriminating more from less successful general managers, including such social-emotional competencies as optimism, communication and relationship skills, and need for achievement. Furthermore, research by Boyatzis (1982) has identified a number of social competencies (i.e. socialized power, self-esteem, and positiveness) that appear predictive of future managerial success.

Many researches that have concentrated on emotion in the workplaces have asserted that organizations 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 organization psychic pressure and stress (Fineman, 2000).

Emotional Intelligence is the ability to identify and manage your emotions as well as the emotions of others. EI affects the quality of both naturally occurring and arranged (eg. colleague) relationships and the effectiveness of an organization is hugely dependent upon happy and motivated employees, it follows that EI has a critical role to play in improving morale, productivity, efficiency, communication and so on.

Discussion and Conclusion

This paper has reviewed the EI literature and has expressed its importance in the occupational environment. It aimed at providing a basic understanding of emotional intelligence, explore the areas where emotional intelligence is applicable. It is basically understood to everyone that to work in workplaces where the job have to perform in more and more teams is becoming difficult day by day. Certainly emotional intelligence plays a considerable role in the workplace. Employees with high EI are better able to work in teams, adjust to change and be flexible. As the workplace continues to evolve, making room for new technologies and innovations, these qualities may become more increasingly important. An employee with high emotional intelligence can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humor to build rapport in tense situations.

With high emotional intelligence we can develop:

- **Physical health** - manage stress and overall wellness
- **Mental Well-being** – Avoid depression and mood swings, a high level of positive attitude
- **Relationships** – Understanding the needs, feeling and responses of others and fulfilling relationships
- **Conflict Resolution** – Empathize and easier to resolve conflicts
- **Success** – Stronger internal motivation, reduce procrastination, increase self-confidence, persevere with a more resilient outlook

People high in EI will build real social fabric within an organization, and between an organization and those it serves, whereas those low in EI may tend to create problems for the organization through their individual behaviors.

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