

## EMOTIONAL INTELLIGENCE AS AN IMPORTANT ASSET FOR HR IN ORGANIZATIONS: LEADERS AND EMPLOYEES

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**ABSTRACT:** Emotional intelligence (EI) is the comprehension and processing of emotions and emotional data. Researchers and Human Resource (HR) practitioners are particularly interested in this topic because of its implications for leaders, employees, and organizational effectiveness. In this post, we will discuss the theories of Emotional Intelligence (EI) and review study data that show strong links between EI, leaders, and employees. Finally, we identify prospective areas for future research on the impact of Emotional Intelligence (EI) in business.

**Keywords:** Human Resources, Emotional Intelligence, Organizations, Leadership, Employees, Team, Performance, Effectiveness.

### 1. INTRODUCTION

Emotional intelligence (EI) is the skill of being able to recognize, understand, and control your own and other people's feelings. Finding a link between metacognitive processes, feeling, and cognition is what this idea is all about.

Because of the growth of the global economy, which is driven by technological progress and the rapid spread of knowledge, expectations and competition are higher in the workplace today. To be successful in today's business world, managers and leaders need to be able to handle tough competition, high organizational standards, and strong connections within and between teams. Emotional intelligence (EI) is a set of skills that human resources professionals think are important because they help people behave in ways that are thought to make them more successful and productive at work. When companies have emotional intelligence, they can use their workers' skills to their advantage and solve problems in a good way. Administrators and staff must both be able to work well with others, have a good effect on others, and come up with new, timely ways to solve problems.

According to research, keeping your feelings in check can help you be more committed, have more faith, and trust others more. When emotional intelligence (EI) is highly valued, it can help people, groups, or businesses be more creative, successful, and productive. When talking about how important emotions are at work, Reynolds and Vince (2004) say, "Since all organizations are human creations that depend on human

labor and serve human needs, they are emotional environments." The way a system is set up and stays that way is because of emotions. People and groups are constantly being reorganized because of emotional avoidance and emotional reactions to problems in the workplace.

In addition to technical knowledge, executives and employees in a business or organization need to be emotionally intelligent. When leaders are emotionally intelligent (EI), they can get to know their employees better, make the workplace friendlier and easier to get to, solve problems, and make choices based on better self-control and regulation. Based on how things stand right now, it's very likely that the company will do better. Leaders with emotional intelligence (EI) can inspire and help their team members by being kind and creating an environment that encourages more work, happiness, and pleasure. Emotional intelligence (EI)-rich workers are also better at managing their relationships with others, fitting in with others, and integrating with others. All of these things help them do a better job at their jobs. Their ability to deal with stress and happiness has also gotten better.

To show how important emotional intelligence (EI) is in the workplace, this study looks at studies that show a link between teams led by EI and their overall success. To better understand the possible role of Emotional Intelligence (EI) in the workplace, we present a framework for business efficacy and show how EI is connected to the two factors we just talked about.

## 2. THE MODELS OF EMOTIONAL INTELLIGENCE

Emotional intelligence can be demonstrated through a variety of techniques. There are various models, including social competence models, mixed models (also known as emotional models), ability models, and trait models.

Most people agree that this model of Mayer's aptitudes best represents emotional intelligence (EQ). Mayer and Salovey argue that, despite their close link, emotional intelligence (EI) and general intelligence (GIQ) are not synonymous. Mayer, Salovey, Caruso, and Sitarenios define emotional intelligence as a set of four skills: (1) emotion perception, which is the ability to recognize emotions in others, objects, and situations; (2) emotion-facilitated thought integration, which is the ability to incorporate emotional information into one's own thinking; (3) emotion comprehension, which is the ability to understand emotional information; and (4) emotion regulation. Perceptual emotion is important in cognition because it encompasses the knowledge and management of emotions, which are hierarchically structured. Each of these classifications stems from fundamental talents that get increasingly complex throughout time. An objective evaluation of aptitudes led to the development of the emotional intelligence testing methodology. In 1999, Mayer, Salovey, and Carouso developed the MEIS exam to support their emotional intelligence theory. This is a preliminary evaluation. The MSCEIT exam, an improved iteration, was created in 2002. The four segments symbolize the split of their concept into four unique components.

Bar-On offers a varied range of options. Psychology defines emotional intelligence as a set of social abilities that influence an individual's conduct in a variety of situations. Bar-On describes emotional-social intelligence as the mix of social and emotional skills, as well as features and characteristics that contribute to an individual's emotional intelligence. These components are interrelated and work together to form a cohesive entity. They are essential for facilitating communication, comprehension, and resolution of problems that happen in our daily lives. Bar-On (2006) broadened his conceptual framework to include the following proficiencies and capacities: regulating intense emotions and impulses; comprehending, articulating, and being cognizant of oneself; understanding, connecting with, and establishing connections with others; adapting to changes; and resolving individual or societal problems. Bar-On later developed the term "Emotional and Social Intelligence (ESI) Bar-On model." The curriculum consists of four main components: stress management, flexibility, social skills, and a happy mindset. In 1992, Bar-On created the Bar-On EQ-i, a groundbreaking self-report evaluation tool for measuring emotional intelligence. He later

enhanced it.

According to Daniel Goleman's 1998 mixed model, emotional intelligence, or emotional quotient, is the ability to take control of one's own life, regulate one's emotions in a way that benefits oneself and one's relationships, and comprehend and recognize both one's own and others' emotions. Although emotional intelligence differs from academic intelligence, it remains a critical set of skills. Boyatzis and Goleman expanded their model to include social and emotional competencies, which are critical for success in the workforce. Furthermore, the paradigm was broken down into four distinct "clusters": interpersonal management, social awareness, self-awareness, and self-management. The Emotional Competence Inventory (ECI) is a 72-item assessment tool designed to measure emotional intelligence. Individuals and businesses can use it with ease. Petrides and Furnham first proposed the concept of trait emotional intelligence in 2001. The personality hierarchy is built around emotions and an individual's perceived emotional aptitude. Rating systems and questionnaires are used to assess these variables. Emotional intelligence (EI) is the ability to perceive and express one's own emotions. Trait emotional self-efficacy works on the same concept. Individuals with strong emotional intelligence have excellent insight and competence in understanding their own emotions. Additionally, kids learn how to successfully regulate their emotions in a way that promotes pleasant emotions. Certain individuals are likely to be more satisfied with their lives than others. The attribute of Emotional Intelligence (EI) should include the entire range of emotions that an individual experiences. Individuals with Trait EI reject the idea that actively concealing one's emotions might improve one's intelligence. The adult sample area for trait emotional intelligence (EI) is divided into fifteen segments. The following criteria are included: low impulsivity, interpersonal connections, awareness of social dynamics, stress tolerance, internal drive, self-worth, empathy capability, level of happiness, and degree of optimism.

### **3. EMPIRICAL STUDIES: REPORTED POSITIVE RESULTS FOR APPLYING EMOTIONAL INTELLIGENCE IN LEADERS AND EMPLOYEES**

Researchers examining emotional intelligence in the workplace discovered that it is crucial to both employee success and corporate growth. Furthermore, they discovered that intellectually capable leaders thrive in motivating others to work long hours and achieve goals. This is closely related to the long-term goal of most businesses, which is to increase employee performance. The literature review comprised a large number of quantitative research publications from different firms and groups.

#### **a. The Impact of Emotional Intelligence on Leadership Effectiveness**

According to Hogan et al. (1994), one goal of leadership is to motivate people to work hard to meet the organization's duties and objectives in order to benefit the team and the business as a whole. A leader's responsibilities include teaching, encouraging, directing, assisting, and leading others. Leadership entails much more than your words and actions. According to Goleman et al. (2002), emotional intelligence is an important aspect of effective leadership, especially when dealing with groups. In 2003, Daniel Goleman suggested that a leader must exhibit the following five characteristics in order to be great: Self-awareness, self-control, drive, comprehension, and interpersonal skills are all essential. Goleman (1998) contended that leaders with high emotional intelligence (EI) are better at using emotions to manage relationships and achieve goals.

To be emotionally intelligent, you must be aware of and control your own emotions as well as those of others. Emotionally intelligent people flourish in many aspects of life, including the workplace, where it is critical to follow unwritten rules.

Empathy, which allows people to understand, appreciate, and deal with one another's needs, strengths, emotions, and thoughts, is an important component of many leadership philosophies. It also enhances output and gives staff the tools they need to collaborate and achieve common goals.

Because of brain connections, you can control someone based on their emotional intelligence and

understanding. According to a recent brain study, managers have a considerable impact on the people they supervise, especially if they have emotional intelligence (EI) or empathy. Following that, the manager will be able to motivate and inspire employees, show concern and support, and give them the courage to settle conflicts and problems amicably.

Ramchunder and Martins' (2014) study of 107 police officers discovered positive connections between leadership achievement, self-efficacy, and emotional intelligence. Batool (2013) explored the relationship between emotional intelligence and effective leadership in Pakistan's public and private finance sectors. A poll of fifty people found a high and positive correlation between leadership style and emotional intelligence. In 2002, Gardner, Stough, and associates used questionnaires to survey 250 senior executives. The poll's 410 respondents found a high association between general emotional intelligence (EI) and revolutionary leadership.

Castro et al. (2012) explored the association between emotional intelligence and workers' creative inclination. Executives and workers answered two questions as part of a hospital-based data collection study. Positive findings were found for these two factors. Numerous empirical studies have also found a beneficial association between emotional intelligence (EI) and leadership effectiveness, which helps both the workforce and the firm.

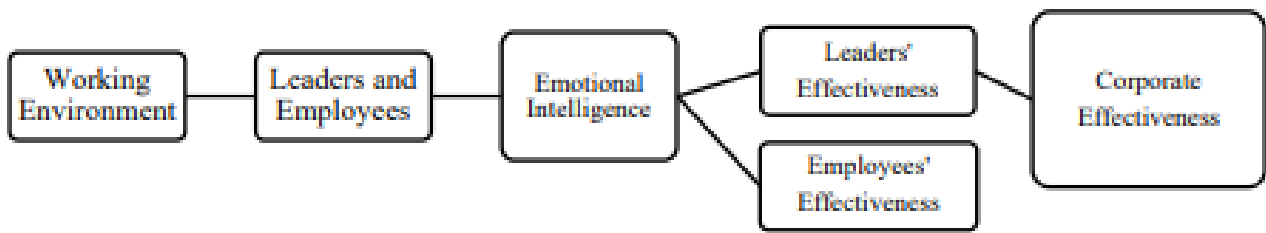
#### **b. The Impact of Emotional Intelligence on Team Effectiveness**

Teams are useful in a variety of circumstances. Team members use their unique skills to achieve the goals, responsibilities, and obligations allocated to them by their superiors [33]. In terms of team performance, emotional intelligence is as important as technical proficiency. Emotionally intelligent (EI) teams work together more successfully, are more innovative, and achieve more. Furthermore, they provide a supportive environment for one another, can change their work approaches to improve collective and team production, adeptly handle disagreements and hurdles, are open to new perspectives, and value each individual's unique talents. Emotionally intelligent teams are skilled at managing their emotions, leveraging each member's unique characteristics, and emphasizing both task-related and emotional components.

Emotional intelligence (EI) allows team members to trust, comprehend, and embrace one another, which increases engagement and cooperation. Individuals with a high level of emotional intelligence (EI) are more likely to be productive, have solid judgment, solve problems in novel ways, and improve their workplace [35]. Individuals who work together have greater emotional intelligence. Increased managerial effort helps to build the team's emotional intelligence.

Appolus et al. (2016) discovered a significant relationship between emotional intelligence and professional team success. Individuals must be able to perceive and control both their own and others' emotions in order to operate together. Furthermore, emotional intelligence improves team effectiveness (Aslan et al., 2008). The study found that self-management had the greatest impact on a team's effectiveness. Furthermore, a strong and positive link was established between the social awareness component and the level of collaboration demonstrated by the team. Jordan and Lawrence (2009) investigated the relationship between activities that develop emotional intelligence and higher levels of team performance. Prominent experts in the subject, such as Elfenbein et al. (2006), Chang et al. (2012), Luca & Tarricone (2001), and others, have found strong and favorable links between collaborative performance and emotional intelligence.

Based on the numerous benefits connected with emotional intelligence, it is clear that CEOs and employees who possess this trait can improve their individual efficacy and productivity. Combining these two forms of data has the ability to improve the organization's overall performance and productivity (Figure 1).



**Fig. 1.** A proposed framework of Emotional Intelligence in Organizations

#### 4. DISCUSSION

Every day, people experience a wide range of emotions that last their entire lives. Self-detachment from one's convictions is an impossible ideal. While intelligence is definitely vital, emotional intelligence is substantially more critical for grasping and reacting to human behavior. As we age and gain a deeper understanding of our emotions, our emotional intelligence naturally rises. The following can be accomplished by the development of the following abilities: emotion regulation, careful listening, and sympathetic understanding.

The results of the research reveal that emotional intelligence (EI) is a factor of importance for employers and employees alike. Organizations desire workers who not only show technical proficiency but also have powerful interpersonal abilities. The application of Emotional Intelligence (EI) by organizational leaders significantly influences the organization's capacity to maintain exceptional staff, improve operational effectiveness, stimulate motivation, and nurture a positive workplace climate. Colleagues demonstrate an improvement in both their interpersonal relationships and their teamwork. This is notable owing to the fact that several enterprises, organizations, and groupings today are constituted of members from various generations. Employees who are emotionally knowledgeable and possess empathy learn that challenging situations and both good and negative emotions are simpler to manage when they are permitted to freely voice their sentiments. Moreover, they contain the capacity to increase the office atmosphere by creating enhanced interpersonal ties among colleagues.

An crucial factor to bear in mind concerning Dewey's utilization of the word "cooperative intelligence" is his conscious aim to stress the need of clever persons working together to enhance democratic society. Both emotional intelligence and cooperative intelligence can be utilized by businesses. This is on the grounds that collaboration increases the efficiency and output of the workplace through the facilitation of enhanced interpersonal connections and communication.

According to the findings of one study, emotional intelligence can be a significant asset for organizations, facilitating more efficient management. Firms should modify their operational practices and offer comprehensive training initiatives for their leaders, employees, and prospective candidates in order to augment the emotional intelligence (EI) of individuals. In addition, software, applications, and virtual environments can be employed to aid in the development of emotional intelligence skills. Optimising interpersonal dynamics both individually and collectively will contribute to enhanced work performance, increased productivity, and overall success. To achieve a comprehensive comprehension of emotional intelligence in the workplace, additional research involving larger cohorts of individuals from numerous countries, corporations, and institutions is necessary. Integration initiatives concerning EI would be enhanced by improved objective definition and strategic planning. It is critical to bear in mind that developing social and empathetic abilities demands a substantial commitment of both time and effort. All individuals, including the collective, will ultimately benefit.

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