

A Study on the Relevance of Emotional Intelligence at the Workplace

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Abstract

The culture that encourages productivity and success by valuing and fostering high-trust relationships is at the heart of outstanding organisations. While strong business practises are crucial for success, organisations are hampered and diverted by incidents and symptoms that reduce enthusiasm and discourage performance without the reliable relationships that are created every day at all levels. No matter how ethical business practises are, if strategies for valuing and integrating all people are not part of the strategy, an organization's development and long-term profitability will be constrained. It takes committed dedication, strategic planning, and steadfast devotion, especially from authorities with high emotional intelligence, to create a cultural mentality where every employee feels appreciated. In the business sector, emotional intelligence has received a lot of attention recently. It includes a person's capacity for communication, influence, initiating change, and adapting to change, as well as their sense of self-worth, self-confidence, self-control, commitment, and integrity. Emotional intelligence can help leaders in a position of leadership that is becoming more demanding and where fewer people seem capable of prospering. Emotional intelligence can also give aspirant leaders a competitive edge in the current "Excellence Conflict", particularly at the top organisational levels. Emotional intelligence has become a key component of success in both the personal and professional worlds, especially when it comes to managing people. As a result, organisations now appreciate how crucial it is to help their greatest leaders and managers become more self-aware and empathetic towards others.

Keywords: Emotional intelligence factors, leadership qualities, self-worth, organisational success

INTRODUCTION

Whenever it comes to emotions, the world of human existence maintains a magnetic allure. These intense inner encounters have a huge impact on ideas and deeds, which is crucial for forming relationships with others. Emotional intelligence (EI) is a field of research that emphasises the benefits associated with emotions on interpersonal effectiveness in the context of scientific inquiry. The association between EI and different behavioural outcomes has been sufficiently supported by prior investigations. Unquestionably enticing is the idea that having higher EI can give people a competitive advantage. People with high EI have a natural talent for reading body language extremely well, which allows them to read emotional clues throughout encounters. Their empathic listening skills contribute to building stronger connections with others. Moreover, heightened EI enables individuals to regulate their own emotions more effectively. It is evident that such individuals are likely to experience greater success in their personal and professional relationships, fostering enhanced harmony in their diverse roles. Consequently, one can posit that the ability of EI

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would empower individuals to fulfill their social responsibilities more efficiently, thereby leading to increased productivity.

In today's professional landscape, traditional autocratic leadership styles, which were often based on historical models, are no longer embraced by the workforce. Leadership has undergone a necessary evolution to align with the increasing sense of democracy and independence among employees. Emotions are intricately woven into every aspect of human endeavor: every action, decision, and assessment. Those who possess the ability to effectively manage their emotional intelligence utilize their cognitive abilities to make sound decisions and maintain optimal performance within the work environment. Over the past two decades, emotional intelligence has been recognized as a vital indicator of an individual's competence in various settings, including the workplace, educational institutions, and personal life. Numerous studies have shown the importance of emotional intelligence in decision-making, leadership, managerial success, and job effectiveness. Presently, employees have the opportunity to enhance their performance by effectively managing their emotions within the organizational context. As a result, leaders must now navigate and guide their "empowered" workforce using consultative, cooperative, and democratic styles. Numerous studies have shown the importance of emotional intelligence in decision-making, leadership, managerial success, and job effectiveness.

LEADERSHIP AND EMOTIONAL INTELLIGENCE

Social intelligence was first identified as a subset of intelligence by E. L. Thorndike in 1920. He defined it as "the ability to understand and effectively interact with individuals of all ages and genders, demonstrating wisdom in human relationships" [1]. Thorndike's definition, which is consistent with the way emotional intelligence (EI) is currently understood, included a person's ability to understand and regulate their interpersonal relationships. Opinions on the significance of the idea of EI have differed since its introduction. Others see EI as an elusive and hazy notion [2] while some claim that it is twice as important as IQ [3]. Although it has been suggested that EI serves as a foundation for skills essential in almost all jobs [4], detractors contend that EI is more of a myth than a notion with a solid scientific base [5]. A lack of agreement on the term's definition contributes to this difference of opinion. EI is "the capability to keep track of one's own as well as other people's thoughts and actions," according to Mayer and Salovey (1990) [6]. Salovey et al. (2001) [7] expanded the definition to include a person's capacity to appropriately perceive, assess, and express emotions as well as their capacity to understand and manage emotions in order to promote both emotional and intellectual development. We use this notion of EI as a functional term throughout this investigation. Goleman (1998) [8] examines the role of emotional competency in enhancing leadership skills in his study. A leader's capacity for effective decision-making is influenced by a number of key components of emotional intelligence, including awareness of oneself, communication and influence, dedication and integrity. Building strong relationships with colleagues, fellow employees, superiors, and clients can be difficult for managers who do not practise emotional intelligence. Emotional intelligence is crucial for leaders to be able to coordinate their own and their team members' ambitions in order to accomplish organisational goals. Belasco and Ralph (2003) [9] outline four crucial obligations for leaders at all organisational levels. They must first assign ownership of the task to the people doing it. Second, they must cultivate an atmosphere where each worker gladly accepts responsibility for their work in order to transfer ownership. This entails clearly outlining what is considered exceptional performance for the business and for each employee, focusing on crucial aspects of performance, instilling an attitude of individual accountability, aligning organisational systems to emphasise the criteria for outstanding performance, involving employees holistically in the company's endeavours, and igniting a passion for the business' goals. Third, leaders need to improve their own skills and capacities. Finally, they need to create an environment in the company where everyone is pushed to improve and learn new things, including themselves. Through emotional intelligence, these four concepts bring personal and organisational goals into alignment. In addition to having the essential technical and knowledge-based skills, leaders with high emotional intelligence also inspire and motivate people around them. Enhancing leadership characteristics requires a strong emotional quotient. Organizations have recognized the value of

emotional intelligence in helping their employees develop leadership competencies, which has been a focus for the past two decades. Leadership competencies enable organizations to define the behaviours necessary for leaders to achieve desired results and build a culture consistent with these goals. While organizations invest significant resources in developing leadership competencies, concerns about the quality of leadership persist. Various leadership abilities are frequently prioritised by organisations, with an eye towards ongoing improvement in every opportunity for manager and leader development. The development of emotional intelligence skills is a method for enhancing these abilities. Emotionally intelligent leaders are motivated by internal values rather than outward rewards. Their focus lies in achieving goals, rather than pursuing money or prestige. These leaders maintain optimism, especially during challenging times, which fuels their aspirations and accomplishments, and inspires those around them. While they are persistent in achieving their objectives, leaders with emotional intelligence also consider the emotions of others. They consistently display empathy, recognizing its importance as a fundamental aspect of effective leadership. They value diversity, work to comprehend the mental dynamics of people, and consider these things when interacting. Their willingness to understand other people's viewpoints aids in the development of a client-centered approach and the retention of talent. Coworkers respect managers who have self-control, are able to remain composed under pressure, are able to find happiness in life, and are able to work well with others. These executives are seen as being cooperative, self-aware, cool, and collected. According to Donald Goleman's book "Working with Emotional Intelligence," job failure is frequently caused by a lack of emotional intelligence. According to research, a lack of the skill of emotional intelligence might cause a career to fail [10].

Low emotional intelligence scores are related to:

- Problems in interpersonal relationships
- Resistance to changing or adapting

Higher levels of emotional intelligence are associated with better performance in the following areas:

- Participative management
- Putting people at ease
- Awareness of self
- Work-life balance
- Straightforward attitude and composure
- Building relationships
- Dedication to work
- Decision-making abilities
- Dealing with problematic employees
- Change management

People regard managers as being more likely to fall apart owing to interpersonal problems if they lack a sense of obligation to others, have trouble managing stress, are unaware of their own feelings, have trouble understanding others, or regularly show anger. Self-awareness is an essential trait for stress management and an essential component of leadership development. The more precisely we can recognise and keep track of our emotional disturbances, the more quickly we can recover. It is possible to develop self-awareness by continuously seeking feedback. Ask your superiors and your closest coworkers for their honest feedback on how your behaviour affects them. In the face of challenges, like company failures, demotions, lost promotions, unchallenging occupations, or personal tragedy, make use of opportunities for self-reflection. Consider the things you can learn from these difficulties. Numerous studies undertaken over the previous 60 years have shown that strong leadership has a direct impact on financial performance. According to a study, general managers who promoted high-performing and energising work environments beat those who promoted neutral or demotivating environments, yielding margins that were twice as large. A person's unwillingness to pay attention, egotism, lack of discipline, an arrogant attitude, pessimism, and failing to be a team player are among

the traits that prevent them from becoming an effective leader. Individuals can get through personality quirks and features that prevent them from being excellent leaders by developing their emotional intelligence. Employing emotional intelligence training has increased production and revenues across the board for businesses. Emotional intelligence is credited with accounting for up to 90% of the distinction between exceptional and average leaders. For overall success, emotional intelligence is four times as vital as technical expertise and IQ combined. When people dedicate themselves to developing practical skills and competencies in everyday settings, emotional intelligence begins to emerge. Emotional intelligence has been identified as a real new human capacity, and it has implications for fostering leadership abilities. Technical and emotional elements interact together in the workplace to show how stronger leaders are able to predict, deal with, and manage change when they have a correct and clear understanding of emotions. How someone in leadership makes a team feel has a big impact. No matter what one's position is within the organisation, excellent stress management and interpersonal communication are essential for everyone. In today's workplace, initiative, foresight, optimism, and motivation are necessary at all levels. The first step towards emotional competence is the internal development of intrapersonal competencies. It becomes simpler for a manager or leader to pick up on subtle social signs from others and show empathy the more adept they are at emotional self-awareness, laws and regulations, and motivation. The development of effective intrapersonal abilities is crucial for effective interpersonal skills. All these skills and competencies could be carefully learned, enhanced, and developed, which is fantastic news for leaders.

RESEARCH METHODOLOGY

This study is descriptive and qualitative in nature and is based on secondary sources of data. To better understand the role of emotional intelligence at the workplace, various books and papers have been reviewed.

CONCLUSION

- Increasing the EI abilities (empathy, emotional control) essential to successful job performance might assist employees in managing their emotions more successfully, immediately reducing the degree of work-related stress and indirectly safeguarding their health.
- The use of emotional intelligence acts as a modern tool for successfully managing a diversified workforce with unique tasks in order to improve a leader's intellectual, emotional, and physical capacities.
- Furthermore, for efficient management and to promote the growth of the human capital of an organisation, emotional and personal competences are critical elements that are directly linked to performance in a work environment.
- In today's business environment, a leader must not only be excellent but also have highly developed emotional intelligence, which includes qualities like optimism, warmth, empathy, and positivity. Many people believe that emotional intelligence is more important than conventional cognitive intelligence in achieving workplace goals. The importance placed on emotional intelligence arises from its potential to help determined managers and executives manage their negative emotions and concentrate instead on attaining positive results.

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