

Emotional Intelligence and Its Impact on Organizational Behaviour

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Abstract: This paper focuses on how Emotional intelligence equips an employee to get in depth knowledge and clarity about a particular situation and how emotional intelligence helps in building a climate of trust, loyalty, co-operation where employees feel motivated to work for the accomplishment of group objectives.

Keywords: Emotional Intelligence, Cooperation, Trust, Organizational Behaviour.

Introduction: 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. Man is a social animal who cannot live in isolation, therefore he has to work and live in a group. 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.

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.

Emotional intelligence and Organizational Behavior:

Butts (1999) stresses the use of spirituality at workplace. There should be in depth knowledge and clarity of the subject which can positively affect creativity and well being and harmony of employees and long term business success of the organization.

Ashforth & Humphrey (1995) contended that emotions are inseparable and important part of the organizational life. Rationality and emotions are interdependent and functional for any organization

Abraham (1999) observes that emotional intelligence is very beneficial and effective in those environments where there is high degree of job control, thereby resulting in better outcomes of work-group cohesion, employees performance as well as job satisfaction.

Jordan, Ashkanasy & Hartel (2002) suggested that emotional intelligence moderates employees' emotional reactions to insecurity of job and the ability to adapt with

stress. In this way, employees having low emotional intelligence are more prone to experience negative reactions to job insecurity than those with higher emotional intelligence.

Jordan, & Troth (2002) outlined the effect of emotional intelligence on emotional reactions to the insecurity related to the job. Therefore, employees with higher emotional intelligence are able to cope with the stress level and job insecurity and vice versa.

Morrison (2007) assessed emotional intelligence and emotions in association with social work : engagement of the clients; appraisal and perception; making decisions; coordination/collaboration and support; managing stress in rapidly changing social work: social services departments mergers with more powerful bureaucracies; the movement towards integrated service delivery; new social work . Thus, emotions should be given due importance at the time of such big changes which, requires an individual to handle one's own and others' emotions effectively and efficiently to maintain harmony at work as well as in the organization as a whole.

Castro, Gomes & de Sousa (2012) investigated the relation between creativity and emotional intelligence. They explored the (1) relation between emotional intelligence of a leader and the creative output of the followers (ii) relationship between creativity and sub dimensions of emotional intelligence (iii) role of environment between emotional intelligence and creativity. He confirmed that there exists a positive relation between leader's emotional intelligence and creativity and a there is a positive link between emotional intelligence of a leader and creativity of the employees, irrespective of the organizational climate.

Dasborough (2006) argued that leader's behaviour leads to positive or negative emotions among employees. Employees recall negative incidents more intensely than the positive one's. Thus it becomes crucial on the part of a leader to generate emotional uplifts among employees in order to overcome the daily hassles in the workplace.

Jordan & Troth (2002) explores the relationship between emotional intelligence the preferred style of conflict resolution. He emphasized that individuals who possess high emotional intelligence are more likely

to seek collaborative solution when confronted with conflicts in the workplace than the individuals with low emotional intelligence.

Johnson & Indvik (1999) stresses that in earlier times emotions were not given due recognition and an employee was supposed to leave emotions while entering their respective workplace. But nowadays, emotional intelligence is crucial to understand and relate to others. Emotional Intelligence leads to a positive impact on individual and group performance by enhancing employee cooperation, increased productivity, increased motivation and increased profits.

Emotional intelligence equips an employee to get in depth knowledge and clarity about a particular situation. Emotions are inseparable part of the organizational life. Employees equipped with EQ skills do not require high job control, as they are self motivated to work for the organization. Emotional intelligence helps in the regulation of the stress level of the employees which helps in coping with the demands and pressure of the work. Emotionally intelligent employee makes each and every effort to create an environment of mutual trust and

understanding where employees can work in a cooperative and effective manner. Leaders possessing EQ skills helps in enhancing the creativity level of employees besides giving them due recognition for their work. Thus, emotional intelligence helps in building a climate of trust, loyalty, co-operation where employees feel motivated to work for the accomplishment of group objectives.

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