

ROLE OF EMOTIONAL INTELLIGENCE IN ORGANISATIONAL EFFECTIVENESS

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Abstract—Emotional intelligence represents an ability to perceive, control and evaluate one's emotions and to use emotions to enhance thought. Emotional Intelligence is an increasingly relevant to organizational effectiveness and developing employees. It is expected that the modern leader coordinates and facilitates the work of his subordinates by creating and maintaining a constructive and supportive atmosphere for his fellow employee. The best way to hold on to the employees is to incorporate emotional intelligence to personal and organizational management philosophy. Emotional Intelligence is fundamental to our life experience and can influence how successful we are in our relationships and career. This research paper based on secondary data, aims to investigate the impact of Emotional Intelligence on organizational effectiveness, and create awareness among the employees and employers, present paper also suggested some measures to raise the emotional intelligent quotient of employer and employees.

Keywords—Career Development, Employee Development, Emotional Intelligence, Employee Relationship, Organizational Effectiveness.

INTRODUCTION

Mayer and Salovey defined emotional intelligence as the processes involved in the recognition, use, understanding and management of one's own and others emotional states to solve emotion- laden problems and to regulate behaviour. In words of Law et al (2004), emotionally intelligent employees typically performed better which implies that lack of emotional intelligence in employees could negatively affect performance and their relationships at workplace.

FUNCTIONS OF MANAGEMENT

The functions of emotions have been described by Frijda (1988) and Plutchik (1980) includes these characteristics:

- Occur due to a change in the environment
- Occur automatically
- Comes on quickly
- Changes in physiology
- Intensity can vary
- Has a subjective experience (feeling)?
- Dissipates rapidly
- Serves an adaptive function.

IMPACT OF EMOTIONAL INTELLIGENCE ON ORGANISATIONAL EFFECTIVENESS:

Much of the work in the organisations is now done in teams. Most effective teams can attain EI. Daniel Goleman, the author of the book 'Working with EI' (2000), explains that the ability to manage one's feelings, interact effectively with others and communicate are more than twice as important as IQ or Job skills in determining job skills. EI plays a key role in the organisational development. As business becomes more complex with globalization, new generations, and the accelerating pace of innovation, the value of "emotionally intelligent leaders" is gaining ground. Daniel Goleman wrote in Emotional Intelligence, "Emotions guide everything we do."

Role of Emotional Intelligence in Organisational Effectiveness

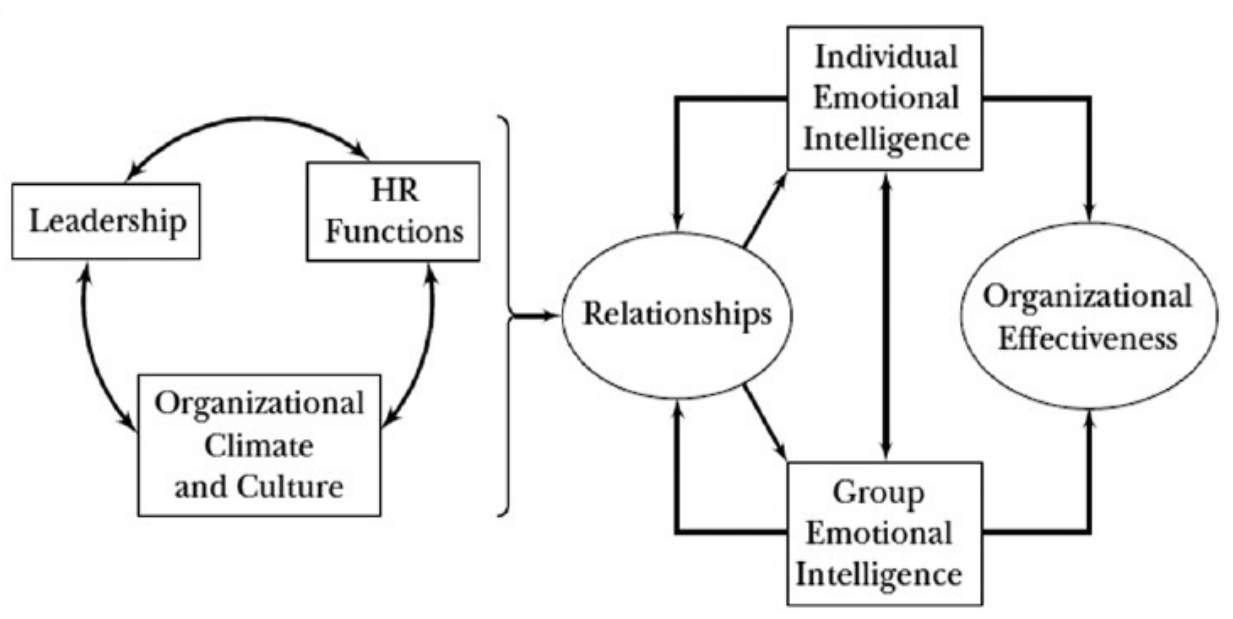
Indeed, emotional intelligence is regarded as a far stronger predictor of success in work and life – than traditional measures of intelligence, with 90% of leadership success being attributed to a high EQ.

EI and its relevance for organisations, is of utmost importance to modern day managers. Organisations do not deal with materials alone, they also deal with people. EI is what gives a person the competitive edge. Even in certain renowned business establishments, where everyone is trained to be smart, the most valued and productive managers are those who have strong traits of EI. Today, the rules of workplace are rapidly changing: a new yardstick is being used to judge people. It is often said that a high IQ may assure a top position, but it may not make you a top person. This does not measure how smart you are or what your academic qualifications are or even what your expertise is. Instead, it measures how well you are able to handle yourself and others. For the development of an organisation employees need to cope with massive, rapid changes taking place in the business environment and in order to survive in the market they need to be more creative in order to drive innovation. The organization needs to increase customer loyalty to give a better service and retain the customers and employees need to be more motivated and committed. To be a successful organisation, employees need to work together better. In all these aspects EI plays a key role as employees have to communicate with each other and work under one roof.

EI influences the organisational effectiveness in number of areas as follows:

- Employee recruitment
- Teamwork
- Employee commitment, morale and health
- Innovation
- Productivity
- Efficiency
- Sales
- Revenues
- Quality of service
- Customer loyalty

A MODEL OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL EFFECTIVENESS



The above model illustrates that three organizational factors i.e., leadership, human resource functions of recruitment and selection, training and development, and management performance have a strong impact on leadership and organisational climate and culture which are interrelated and each of these factors influences emotional intelligence through its impact on relationships, and each factor influences on individual emotional intelligence and group emotional intelligence, which

impacts on organisational effectiveness. The model suggests that failure of any organisational factors affects the relationship among the employees leading to organisational ineffectiveness. Thus, the organisations have to take measures to raise the emotional intelligence quotient of employees.

BRANCHES OF EMOTIONAL INTELLIGENCE:

Salovey and Mayer (1990), proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability reason using emotions, the ability to understand emotion and the ability to manage emotions.

- Perceiving Emotions
- Reasoning with Emotions
- Understanding Emotions
- Managing Emotions

CONTROLLING EMOTIONS TO BUILD A SUCCESSFUL ORGANISATION

It's not that emotions have no place in the workplace - constructive emotions can be motivating and can enhance understanding. But overly intense emotions block effective communication and hinder problem solving. Stressful situations are all too common in a workplace that's facing budget cuts, staff layoffs, and department changes. It becomes harder to manage emotions under these circumstances, but it's important to manage emotions at workplace. According to Fisher's research, the most common negative emotions experienced in the work place are as follows:

- Frustration/irritation.
- Worry/nervousness.
- Anger/aggravation.
- Dislike.
- Disappointment/unhappiness.

RECOMMENDATIONS FOR EMPLOYEES

Raising EQ (Emotional Intelligence Quotient) improves ability to cope with pressure, build trust, negotiate, influence without authority, navigate workplace politics, take smart risks, avoid reckless ones, and handle life's myriad of curve balls with resilience. Here are some core practices to help individual to raise the EQ:

- Be self-aware of your emotions.
- Try deep breathing exercise.
- Develop an "emotional reset" button: have a connection with something positive to emotional reset button when your emotional are low.
- Being sensitive to the non-work-related concerns of employees can prove to be equally important other managerial skills.
- Focus on how to improve the bad situation.

RECOMMENDATIONS FOR MANAGERS:

Employees follow and support leaders who are approachable and relatable, those who will roll up their sleeves and fight the battles with them. The modern workplace is characterized by open communication, teamwork, and a mutual respect among employees and their supervisors.

Possessing emotional intelligence allows managers to better understand and motivate people they supervise. Here are some of the suggestions for managers to EI quotient.

- Provide EI education: EQ assessment, training, coaching and developmental programs, periodical meetings.
- Women learn about emotional expression primarily through informal and incidental learning, therefore, HRD professionals must help employees learn through methods other than formal classroom training in order to develop employees' emotional intelligence.
- Managers should be role model for their staff.
- Managers should be proactive not reactive.
- Encourage open communication
- Manager must be aware of what emotions are expected, acceptable, and unacceptable in a given convexity.

CONCLUSION

Emotional intelligence includes social skills:

Knowing how to communicate with and persuade others to achieve a desired result, as well as resolving workplace conflicts and inspiring people to go beyond what they believe they can do. Taken together, these qualities help make up the most effective business leadership model available today. A leader with a high EQ is more confident, more adaptable and better prepared to handle unexpected challenges or threats to the business. He or she is also better poised to navigate the complexities of emotion in crisis management. Lack of emotional intelligence will disrupt both personal and professional life of individual.

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