

RETHINKING THE CLAIMS OF EMOTIONAL INTELLIGENCE IN ORGANIZATIONS

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ABSTRACT

In recent years since 1980s, the topic of emotional intelligence had gained popularity within organizations. In order to be competitive, most of the organizations give importance to the concept of emotional intelligence. Literature argues that emotional intelligence act as a strong predictor of organizational performance. Hence the present paper aims to discuss the claims of the concept emotional intelligence in organizations.

Keywords: *Emotional Intelligence, Organization*

I INTRODUCTION

Since 1980s the concept emotional intelligence became a hot topic and gained popularity within organizations. In the words of Goleman (1995, 1998b) Emotional Intelligence refers ‘a capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships. He further stated that its five elements-self- awareness, self-regulation, self-motivation, social awareness and social skills-determine our potential to learn practical skills’. Nowadays most of the organizations give importance to build emotional intelligent leadership. An emotionally intelligent leadership enhances organization to bring best out of employees, improves employee loyalty and reduce employee turnover etc. Emotional intelligence differentiates excellent leaders from others. It’s quite natural, one question may arise everyone’s mind; is it possible for a leader to be emotionally intelligent in today’s stressful work environment. Literature states that emotional intelligence act as a strong pillar in developing transformational leaders in organizations. Emotional Intelligence is a key determinant of employees’ effective performance and it is considered more important than Intelligence quotient at workplace. Mostly intelligent people who have a bright academic record are not good in social interaction and interpersonal dealings. This deficiency is due to the lack of emotional intelligence capability, though there intelligence quotient is quite high. Emotional intelligence of an employee has a vital role in the success of organization. It helps the organization to develop employees in terms of positive and committed workforce. Emotions have a crucial role in the growth of organizations whereas intelligence alone is not sufficient to contribute the individuals’ success at work or life. If the employees of an organization fail to demonstrate emotional intelligence, it may cause an extensive burden for the employee and the organization. Uzma Hanif Gondal and Tajammal Husain (2013)

Hence this paper aims to discuss the claims of the concept: emotional intelligence in organizations.

II EMOTIONAL INTELLIGENCE- CONCEPTUAL FRAMEWORK

The concept of emotional intelligence was put forward by Peter Salovey and John Mayer in 1990 and popularized by Daniel Goleman in 1995.

According to **John Mayer and Peter Salovey**(1997) Emotional Intelligence is a type of social intelligence that involves the ability to monitor one's own and others' emotions, to discriminate among these emotions, and use this information to guide one's thinking and actions. In addition, Emotional Intelligence refers to recognize the meanings of emotions and their relationships, and to reason and problem solve on the basis of these abilities. Emotional Intelligence is involved in the capacity to perceive emotions, assimilate emotion-related feelings, understand the information of those emotions, and manage them (**Mayer, Caruso & Salovey**, 2000).

According to the Genos EI (previously named as Swinburne University Emotional Intelligence Unit), there are five emotional competencies which are applicable to the workplace situation:-

1. Emotional Self-awareness – refers to the ability of understanding one's own emotions and aware of your feelings and emotions at work; the underlying reasons of your feelings; and the impact that your feelings can have on your thoughts, decisions and behaviour.

2. Emotional Expression – refers to the ability of expressing one's own emotions and express how you feel about issues at work; properly express specific emotions at work, such as happiness or frustration; how effectively you provide positive feedback to colleagues; and the degree to which you express the appropriate emotions at the right time, to the right degree and to the right people.

3. Emotional Awareness of Others – refers to the ability of knowing and understanding others' emotions. Also to identify the way people feel about issues at work; how well you understand what causes people to feel specific emotions such as concern, anger or optimism; and how frequently you effectively demonstrate an understanding of others' feelings at work.

4. Emotional Reasoning – refers to the ability of using emotional information (from yourself and others) in reasoning, planning, problem-solving and decision-making. It implies your own and others' feelings while making decisions; explain to others that you have considered their feelings in decisions and; effectively communicate decisions and gain their commitment.

5. Emotional Self-management – refers to the ability of effectively managing your own emotions. It includes activities that make you feel positive at work; explore the causes of things that upset you at work; and move on from things that upset you.

The four branch model given by Peter Salovey and John Mayer known as **ability emotional intelligence model** which includes:

1. Emotional perception and expression
2. Emotional facilitation of thought
3. Emotional understanding
4. Emotional management

According to Daniel Goleman's Emotional Intelligence model, there are four underlying variables of emotional intelligence

1. Self awareness
2. Self management
3. Social awareness
4. Relationship management

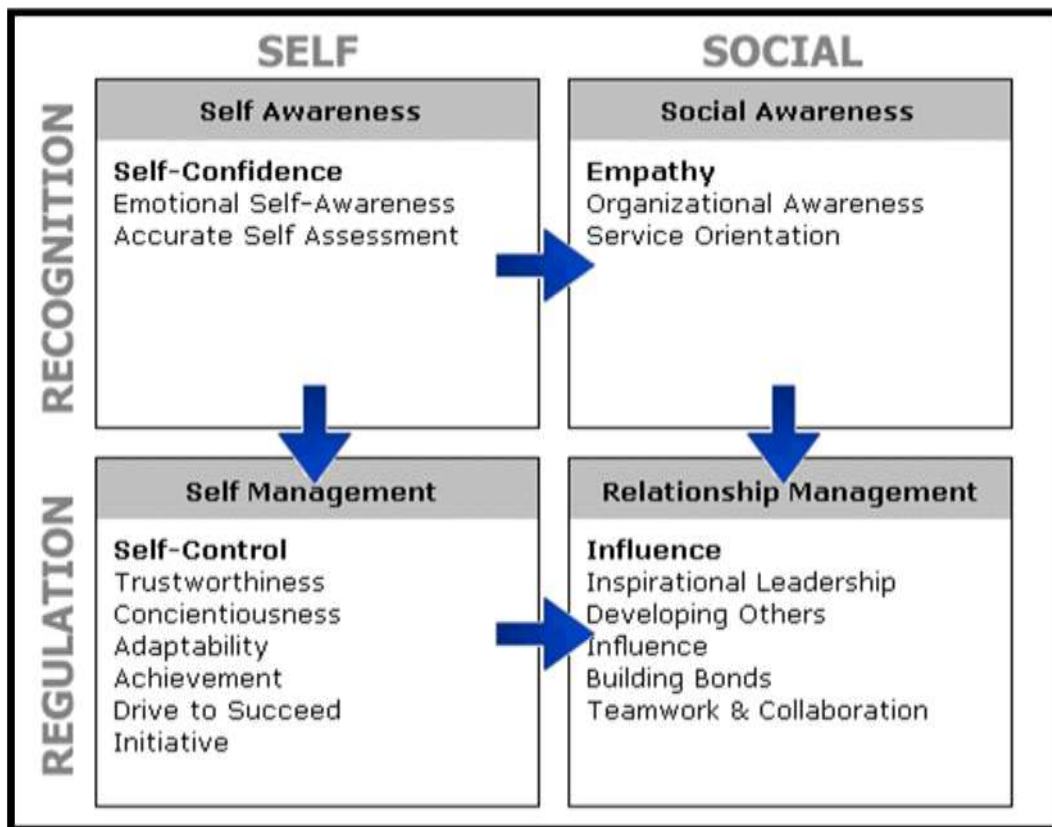


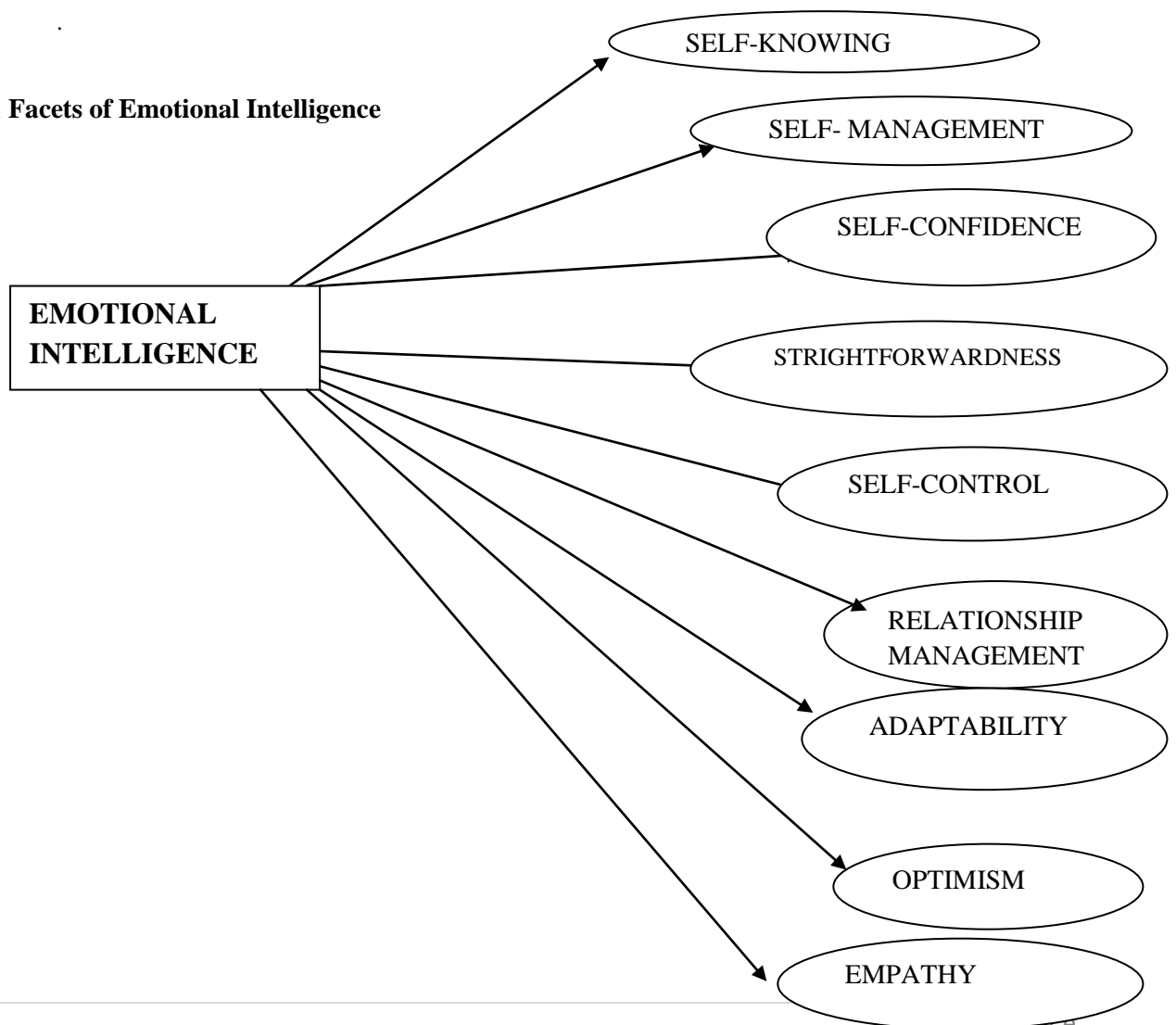
Figure 1: Daniel Goleman's Emotional Intelligence Model

III WHY EMOTIONAL INTELLIGENCE IS REQUIRED IN ORGANIZATIONS?

- ✓ Decision making and problem solving is important for every organization to reach out to its goals. In the case of a decision maker, who may be a manager/officer consider his or her own emotions while taking any business decision.

- ✓ For an effective work team, each team member should have empathetic attitude towards his or her fellow beings. Hence emotional intelligence facilitates team building.
- ✓ An emotionally intelligent leader can inspire their subordinates very well and reduce their resistance to organizational change.
- ✓ Occupational stress is the major reason behind the declining productivity in organizations. In a stressful work environment, employees will feel insecure and overburden. A leader having high EI can deal with the employees effectively and reduce their negative emotions like fear, stress, angry to job.
- ✓ Nowadays, human resource is the main factor which differentiates one organization from other. So every organization gives importance to the emotional needs of their employees.
- ✓ Employees having high EI can develop a real social fabric within an organization.
- ✓ Emotional intelligence helps the organizations to understand what their employees are feeling? And thereby ensuring employee friendly job policies and guidelines by the management.
- ✓ Whenever the emotional needs of employees satisfied, they will perform better in organizations. Ultimately the individual performance will lead to organizational effectiveness. Hence emotional intelligence is required in organizations.

3.1 Facets of Emotional Intelligence



3.2 Applications of emotional intelligence in Organizations

- Emotional Intelligence (EI) differentiates star performers from other employees.
- EI facilitates team development and group performance.
- EI of managers helps them to hire efficient employees through recruitment and selection.
- EI boosts up organizational changes.
- EI promotes succession planning in organizations.

3.3 Significance of Emotional Intelligence in organizations –An Overview

The rules for work are changing, and we're all being judged, whether we know it or not, by a new yardstick—not just how smart we are and what technical skills we have, which employers see as givens, but increasingly by how well we handle ourselves and one another. In times of extremely rapid and unpredictable change, like right now, emotional intelligence more and more comes to determine who gets promoted and who gets passed over or even who gets laid off and who doesn't. (Fisher, 1998, p. 294). Hosseinzadeh et.al (2012) claims that inter and intra personal skills especially emotional competencies can enhance the organizational commitment of employees. Emotional intelligence can improve the workplace performance, leadership performance and organizational productivity. Hence HR professionals should influence key stakeholders in the implementation of EI programmes, processes and interventions Bharwaney et.al (2011). Emotional Intelligence is an important consideration in human resources planning, performance of employee job profiling, recruitment interviewing and selection, management development, customer relations and customer service, and more. Emotional Intelligence links strongly with concepts of love and spirituality: bringing compassion and humanity to work, and also to 'Multiple Intelligence' theory which illustrates and measures the range of capabilities people possess, and the fact that everybody has a value. Emotional Intelligence is increasingly relevant to organizational development and developing people, because the Emotional Quotient principles provide a new way to understand and assess people's behaviours, management styles, attitudes, interpersonal skills, and potential Gitanjali Shrivastava and Ekta Chitnis (2011)

According to Bratton et.al, (2011) Understanding of different aspects of emotional intelligence and its interrelationships with various factors can enhance organizations to meet the new challenges. Ghoniem et.al (2011) conducted a study among Egyptian Government sector employees regarding (about) the impact of emotional intelligence on job satisfaction. They suggest that EI is not inherent and could be learned, Government employees must learn how to control their emotions and others' emotions. Respondents with high EI are more satisfied with their job than a respondent with low EI. Jordan (2011) identified E.I as a predictor of work place performance and claims its importance on the behaviour of employees and managers during organizational change. Gardenswartz et.al (2010) proposed an emotional intelligence-diversity model and suggests that in order to overcome the diverse backgrounds, cultural barriers within an organization, employees and leaders must give due attention on emotional intelligence.

Kulkarni.et.al (2009) identified that employees who are able to manage emotions can perform effectively on the job .They suggest that organizations could be profitable by identifying the level of emotional intelligence of managers and supervisors. Janakiram, B. and D.N.S. Kumar (2009) suggest that organization's to be successful, need to develop employee's emotional intelligence skills to work effectively in the organisation. The company has to take measures to upgrade their technical and soft skills to enhance their performance on the job. The managers show lower level of emotional intelligence in key areas that is achievement drive, teambuilding, flexibility and adaptability, as these factors are very much critical for the job.

IV CONCLUSION

Emotional intelligence is a way of life. Employees with low emotional intelligence will create problems for the organization through their individual behaviour. In every organization, managers are assigned with the task of decision making, problem solving and especially human resource management. During organizational change, employees may resist the change due to their fear. Emotionally intelligent manager can change the resistance behaviour of their subordinates. Employees are the most valuable resource that can provide an edge to any organization in the present competitive world. Hence the organizations couldn't avoid emotions of their employees. If strategically managed, employees are the lifeblood of any organization. Emotionally intelligent manager can influence the mind set of their employees and improves their emotional attachment to organizations. Hence when an organization gives attention to the concept emotional intelligence, can achieve its goals effectively, reduces employee turnover, increasing organizational productivity and finally increasing organizational commitment of employees.

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