

Emotional Intelligence at Workplace – A Conceptual Study

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ABSTRACT

Emotional intelligence is the ability to understand our own behavior and managing it and of the people surrounding us. Its importance has been realized in the field of HRM too. This paper focuses on the role and importance of EI at the workplace. For the study literature review of previous researches has been done. The study suggested that EI has an important role in an organization. An organization should select the employees on the basis of their EQ and it should also organize various programs for training the employees on the same and increasing their level of emotional intelligence.

Keywords: Emotional Intelligence, Occupational stress, Organizational Citizenship Behavior, leadership, learning.

INTRODUCTION:

Emotional intelligence is the ability to understand our own and others behavior and managing it. People with high emotional intelligence are more balanced and stable than with those with lower levels of EI. When we talk of HRM its basically managing the human force in an organization. And for managing the workforce, the concept of emotional intelligence has come out to be very crucial for the smooth running of the business. Emotional intelligence has relationship with various traits of the people in an organization. In context of workplace EI affects leadership, work life balance and managing conflicts, stress etc. This paper has done the literature review of all such aspects and how it affects and play an important role in managing people at workplace.

Relationship with Citizenship Behavior:

(Anwar, Gani, Fontaine, & Rahman, 2017)

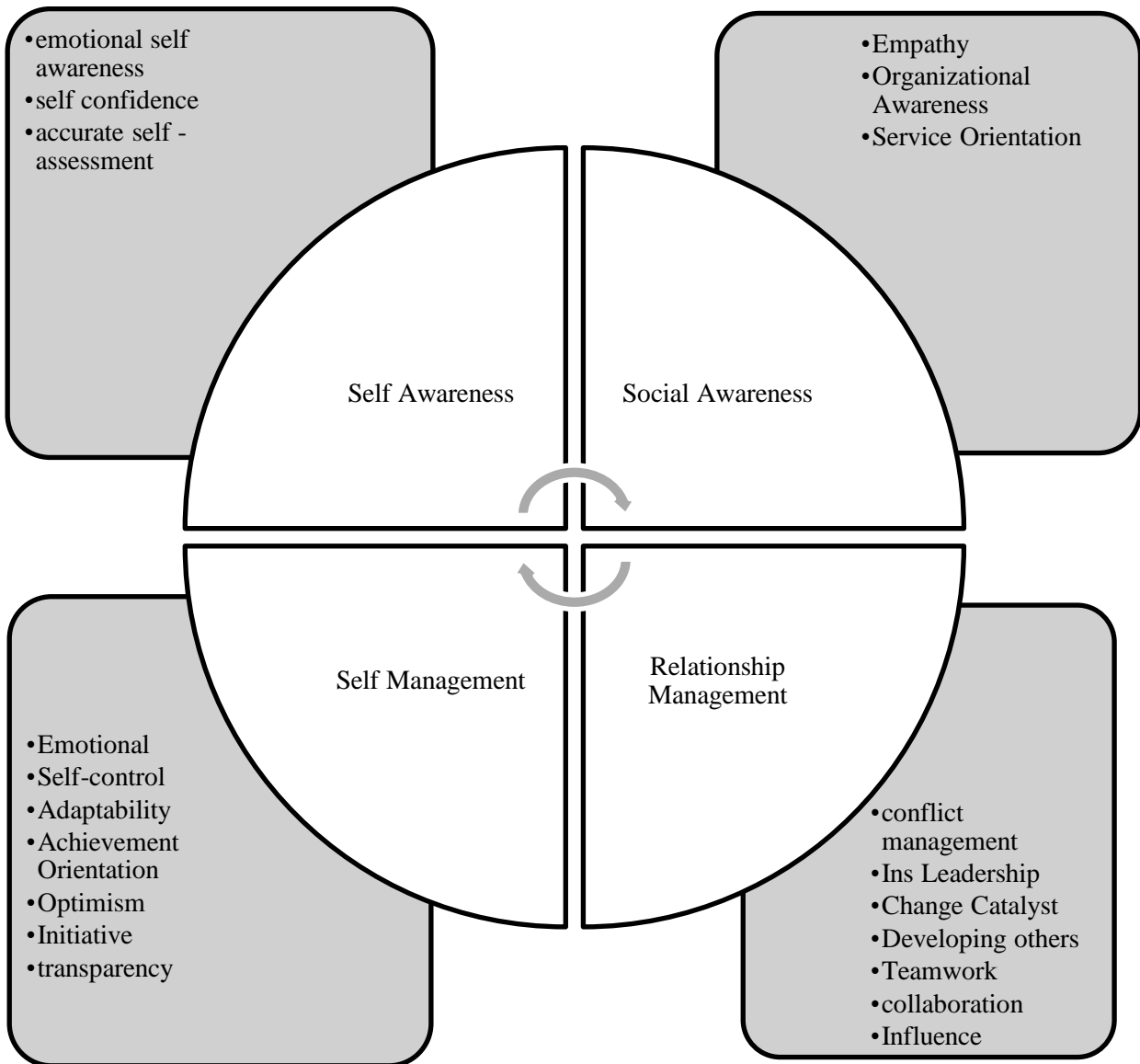
The study found that there exists a positive relationship between self-emotional awareness and the organizational citizenship behavior, but the relationship is not found to be very statistically significant. The study was conducted on Malaysian bank employees. Higher levels of Emotional awareness among the employees impacts there OCB and thereby results in improved performance on individual and organizational levels. Self-emotional awareness is concerned with the awareness of one's own self and a person is able to understand and exhibits only those emotions, which may not affect the OCB to that extent. However according to the second hypothesis of the same study the relationship between the use of emotions and organizational citizenship behavior was found to be significantly positive as when a person uses the emotions it impacts his emotion more as it leads them to help others and he empathizes with others and thereby improves there OCBs. And lastly the third hypothesis which analyzed the relationship between others emotional appraisal and organizational citizenship behavior was also confirmed the relationship between the both was again found to be statistically significant. The employees when they can regulate their emotions can significantly exhibit good citizenship behavior in an organization.

Learning Emotional Intelligence:

(Furham, 2012) Has tried to define emotional intelligence. He says that in spite of its popularity EI is not very

easy to define. Many books said that academic, personal or work-related skills contributes about 20 % to the success in the life of a person while the 80% success comes from their level of emotional intelligence. He defined it in two ways: self vs other; emotional awareness vs management. (Goleman, 1995) said that it is comparatively easier to train a person on its technical part of job than developing his IQ skills. The critical age to acquire emotional skills is during adolescence. At younger age particularly, young males find it quite difficult to interact with other people and often fear rejections particularly from opposite sex. Thus, at that age they try to confine themselves to more technical things. There is lack of emotional skills in the younger age. And it is also being said that acquiring technical skills require more dedication and devotion so very less time and opportunity is left to acquire social skills or EI. So, in the early age they do not understand emotions much. Stress has been given on learning emotional skills. Many organizations talk about emotional competencies rather emotional traits which can be acquired by learning. Understanding emotions is very important in an organization for its success and for being human.

Four aspects of EI



Managing Diversity:

(clark & Polesello, 2017) Emotional intelligence and cultural intelligence helps in managing diversity in an organization. Both the constructs i.e. EQ and CQ can be very well applied to organizational diversity challenges. EI helps in understanding behaviors and thus helps in promoting diversified cultures in an organization. EI is very helpful in managing conflicts. Cultural intelligence however helps in preparing leaders for expatriation and

helps the workforce in dealing with diverse customer base. EI along with CQ help in improving team performance especially in terms of teams in which members are of different cultures.

(Jena & Pradhan, 2018) in the paper said that as organizational citizenship behavior mediates between spirituality and commitment they also tested if emotional intelligence has a role between or not. For this they analyzed data collected from 761 India executives. The study found that relationship between OCB and employee commitment and mediation of EI between spirituality and commitment was found to be weak. However, it was found that the relationship between workplace spirituality and employee commitment is strong. The study recommended a development of a spiritual culture in an organization for work commitment and stressed on further studies on emotional intelligence at workplace.

Emotional Intelligence and Leadership:

(LI, Gupta, Loon, & Casimir, 2016) found relationship between emotional intelligence and leadership. The leaders who favor before style i.e. with the cushion of psychological support have the highest levels of emotional intelligence than the one who favors delayed style i.e. leaders who delay in providing support with the pressure. Emotional intelligence can be linked to the style of leadership. The study supports before style leadership which mean providing support to the employees along with the pressure and the leader who is emotionally intelligent is in a better position to give that support. They found the effectiveness of leadership in the form of supportive behavior and optimism in terms of emotional intelligence. Which will result in improved performance than the negative impact of frustrations.

Ei And Employee Turnover:

(Meisler, 2013) in his study on 368 employees from financial sector found that emotional intelligence has positive association with organizational justice and negative with turnover intentions. For the purpose of the study records of actual turnover was used. (Meisler, 2013) emphasized on emotional intelligence training to improve organizational justice and reduce employee turnover. Organizational justice also mediates EI and turnover intentions. The study thus recommended on the positive impact of EI on employees which helps in reducing their turnover. Thus, an organization should work on developing a training program for the same.

Impact on Occupational Stress and Outcomes:

(Nikolaou & Tsaousis, 2002) explored the association between EI and occupational stress' sources and outcomes. For this questionnaire and organizational stress screening tool i.e., ASSET is used. The study revealed a negative correlation between EI and Occupational stress which means higher the level of EI lower the level of stress at work. The study also found positive association between EI and organizational commitment. The study favored emotional intelligence as an effective tool as there is a strong linkage among EI, occupational stress and employee commitment.

Emotional Intelligence Neutralizes the Effect of Abusive Supervision and Employees' Intention to Quit:

(Pradhan & Kesari, 2018) studied the effect of abusive supervision and subordinates' intention to quit and role of emotional intelligence in neutralizing and curbing the effect. The study collected the data at two-time points. At first point subordinates' perception on their supervisor's abusive behavior is analyzed and in the 2nd point analysis is made on their intentions to quit and emotional intelligence. 353 professionals from health care working in Indian hospitals had been interviewed for the same. The study found a strong relationship between emotional intelligence and intention to quit and abusive supervision and also concluded in a moderating effect of emotional intelligence on it i.e. higher the emotional intelligence lower is the intention to quit. The study further recommended in imparting a proper emotional intelligence training to the people in organization so that behavior like abusive supervision can be reduced and at the same time tolerance for the same can be increased.

CONCLUSION:

From the literature review of the papers studied, it can be very well concluded that Emotional Intelligence plays a crucial role in an organization. It has a great impact on the behaviors of the employees at workplace. It increases the level of tolerance of the employees as when they become emotionally intelligent they can empathize well with their co- employees. There is a need to hire employees with a good level of emotional quotient. The employees can also be trained on this by organizing proper learning programs through various sessions and seminar.

RECOMMENDATIONS:

A lot of research has been done on emotional intelligence at work place and it has worked out to be an important area for the researchers. The studies have been successful in bringing the attention of the management towards growing importance of emotional intelligence at the workplace. The researchers in the field can now make research on the development of various programs for training the employees on EI. Analysis can also be made on the cost and benefits involved for the same.

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