

Emergence Of Emotional Intelligence

Dr. Sherry

Assistant Professor

DPGITM, Gurugram (HR)

Abstract: Emotional intelligence has become a topic of interest for academicians and scholars. This paper focuses on why there is a shift from intelligence to emotional intelligence in this rapidly growing competitive market. It has generated unparalleled interest for both the scholars as well as the academicians. The present study is an attempt to summarize the literature available on EI by discussing the evolution of the term Emotional Intelligence.

Keywords: Emotional Intelligence, Academician, Individual, Evolution.

Introduction: The concept of emotional intelligence entered the management arena with an unparalleled speed because of the changing nature of work, greater responsibilities, increasing complexities, ever demanding customers, market globalization and increasing stress level of the employees. This new yardstick declares that in organizational career one needs to be emotionally sensitive and intelligent. The foundation of the concept of management was laid when individuals first strived to work together as a team in order to satisfy their demands. Little attention was paid to the techniques and methods of production up to the time of industrial revolution (1716-

1815). Men and women are considered to be rational and economic beings who would work to exalt their own interests, as a result of which social, economic and technological improvements came into existence. In order to maximize production, Taylor (1911) came out with his theory of scientific management which focused on the use of single best way of performing the task whereas Gantt (1910) emphasized on improving organization reward innovation and task scheduling. Scientific management was criticized on the grounds that money is the only factor of motivation but motivation of a worker is a far more entangled phenomenon. Further, the thoughts of Fayol (1916), the most

eminent theoretician, focused on the functional duties carried out by the managers and emphasized that one needs to be flexible in his/her operations in order to match with the organizational requirements. However, the rigid application of these functions by managers came under criticism.

Mayo (1933) emphasized the importance of social contract of the workers and opined that boredom and sameness of tasks results into decreased motivation amongst workers. Thus, focusing on the social requirements of the workers helps in making them feel special.

As listed above, there were many improvements in management area but nowadays, organizations are focusing on learning, innovation, quality, and, thus, human beings have now become the focal point of any organization. Thus, emotions play a crucial role in the quality of results and speedy implementation of decisions and policies thereby impacting the organizational effectiveness.

Therefore, before conceptualizing Emotional Intelligence, it is essential to understand the term “emotion” as many philosophers and psychologists have discussed about the nature of emotion but everyone agrees that emotions are a complex

phenomenon. They originate due to the exposure of human beings to specific situations. Emotions include the feelings of fear, love, anger, happiness, hatred aroused due to various situations or people. Earlier the non-emotional aspects such as problem solving, intellect and memory were given greater importance than emotions. Nevertheless emotional aspects such as emotions, moods and feeling are equally essential. Salovey and Mayer (1990) coined the term Emotional Intelligence. According to them, “Emotional intelligence is the subset of social intelligence that involves the ability to monitor one’s own and other’s feeling and emotions, and to discriminate among them and to use this information to guide one’s thinking and actions.” According to them, emotional intelligence helps in predicting success in life. Due to lack of sensitivity and interpersonal skills, many intelligent people fail and run into trouble. Thus, individuals who are able to manage their emotions according to the situation are far more able to achieve their goals and objectives in life than others who are not able to do so.

Bar-On (1988), on the other hand, considered that emotional intelligence results in an individual’s effectiveness by letting them cope up with the daily hassles

of life. A science writer, Goleman (1998) broadened the concept of intelligence by observing that an individual's emotions play an important role in making decisions and prediction of success in life. Thus, mere dependency on the intellect part is not sufficient; rather emotions should be given due recognition as these enable an individual to progress in his/her professional as well as personal life. Therefore, emotional intelligence plays an important role in an employee's production, and his relationship with his colleagues defines his role and significance in an organization. Work is considered to be the crucial factor of any organization but the organization should also consider the emotions of the employees working in it. Today, organizations are required to strike a balance between personal and professional lives of the employees which in turn enables the organizations to face the expectation and demands of the competitive world. Since the employees are faced with a lot of stress in meeting the challenges of the competitive world, emotional intelligence plays a crucial role in managing the stress level of the employees and making them empathetic, open to communication and flexible in their operations. Emotional intelligence is an

avenue of strengthening teams, employees and organizational efficiency.

Emotional Intelligence helps in bringing emotions to the workplace. In earlier days, employees were treated as machines and hence there was no emphasis on the motives and feelings of an employee. When emotions are not given due importance, it leads to increased accidental rates, decrease in production and incremental change in attrition rate of the employees which resultantly impacts the efficiency and effectiveness of the organization. The productivity of an employee decreases when their thoughts, emotions and feelings are misaligned. Man is a social animal who cannot live in isolation, therefore he has to work and live in a group. Today, many organizations are focusing on both EQ and IQ for making important decisions involving hiring and promotions. Training employees in emotional intelligence leads to increased social and motivational level of an employee which makes him face the stress level arising due to changes in environment. Emotional intelligence helps the organization to gain a competitive edge over its competitors in this rapidly changing environment.

Thus, it can be concluded that earlier the focus of the organizations was on the financial aspect, but recently the emphasis has shifted to the psychological parameters of the employees, and hence emotional intelligence gained importance as it leads to better performance, leadership effectiveness, stress management and organizational behavior. The contribution of emotional intelligence has increased manifolds. Thus the researcher has selected the problem in hand on emotional intelligence and its impact on organizational excellence in IT sector. The main focus of the study is on the role of emotional intelligence and its correlates on various denominators of organizations, to study the prevalent position of emotional intelligence in the sampled organization alongwith pitfalls and to make viable suggestions in order to make the use of emotional intelligence for increasing the overall performance of the organization.

REVIEW OF LITERATURE:

Emotional Intelligence-

Thorndike (1920) brought forward the idea of social knowledge, the capacity to comprehend and to oversee men and women in their relations. The idea of emotional intelligence got its significance from social intelligence. Bar-On model developed by

Bar-On in 1980 underlined the significance of social and emotional intelligence in understanding oneself and others. Bar-on likewise enunciated the idea of social and emotional intelligence in managing other individuals and adapting to every day issues, difficulties and requests. He emphasized the idea of being practical, useful and adaptable to manage issues promptly.

Bar-On model (1980) describes that human beings are required to be emotionally and socially intelligent for understanding and expressing themselves efficiently so as to be able to relate to others for successfully dealing with the daily demands and pressures. The model emphasized the requirements for an individual, to be flexible and realistic in their approach to cope with immediate situation, solve problems and make decisions.

Gardner (1983) added the idea of multiple intelligence. According to him, intrapersonal and interpersonal were two types of intelligence which laid the foundation of different models developed on emotional intelligence. He asserted that individuals are enriched with numerous sorts of knowledge which ought to be given due thought and significance. Hence, arranging

an extraordinary blend of knowledge is a very difficult issue.

Salovey and Mayer (1990) stressed the need of managing one's feelings. The people who are equipped with the power of managing their emotions are more inclined to accomplish their objectives and destinations. Such individuals have the capacity to guide and spur other individuals much better than the individuals who neglect to control their feelings. Emotional intelligence enables an individual to understand and read other individual in social context and to detect the emotional reactions. Emotional intelligence helps in regulation and control of such emotions carefully which is very critical for effective leadership and team performance.

Goleman (1995) advanced the idea of Emotional Intelligence by arguing that our perspective and comprehension of human knowledge is excessively narrow and tightening. He explained that emotional intelligence assumes a critical part in an individual's reasoning choices and procedures. Feelings and reasons are constantly adjusted by our brain when we settle on choices in a complex situation. In 1998, Goleman composed another book on Emotional Intelligence, Working with

Emotional Intelligence, in which he stressed the importance of emotional intelligence in a working environment. He focuses on the crucial role of emotional intelligence in managing feeling, interactions and communications. He stressed the fact that extraordinary individuals are imbued with exceptional passionate insight which helps them achieve higher aims in life.

Boyatzis (2008) opined that successful directors and pioneers are endowed with techniques and capabilities which concentrate on learning social, psychological and emotional capabilities, which in turn, predicts efficiency and effectiveness in professional, administration and leadership roles in various segments of the society and the organization.

Moulding, (2002) stresses that in earlier times IQ was the only parameter of success. But nowadays individuals with high IQ levels fail and the people with modest IQ perform surprisingly well in order to improve the leadership qualities, the emotional aspect of the brain should be given due importance and one should know how to use emotions in an effective manner. In today's worlds mere dependence on IQ can get one entry into the organization but to

become an effective leader, an individual is required to be emotionally intelligent.

Mayer, Salovey & Caruso (2008) stress that some individuals display a greater capacity to process the information about emotions and accordingly they are in a better position to guide their behaviour and thinking processes to function well than those of others.

Dulewicz & Higgs (2000) supported that EQ construct could be more effectively measured by “performance analysis rather than classic paper and pen test method. He stresses that the both IQ and EQ combined together are the powerful and better predictors of success than either of them alone.

Emmerling & Boyatzis (2012) found that social and emotional intelligence serve as valid and reliable approach in assessing and developing individuals of diverse cultures and backgrounds.

Fredrickson (2001) suggested that experiencing positive emotions serves a fundamental strength in the overall development of human being.

Abraham (1999) states that emotional intelligence is positively related to organizational outcomes and appraisal of

employees, organizational commitment by preventing emotional dissonance, ethical role conflict and work conflict among employees.

Cooper (1997) opines that individuals could have better relationship and successful career by relying on emotional intelligence. Thus by developing EQ-competencies individuals can improve effectiveness in high pressure tasks and ultimately resulting in more trusting relationships among employees.

Ashby & Rice (2002) examined the relationship between the adaptive and maladaptive dimension of perfectionism and self-esteem. The results of the study indicated that perfectionism was directly and positively related to self esteem whereas maladaptive perfectionism was negatively related with self esteem

Ciarrochi, Chan & Caputi (2000) critically evaluates emotional intelligence (the ability to perceive understand and manage emotions) and revealed that emotional intelligence was not related to IQ. On the other hand emotional intelligence is related to life satisfaction, empathy etc. Emotional intelligence was directly proportional to the individual’s ability to manage emotions. Thus emotional

intelligence is useful and distinctive but IQ plays a crucial role in understanding the emotional processes.

Fredrickson (2001) suggested that positive emotions play a crucial role in development of human strength which leads to the flourishing of human mind and body. Positive emotions enable an individual to have a broad perspective to life which leads to a better physical and intellectual health.

Baumeister & Tice (1990) elaborated that anxiety arises because of exclusion from some special groups due to incompetence, unattractiveness and immorality which thereby leads to anxiety among individuals which leads to incompetence of daily work schedule.

Gross (1998) explains which emotion an individual possesses, how they experience these emotions and express them in front of others. He focused on how an individual manages his/her emotions. Thus according to the emotion regulation model an individual experiences these five stages: (1) cautiously selection of the situation (2) modification of the selected situation (3) deploying their attention to the situation (4) changes in the cognition (5) modulation of the responses.

Conclusion: Thus, the earlier researchers have emphasized the social, emotional as well as multiple intelligence, which help an individual to grow in his/her personal and professional life. Emotional intelligence enables an individual to manage their emotions of others. Both IQ and EQ are important in getting the desired result. Thus, stressing only one aspect is not enough. In today's competitive market an individual is required to be flexible in his/her operations to meet the ever changing demands of the markets. EQ enables an individual to get with the people of diverse cultures and backgrounds. Thus development of EQ is essential in the overall development of human being. Emotional Intelligence, thus, plays a crucial role in prevention of ethical and work conflict among employees working in an organization. EQ improves efficiency of an individual by effectively channelizing the work pressure, which thereby results in better health, reduced stress level and decreases the chances of error at workplace.

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