

Role of Emotional Intelligence in the Organization

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Abstract: Emotional intelligence (EI) is characterised as the skill to observe an individual's own and the other person's emotions, to discern diverse emotions and understand them properly, and to practice emotional data to direct thinking pattern and behaviour. The present paper aims to explain the significance and need for Emotional Intelligence (EI) in the Organization. To achieve the aim of this paper, various research papers and articles have been reviewed. Salovey and Mayer (1990, Mayer & Salovey 1997) and Goleman (1998) with their theoretical research work and book explained the significance of emotional intelligence in organizations. Goleman developed 5 dimensions of Emotional Intelligence known as "self-awareness, self-regulation, empathy, motivation and social abilities". The incorporation of emotional intelligence into an organization model can have significant effects on achieving various organizational goals. It was found that EI increases team performance, job satisfaction, and leadership ability. EI enriches teamwork, enhances effective communication, improves the workplace environment, boosts organizational commitment, fosters a positive service environment, and contributes to customer satisfaction. EI is correlated with traits like perseverance, self-control, resilience and performance under pressure. For effective organizational outcomes, emotional quotient tests or assessments can be used in hiring or entry-level processes.

Keywords: Emotional Intelligence, Organization, Job Satisfaction, Leadership, Team Performance.

Introduction - In recent centuries, behavioural sciences have gained significant attention in the field of organizational setups. Researchers are exploring the relationship between rational behaviour or logic and emotions. The concept of emotional intelligence has evolved with time. Thorndike (1920) paved the way for understanding emotions and named it "social intelligence", Gardner (1983) and Sternberg (1988) explained emotional intelligence as "intrapersonal intelligence". Later, the concept of emotional intelligence was introduced by Salovey and Mayer in the year of 1990. Emotional intelligence is the "ability to monitor one's own and other's feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions" (Salovey & Mayer, 1990).

Different approaches are used to study emotional intelligence, the trait and the ability approach are the main dominant approaches. The trait approach includes dispositional tendencies such as self-efficacy beliefs or personality traits and that can be assessed by self-report questionnaires. The ability approach includes mental ability based on emotional information processing and can be evaluated with performance tests.

Emotional Intelligence and Leadership: Many researchers believe emotional intelligence has a connection with leadership roles. Emotional intelligence gives the strength to evaluate folks more evidently and meticulously

and establish a link between individuals and also cultivates a sense of sensitivity, balanced emotions and a solid blend of cognitive ability (rational, abstract understanding and creative thinking), public skills (interpersonal abilities, communication abilities and influence abilities) (Batool, 2013). Emotional Intelligence significantly influences effective leadership by concentrating on 5 vital components of leader effectiveness: cultivation of communal objectives and purposes; breeding and upholding enthusiasm, confidence, optimism, collaboration, and conviction; inculcating in others a gratefulness for work accomplishments; promoting flexibility in judgment processes and adjustment; and creating and preserving an eloquent individuality for an institution (George, 2000). A study led by Cavallo and Brienza (2001) at an organization stated that emotional skill distinguishes effective leaders. High-accomplished managers were perceived as having significant levels of Self-Management capability, Self-Awareness, Public Skills and Organizational Understanding, which are assumed components of the emotional intelligence domain. Emotional intelligence enhances the leadership qualities of charisma, intellectual stimulation and administration by exception and contingent reward (Wagner, 2013).

Styles of leadership have a relationship with various aspects of emotional intelligence. Burns (1978) defined two

types of leadership. Transformational leadership is defined as where a leader encourages subordinates to rise above their personal benefits under the requirements of the organization. This builds trust, allegiance from followers and also motivation to achieve higher outcomes. Brass and Avolio (1990) stated that transformational leadership yields organizational change and emotional intelligence is closely related to the use of transformational behaviour. Kumar (2014) analysed the association between emotional intelligence and transformational leadership and established that features of emotional intelligence like self-awareness, motivation and empathy have a thorough relation with transformational leadership elements like personal impact, inspirational motivation and personalised consideration. Bass (1998) believes transformational leaders permit their followers to face conflict or stress successfully and provide safety and tolerance in times of uncertainty. He defined transactional leaders as those who give special importance to work ethics, projects, and task-oriented goals. Transactional leaders discipline followers for the desired outcome and motivate them for their personal interest. Transactional leaders are task-motivated, so they often have emotional intelligence abilities like self-motivation and self-awareness that show the link between transactional leadership and emotional intelligence (Ivanova, 2016). According to Weisinger (2000), there is a high association between transactional leadership and self-motivation. Self-awareness with Self-motivation and a minimal amount of emotional mentoring focus all consideration on the course of task execution, rather than the other builds their robust relationship with transactional leadership rather than transformational leadership appears rational in hindsight.

Team Emotional intelligence: Teams denote a vital approach to getting accomplished all tasks in an organization. Team emotional intelligence can be defined as the capability of a group to develop a set of rules that lead the emotional involvement in a group in an efficient way. Emotional management, emotional awareness, and internal and external relationship management are core team EQ skills. Teams with greater emotional intelligence fellows can employ their emotions in effectual means to get higher thinking and executive routes (Mayer et al., 2001). Team having emotional intelligence creates standards that boost communal faith among fellows, a feeling of team worth and a presence of team efficiency (Druskat & Wolff, 2001). Members having high emotional intelligence are more expected to seem trustworthy and unflinching because of their ability to deal with various emotionally strenuous organizational occasions successfully (Huy, 1999). Team emotional intelligence is adversely associated with team procedure (i.e. relationship clash and task clash) and positively associated with team efficacy (i.e. group performance, cohesion and innovation) (Lee and Wong, 2017). Emotional intelligence encourages team conviction that in turn, develops a cooperative culture

which boosts the creativity of the team and cognitive reliance regulates the connection between co-operative culture and team creativity (Barczak et al. 2010). Differing emotional intelligence skills are connected to particular teamwork behaviour, which plays an important role during different stages of teamwork (Clarke, 2010). Garcia-Buades et al., 2020 stated that sharing positive outlooks during work shifts might impact the team's attitudinal (e.g. group satisfaction), motivational (e.g., group goal commitment) and behavioural (e.g. proactive behaviour procedures. Emotional intelligence is a trait that promotes an affirmative connection between psychological resemblance and team unity, so administrators should make a team with akin interest employees (Lu & Fan, 2017). Clarke (2010) investigated the role of emotional intelligence capabilities in side the learning culture of teams and found that emotional intelligence skills such as emotional management and emotional awareness impact the three crucial consideration procedures: problem-solving, action planning, hypothesising causal relations, as well as procedures related with group learning comprising group credentials, communication, communal commitment and conflict regulation. Teams with a lack of emotional intelligence environments are linked with having work and interpersonal conflict and high conflict force, therefore, a group emotional intelligence environment regulates the connection between work conflict and negative responses to conflict (Ayoko et al., 2008).

Emotional Intelligence and Performance: Emotional intelligence is an essential element for an administration's performance and progress and plays a vital role in today's cut-throat competitive organizational environment. People with greater emotional intelligence execute better on cognitive jobs and better negotiate with the obstruction or helplessness that comes from bumping into challenging tasks (Schutte et al., 2001). Entities with high emotional intelligence seem to display a greater level of performance results. There is an association found between emotional intelligence and two features of task outcomes ("work performance" and "two types of institutional citizenship behaviours- compliance and altruism") (Carmeli and Josman, 2009). Emotional intelligence is accountable for defining success and mental well-being which plays a significant role during contact between administrators and subordinates in their task process (Jorfi et al., 2010). Decision-making styles arbitrate the association between emotional intelligence and sub-domains of personal task performance (Adaptive performance, Work performance and contextual performance) (Akram and Siddiqui, 2019). Poor management skills can decrease performance. Higher emotional intelligence traits are positively correlated with recovery from stress during work tasks (Arora, 2011). Executives with developed emotional intelligence demonstrate greater excellence in performance as related to their executives with lesser emotional intelligence

(Khokhar et al., 2009).

Furthermore, a highly significant link is found between job satisfaction and emotional intelligence (Elias & George, 2012). Personnel with better emotional intelligence are regularly in a positive mood and mental state and they exhibit a greater job satisfaction level and well-being (in contrast to employees with lesser emotional intelligence) (Carmeli, 2003). In various professions, emotional intelligence acts as a significant contributor to job skills, job opportunities, needed skills and occupation success (Mousavi et al., 2012). Singh and Singhal (2015) established the association between emotional intelligence and consumer satisfaction and established that EI factor such as the maturity of the administrator is the foremost contributor to consumer satisfaction. In organizations communication skills are essential, especially in service-rendering organizations. EI and its dimensions such as "self-management and self-awareness" have a positive influence on the communication abilities of employees (Raeissi et al., 2023).

Conclusion: Promoting emotional intelligence can influence significantly to the success of an organization. Emotional intelligent leaders can handle organizational ups and downs. They can comprehend the requirements of personnel and create a productive work environment accordingly. So, they can become good managers, supervisors, and HR. Emotional intelligent team members show more cooperation to each other and they uplift each other's spirit in adverse times. Employees with greater emotional intelligence are better performers and satisfied with their jobs and have greater communication skills. Incorporation of emotional intelligence in organizational models and scrutinizing EI at the entrance level can be a great addition to organizational effectiveness. Furthermore, more research scope was found on emotional intelligence and its association with employees and organizational outcomes.

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