



IMPACT OF EMOTIONAL INTELLIGENCE IN WORK PLACE –AN EXPLORATORY STUDY

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Abstract

Emotional intelligence is the ability to understand and manage emotions effectively. Emotional intelligence in the workplace can provide significant benefits and further develop your career, in addition to creating better relationships and promoting a positive work environment. Emotional intelligence is an increasingly popular consulting tool. Instead of Various Employability Skills Like communication, quantitative skills, leadership, sense of empathy and sympathy, motivation, Rational decision making, rationalization etc. The workplace environment keeps on changing, indicating its dynamic nature as well as unpredictability. Emotional Intelligence is the ability to sense, understand and effectively apply the power and acumen of emotions as a source of human energy, information, connection and influence, and it is a set of abilities that individuals use to apply, manifest and represent resources, values and qualities in ways that enhance their daily functioning and well-being. With both these intelligences happening in the workplace, the environment will be more conducive. A better working environment relates to a higher level of productivity. This paper explores conceptualizations and empirical evidence in support of emotional intelligence (EI) and its claimed role in the occupational environment.

Consideration is given to the purported status of EI in occupational and career assessment and job performance, satisfaction. 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 measures and guidelines for the development and implementation of EI measures within professional settings.

Key Words: *Emotional Intelligence, Leadership, Job Satisfaction, Performance, Personality.*

Introduction

Let's not forget that the little emotions are the great captains of our lives and we obey them without realizing it. (Vincent Van Gogh, 1889.) Many business leaders agreed with the basic message that success is strongly influenced by personal qualities such as perseverance, self-control, and skill in getting along with others. Human beings are a complex species of emotion and reason. While reasoning enables them to judge things with mathematical precision, emotions help them to understand and empathize which make them „human“. Traditionally it was believed and accepted that people with high reasoning skills and a sound logical bend of mind were more intelligent. **Goleman** explains that "Emotional skills are learning outcomes skills that are based on emotional intelligence and therefore produce prominent performance in work. Goleman (2005) further states: "Emotional intelligence refers to the ability to recognize our own feelings and the feelings of others, the ability to motivate ourselves, and the ability to manage emotions well in ourselves and in relationships with others." From some of the above understanding, it can be concluded that emotional intelligence can be interpreted as the ability to



recognize, manage and express appropriately, including to motivate yourself, recognize the emotions of others, and foster relationships with others.

Review of literature

Traditionally, negligence (Eriksson, 2004), avoidance (Turnbull, 1999), irrational and negation (Fineman, 1993), weakness and inability to control oneself have been viewed in emotional themes within organisational life. Recently, role of emotions in the workplace have started to exert positively through organisational scholars (Fineman, 1997; Domagalski, 1999; Turnbull 1999; Fisher & Ashkanasy, 2000; Brief and Weiss, 2002; Jordan and Troth, 2002). “texture” of organizing (Fineman, 1993) and also enterprise impacts on individual’s thought, feeling in the workplace (Brief & Weiss, 2002), belong to emotion supposition (Fineman, 1993). Excellent organisations are places where feelings are managed, matured or removed. Feelings are perceived as irrelevant to job activity but emotions get in the way of effective performance (Fineman, 1996). Many researches that have concentrated on emotion in the workplaces have asserted that organisations are “emotional places” (Armstrong, 2000), “incubators of emotions” (Muchinsky, 2000) or “emotional arenas” (Fineman, 2000) and it always stimulates doubt and commotion (French, 2019). That is to say, few researches have concentrated on how emotions are experimented in the workplace (Pekrun & Frese, 1992), comprising organisation psychic pressure and stress (Fineman, 2000).

Since emotions and feelings are at the core of the human experiment (Muchinsky.), very nature of the “organisation” of work pertain to what individuals do with their sensations (Fineman.). One important aspect of work performance is work affect (Kafetsios & Zampetakis, 2008).

Muchinsky (2000) claimed that emotions have many differences which cover from pleasurable experiments of our existence which are positive experiences to the negative ones that are the most noxious. Individual’s job-related behaviour is reflected from affective or emotional experiments in the work place that generate cognition (Weiss & Cropanzano, 1996). Brief and Weiss (2002) proposed that while firms can impact on one’s feelings, thoughts and actions, individual’s feelings, thoughts and actions likewise can impress the enterprise,

Peter Salovey and John Mayer, who originally used the term "emotional intelligence" in published writing, initially defined emotional intelligence as: A form of 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 actions (Salovey & Mayer, 1990). While research exists supporting the contention that emotional intelligence does contribute to individual cognitive-based performance over and above the level attributed to general intelligence (Lam & Kirby, 2021), current theories tend to be more judicious regarding the incremental benefits of E.Q. over I.Q. Both Goleman (1998) and Mayer, Salovey and Caruso (1998) emphasize that emotional intelligence by itself is probably not a strong predictor of job performance. Instead, it provides a foundation for emotional competencies which are strong predictors of job performance.



Objective of the study

To establish a synthesis of the literature on the theoretical and empirical basis of emotional intelligence and its linkage to leadership, job satisfaction, better working environment and focusing on well-being of professional developments.

Methodology

A literature review was undertaken using national and international data bases covering the period 1990 to 2022. more twenty articles were included in this integrative review and were comprehensively reviewed by author to explore the impact of emotional intelligence in work place.

Why is emotional intelligence important in the workplace?

Emotional intelligence is important at work so you can perceive, reason with, understand and manage the emotions of yourself and others. Being able to handle emotions gives you the ability to guide and help people, and it can help you be happier and more successful.

A few reasons why emotional intelligence is important in the workplace include helping you to:

- **Understand nonverbal communication:** You have the chance to fix a situation before it becomes a problem. For example, if you notice a coworker displaying some nonverbal signs of sadness, you might take them aside to offer empathy.
- **Be self-aware of personal emotions:** You can use this skill to adjust your behavior before it becomes an issue for a client or coworker. For example, if you know you had a rough night, you might attempt to change your behavior the following workday by shifting your focus toward more positive feelings.
- **Improve efficiencies:** When you are empathetic and understanding of other people's emotions, you can make decisions with ease and complete tasks more efficiently.
- **Further your career:** Emotional intelligence and leadership skills go hand in hand. Actively displaying abilities such as patience, active listening, positivity and empathy can help you advance to a leadership role or earn a title promotion or rise.
- **Encourage others to develop strong interpersonal skills:** Emotions are contagious, and displaying explicit motivation, empathy, responsibility and teamwork could encourage your team to follow along.
- Emotional intelligence competencies are critical for success in most jobs.
- Most adults spend the majority of their waking hours at work.

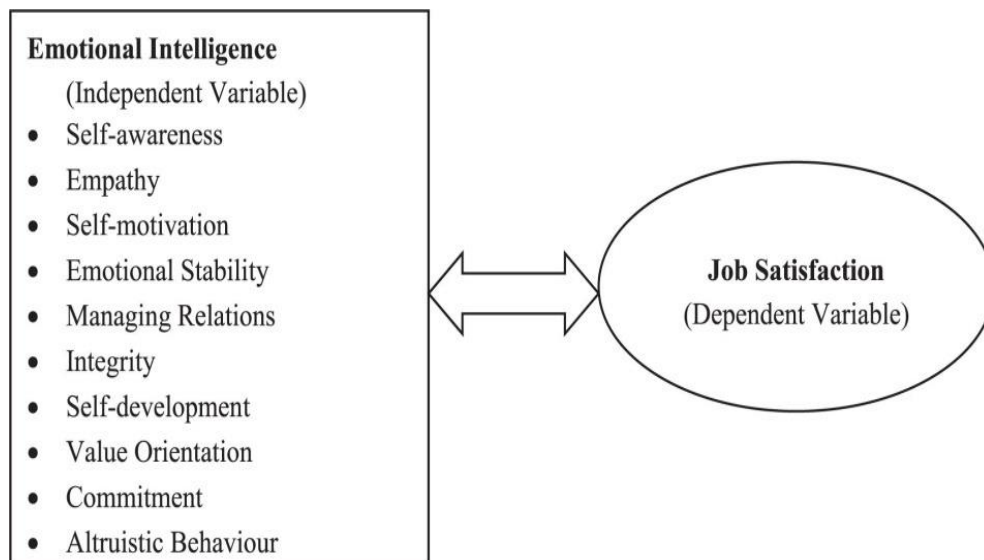
Dimensions of Emotional Intelligence

Psychologist Daniel Goleman is known for developing the five components of emotional intelligence at work in the 1990s. The following are those components, along with examples of how they are used in the workplace:



1. **Self-recognition** Meaning knowing the inner state, things that are preferred, and intuition. Competence in the first dimension is recognizing one's own emotions, knowing one's strengths and limitations, and belief in one's own abilities.
2. **Self-control** Which means managing the situation within oneself and one's own resources? This second dimension of competence is to hold negative emotions and impulses, maintain the norms of honesty and integrity, be responsible for personal performance, flexible to change, and open to new ideas and information.
3. **Motivation** which means encouragement that guides or assists the achievement of goals or objectives? The third dimension of competence is the drive to be better, to adjust to the goals of the group or organization, readiness to take advantage of opportunities, and persistence in fighting for failures and obstacles.
4. **Empathy** Which is an awareness of people's feelings, interests, and concerns? The fourth dimension consists of understanding others competencies, developing others, customer service, creating opportunities through association with various people, reading the relationship between the emotional state and the strength of a group's relationships.
5. **Social skills** Which means skills in arousing the responses desired by others? Among them are the ability of persuasion, listening openly and giving clear messages, the ability to resolve opinions, the spirit of leadership, collaboration and cooperation, and team building.

Emotional intelligence and job satisfaction



Emotional Intelligence and Leadership

One of the most applied constructs which emotional intelligence has been associated with is that of leadership. The leadership literature has produced countless theories outlining which characteristics compose the most effective leader, however, current academic research in the area describes two distinct types of leaders: transformational and transactional. The transformational leader stimulates interest



among colleagues, inspires a different outlook on the work, generates an awareness of the goals of the organization, develops others to higher levels of ability, and motivates others to consider the interests of the group over their own interests. Along these lines, transformational leadership is said to be comprised of the following four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Alternatively, the transactional leader is one whom rewards (or disciplines) staff on the basis of their performance. They emphasize work standards, task completion, and employee compliance while relying heavily on organizational rewards and punishments to influence employee performance. Researchers investigating the effects of transformational and transactional leadership have found that transformational leadership predict higher ratings of effectiveness and satisfaction , higher group performance and higher amount of effort on the part of subordinates compared to transactional leadership.

Emotional intelligence and training

- Visioning around reaching one's ideal self.
- Self-assessment and self-awareness of current strengths and weaknesses.
- Ensuring that strengths and limitations improve so that they do not detract from the achievement of goals.
- Creating and committing to a learning agenda that builds on strengths and reduces weaknesses.
- Active and frequent experimentation with new behaviours that support and develop emotional intelligence competencies.
- Reliance on a coach to regulate progress.

Impact of Emotional intelligence

1. Employees with higher EI report higher job satisfaction, higher organizational commitment, and lower turnover intentions.
2. EI measures to personality and cognitive measures can improve the ability to assess employee job satisfaction, organizational commitment, and turnover intentions.
3. EI improves job satisfaction by helping employees to reduce negative feelings, increase positive feelings, and improve job performance.
4. Employees with higher EI have been shown to have increased retention.
5. Individuals with high EI tend to be more satisfied at work, committed to their organisation, and less likely to leave.
6. People high in EI are better at regulating their emotions to increase positive feelings and reduce negative feelings, which in turn leads to greater job satisfaction.
7. EI (the EIP) accounts for just under one-third (31%) of an individual's level of work engagement.
8. High levels of employee engagement lead to positive organisational outcomes, such as improved sales, productivity, customer service, and safety.



Steps to improve emotional intelligence in the workplace

Emotional intelligence can be a significant contributor to success in the workplace. Improving emotional intelligence in the workplace can inspire your team and promote a positive work environment for everyone.

1. Identify your weaknesses

Before you begin to improve your emotional intelligence, it's beneficial to identify your weaknesses. Self-assessing your emotional weaknesses allows you to guide yourself to become a more understanding communicator.

For example, you might be great at helping people who verbally tell you how they're feeling, but you might not be as efficient at recognizing non-verbal communication. Think honestly when writing about your weaknesses, and frequently look back at your list to identify your improvements.

2. Review your emotional intelligence history

After a self-assessment of your weaknesses, continue your evaluation by reviewing your history of emotional intelligence. Looking back on your emails and text messages gives you the ability to reflect on how you dealt with various situations. For example, you might realize an instance when you could have responded to someone more empathetically. Reflecting on your communication allows you to understand how to handle similar situations in the future more effectively.

3. Receive feedback

To understand your emotional tendencies, receiving feedback from those you trust can help tremendously. These people will be honest about how you are as a communicator, and the feedback you receive could be quite revealing. You might consider asking a family member or friend to tell you how well you communicate with people. Use this advice to understand how others might perceive you and what you can do to make a positive change.

4. Ask for help or mentor

To improve emotional intelligence in the workplace, consider asking for help from your manager or a mentor. Explain your desire to improve your communication or leadership skills and ask what they would suggest helping you do this. For example, you might consider attending a training seminar or participating in a workplace activity that could benefit the entire team.

5. Practice emotional intelligence daily

Practice everything you learn about emotional intelligence from yourself and others every day. Identifying your weaknesses and asking for help and feedback can provide you with a list of areas to improve. Some tasks might involve just you, like looking in the mirror to assess your body language and facial expressions. Other tasks might include communicating with a variety of people to practice your emotional intelligence in the real world. Making an effort to improve your emotional intelligence can help you progress in your career while inspiring others to do the same.

Conclusion

Several studies have found that emotional intelligence can have a significant impact on various elements of everyday living. Palmer, Donaldson, and Stough found that higher emotional intelligence was a predictor of life satisfaction. Additionally, Pellitteri reported that people higher in emotional intelligence were also more likely to use an adaptive defense style and thus exhibited healthier psychological



adaptation and make better work environment, also Performance measures of emotional intelligence have illustrated that higher levels of E.I. are associated with an increased likelihood of attending to health and appearance, positive interactions with friends and family, and owning objects that are reminders of their organization. Mayer, Caruso, and Salovey found that higher emotional intelligence correlated significantly with higher performance, better motivation, and cooperation with co-workers while compared to others. E.I. also reported increased positive interpersonal relationships among all the elements of work place. Emotionally intelligent nurse leadership characterized by self-awareness and supervisory skills highlights positive empowerment processes, creating a favourable work climate characterized by resilience, innovation and change also Emotional intelligence cannot be considered a general panacea, but it may offer new ways of thinking and being for nurse leaders, as it takes the intelligence of feelings more seriously by continually reflecting, evaluating and improving leadership and supervisory skills.

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