

EMOTIONAL INTELLIGENCE: A TOOL FOR SUCCESS

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ABSTRACT

Currently, businesses are operating in a very dynamic environment, and in order to motivate employees or team members to follow the change is little difficult for the team leader alone with technical knowledge. An emotionally intelligent leader, assess his or her ability to perceive, understand and manage own as well as others' emotions. However, success of an organization largely depends on the emotional competencies of the leader. Even, the success of a person largely depends on many personal factors like attitude, parental support, good education, social network, financial support and so on. Even with all of these, there can be failure, and the root cause for this attributed to Emotional Intelligence (EI). Emotional intelligence allows people to better understand and manage emotions. It also helps in understanding one's own conduct as well as relationship with others. Even psychological studies have shown that understanding and controlling emotions play significant role in gratifying one's life and work environment. It is considered that employees with higher emotional intelligence will have higher job satisfaction, even there is significant evidence that success of any person depends on social and emotional competencies.

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Today, the business environments are changing so frequently and the employees are highly aware of opportunities and rights. In such a dynamic environment, if the team members are to be motivated to follow the change, technical knowledge of the leaders is not alone sufficient. Change comes only when the values and beliefs are influenced, there comes the role of emotional intelligence. Daniel Goleman introduced the concept of “Emotional Intelligence” to in the year 1995. The term “emotional intelligence” has been defined differently by experts. Wharam defined as “the potential to be aware of and use one’s own emotions in communication with oneself and others and to manage and motivate oneself and others through understanding emotions.”

Emotionally intelligent leader develops strong relations with the members they are leading and also have an eye on their personal lives, which gives them an idea of what these people think on different matters and it becomes easy for the leader to motivate them to follow the change. This kind of leaders can create an amicable work environment and thus employees enjoy the work. The stress levels are low as emotionally intelligent leaders carefully handle the emotions of their team. Brazzel (2006) has said that emotional intelligence may lead to thinking in extraordinary ways. The leaders who track the team’s work performance without developing an inter-personal relation with them may find it very difficult to motivate and improve the performance.

Two key factors that can increase employee performance are high levels of employee satisfaction and organizational commitment (Montana & Charnov, 1993; Cammann, et.al., 1982; Glisson and Durick, 1988; Koys, 2001). This study explores a range of leader behaviors that are categorized in four areas of emotional intelligence and identifies significant relationships between leader behaviors and levels of employee satisfaction and commitment in organizations.

Research on emotional intelligence can be traced back to the Gardner's research on multiple intelligences (1983), although the term was originally submitted in an unpublished dissertation (Payne, 1986). Later, Salovey and Mayer were the first proposed a theoretical model of the construct (Mayer, DiPaol and Salovey, 1990). Mayer and Salovey went on to define emotional intelligence (EI) in cognitive-emotional terms and designed a model that focused on individual abilities.

In the 1990s, research on the role of non-cognitive factors had been established to help people succeed in both life and the workplace. Based on literature on the topic of emotional intelligence, Petrides and Furnham (2000) have identified a number of factors in various models of the EI construct including those of Bar-On (1997), Goleman (1995), and Mayer (1990). These EI factors and facets are presented in below table.

EI FACTORS AND FACETS

General EI (Two Facets)

Adaptability

High scorers are perceived as...

Flexible and willing to adapt to new conditions

Self-motivation

Driven and unlikely to give up in the face of adversity

Sociability

Assertiveness

Forthright, frank, and willing to stand up for their rights

Emotional management of others

Capable of influencing other people's feelings

Social Competence

Accomplished networkers with superior social skills

Emotionality

Emotional expression

Capable of communicating their feelings to others

Relationship skills

Capable of maintaining fulfilling personal relationships

Trait empathy

Capable of taking someone else's perspective

Emotional perception (self and others)

Clear about their own and others people's

Self-Control

Impulsiveness

Stress management

Emotion regulation

Well-Being

Self-esteem

Trait happiness

Trait optimism

*feelings**Reflective and less likely to give in to their urges**Capable of withstanding pressure and regulating stress**Capable of controlling their emotions**Successful and self-confident**Cheerful and satisfied with their lives**Confident and like to “look on the bright side” of life***EI and leadership**

Research studies revealed that trait EI is positive correlated with socially desirable factors and negative correlated with socially undesirable factors (Petrides and Furnham, 2006). This insight can be useful in identifying managers and leaders who are best suited to motivate employees to higher levels of satisfaction, commitment, and performance in the workplace.

Leading an organization with emotional intelligence wasn't easy. And moreover, all leaders are not gifted with high EQ and the leaders with low EQ need to develop this over time. To be an emotionally intelligent leader, one must assess his or her ability to perceive, understand and manage own as well as others' emotions. The leader must be open-minded and welcome new ideas from his or her team members. The leader must trust the team and allow them a certain degree of freedom to carry on their work. The suggestions given by the team members should be acknowledged. Today the success of an organization largely depends on the emotional competencies of the leader. Managers or leaders who understand and utilize their emotional intelligence in the workplace are more likely to retain their staff, enjoy greater cooperation and commitment, and increased coworker performance. Hence lots of efforts are needed to develop emotional intelligence among the leaders.

In this era of globalization where there is high cultural, scientific, economic and social exchange, the success of a person depends on many personal factors. This includes attitude, parental support, good education, social network, financial support and so on. Even with all of these, there can be failure in success. When the root causes for this was searched, it points towards Emotional Intelligence (EI). Emotional intelligence is a set of acquired skills and competencies that predict positive outcomes at home with one's family, in school, and at work. People who possess these are healthier, less depressed, more productive at work, and have better relationships. The present world demands higher level of interrelationships, mutual understanding and greater productivity.

Emotional Intelligence (EI) describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived grand ability to identify, assess, manage and control the emotions of one's self, of others, and of groups. Emotional intelligence is considered to play a crucial role in the modern work life. Its principles help in evaluating employee behavior, management styles, attitudes, interpersonal skills and potentials and is considered to have great relevance in areas like job profiling, planning, recruitment and selection. Another major advantage of emotional intelligence is that it allows people to better understand and manage emotions. It also helps in understanding one's own conduct as well as relationship with others. Psychological studies have shown that understanding and controlling emotions play significant role in gratifying one's life and work environment.

The role of the organization's leaders has greater significance because the individuals in these roles are catalysts who increase or decrease employee satisfaction. Managers and leaders should possess the knowledge and skills to motivate their coworkers' to utilize personal talents to the fullest. One can be certain that both company leaders and stakeholders are highly interested in

motivating all employees to be productive, high performing workers in the organization (Buckingham and Coffman, 1999)

Emotional Intelligence and Job satisfaction

It is generally considered that employees with higher emotional intelligence will have higher job satisfaction. This is because the employees with higher emotional intelligence are able to develop strategies to overcome the possible consequences which may arise out of stress whereas those with less emotional intelligence won't be in a position to overcome the stress situations. In addition, in a group setting employees with higher EI will be able to influence the emotions of others in such a manner that, they will be able to boost their own as well as their coworkers' morale.

There are conflicts among experts on whether emotional intelligence has a direct or indirect influence on the profits of the firm, but there is a consensus that EQ of the leader affects performance and productivity of the employees. Another disagreement relates to whether EQ is inherent or it can be developed. However experts have suggested the methods to develop the level of emotional intelligence among leaders.

Emotional intelligence is more important than IQ in getting success in life and career

Studies have shown that people with high EI have greater mental health, job performance, and leadership skill. A review in the journal of Annual Psychology found that higher emotional intelligence is positively correlated with:

1. Better social relations for children – Among children and teens, emotional intelligence positively correlates with good social interactions, relationships and negatively correlates with deviance from social norms, anti-social behavior measured both in and out of school as reported by children themselves, their own family members as well as their teachers.
2. Better social relations for adults – High emotional intelligence among adults is correlated with better self-perception of social ability and more successful interpersonal relationships while less interpersonal aggression and problems.
3. Highly emotionally intelligent individuals are perceived more positively by others – Other individuals perceive those with high EI to be more pleasant, socially skilled and empathic to be around.
4. Better family and intimate relationships – High EI is correlated with better relationships with the family and intimate partners on many aspects.
5. Better academic achievement – Emotional intelligence is correlated with greater achievement in academics as reported by teachers but generally not higher grades once the factor of IQ is taken into account.
6. Better social relations during work performance and in negotiations – Higher emotional intelligence is correlated with better social dynamics at work as well as better negotiating ability.
7. Better psychological well-being - Emotional intelligence is positively correlated with higher life satisfaction, self-esteem and lower levels of insecurity or depression. It is also negatively correlated with poor health choices and behavior.

8. Emotional intelligence and job performance has shown mixed results of high and low correlations, EI is better as most of hiring methods used in companies. Emotional intelligence is related to better mental and physical health.

5 WAYS TO INCREASE EMOTIONAL INTELLIGENCE IN WORKPLACE.

- 1) Improve your self-awareness.
- 2) Improve your self-regulation.
- 3) Improve your motivation.
- 4) Improve your ability to show empathy.
- 5) Improve your social skills.

1. Self-awareness: The ability to recognize an emotion as it “happens” is the key to your EQ.

Developing self-awareness requires tuning in to your true feelings. If you evaluate your emotions, you can manage them. The major elements of self-awareness are:

- Emotional awareness. Your ability to recognize your own emotions and their effects.
- Self-confidence. Sureness about your self-worth and capabilities.

2. Self-regulation: You often have little control over when you experience emotions. You can, however, have some say in how long an emotion will last by using a number of techniques to alleviate negative emotions such as anger, [anxiety](#) or [depression](#). A few of these techniques include recasting a situation in a more positive light, taking a long walk and meditation or prayer. Self-regulation involves

- Self-control. Managing disruptive impulses.

- Trustworthiness. Maintaining standards of honesty and integrity.
- Conscientiousness. Taking responsibility for your own performance.
- Adaptability. Handling change with flexibility.
- Innovation. Being open to new ideas.

3. Motivation: To motivate yourself for any achievement requires clear goals and a positive attitude. Although you may have a predisposition to either a positive or a negative attitude, you can with effort and practice learn to think more positively. If you catch negative thoughts as they occur, you can reframe them in more positive terms — which will help you achieve your goals.

Motivation is made up of:

- Achievement drive. Your constant striving to improve or to meet a standard of excellence.
- Commitment. Aligning with the goals of the group or organization.
- Initiative. Ready yourself to act on opportunities.
- Optimism. Pursuing goals persistently despite obstacles and setbacks.

4. Empathy: The ability to recognize how people feel is important to success in your life and career. The more skillful you are at discerning the feelings behind others' signals the better you can control the signals you send them. An empathetic person excels at:

- Service orientation. Anticipating, recognizing and meeting clients' needs.
- Developing others. Sensing what others need to progress and bolstering their abilities.
- Leveraging diversity. Cultivating opportunities through diverse people.
- Political awareness. Reading a group's emotional currents and power relationships.

- Understanding others. Discerning the feelings behind the needs and wants of others.

5. Social skills: The development of good interpersonal skills is tantamount to success in your life and career. In today's always-connected world, everyone has immediate access to technical knowledge. Thus, "people skills" are even more important now because you must possess a high EQ to better understand, empathize and negotiate with others in a global economy. Among the most useful skills are:

- Influence. Wielding effective persuasion tactics.
- Communication. Sending clear messages.
- Leadership. Inspiring and guiding groups and people.
- Change catalyst. Initiating or managing change.
- Conflict management. Understanding, negotiating and resolving disagreements.
- Building bonds. Nurturing instrumental relationships.
- Collaboration and cooperation. Working with others toward shared goals.
- Team capabilities. Creating group synergy in pursuing collective goals.

Studies show that emotional competence accounts for as much as 75% of success in work and social life. Many of the factors evaluated in the assessment centers past and present include social and emotional competencies including communication, sensitivity, initiative, and interpersonal skills (Thornton & Byham, 1982). There is now a considerable body of research suggesting that the key to success lies in a person's ability to perceive, identify, and manage emotion. These abilities form the basis for the emotional and social competencies that are important for success in almost any job.

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