

Physiological Understanding of Human Emotions for Effective Management

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Abstract:

This paper studies the physiology of emotions and how is it affected by the other factors. It deals with the concept and behavior of emotional intelligence considering emotional intelligence as an important factor in maximizing one's performance and productivity. It determines that EQ is the most important determinant of the extent of professional and personal success in life. The latter part of the paper focuses upon the various HR Implications of the use the proponents of the emotional intelligence (EQ) by an HR manager, for the continued growth and development of his people and organization as a whole.

Key words: *Emotional Quotient ,Cognitive ,Rationality.*

Introduction

Emotion is a affirmative or negative mental state that combines physiological input with cognitive appraisal (Thagard)., It has recently been attributed to be effective on rational decision-making. "Predominant theories about emotion explain it as either making judgments, or having bodily reactions, or the combination of the two". Judgments are made, (such as satisfaction from the outcome of hard work,) and / or bodily reactions (such as sweating from fear of a task, or nervousness) take place based on a person's interactions or disposition. Emotion should not be mistaken as mood, which can be described as prolonged, but not necessarily directed emotion. Rather, emotion is usually characterized as affective, short lived, relatively intense, and thought process interrupting (Grandey et al). It can also be said that emotions are tied to how their stimuli are represented. A concept presented with a positive association can cause different emotion than if presented with a negative association. There is a strong realization of the gravity of a very crucial component (EI) Emotional intelligence in the human beings which is a key to success. It is increasingly assumed that IQ may account for only 20% of a persons success in life and the remaining 80% largely depends on person's emotional

intelligence. It is very well accepted that in the corporate world a person is recruited on the basis of his IQ, but is retained and promoted on the grounds of his or her EQ.

Emotional intelligence is defined as a person's self-awareness, self-confidence, self-control, commitment and integrity, and a person's ability to communicate, influence, initiate change and accept change (Goleman, 1998).

The academic definition of emotional intelligence, on the other hand, is much more limited to the specific interaction between emotion and thought. Here is the four branch academic definition, based on the work of Mayer and Salovey:

Emotional Perception and Expression - the ability to accurately perceive, appraise, and express emotion

Emotional Facilitation of Thought - the ability to access, generate and use feelings to facilitate, inform, and guide thinking

Emotional Understanding - the ability to understand the meanings of emotions, their likely transitions, blends and progressions

Emotional Management - the ability to manage emotions for personal and social growth

Review of literature

The emotional awareness and emotional management skills which provide the ability to balance emotion and reason so as to maximize our long-term happiness. The earlier researches have proved that IQ (Intelligence Quotient), which measures our intellectual ability and often predicts school performance. However, the idea of Emotional Intelligence or Emotional Quotient (EQ) is not as well known or understood.

The idea is that EI influences success in all areas of life, performance or productivity. It determines who excel in any given job and what the basis of outstanding leadership is. EI looks at how one handles himself and his relations. Negative emotions or distress erodes the mental abilities and decreases EI. The percentage of time individuals feel negative emotions at work is one of the strongest predictors of dissatisfaction and how likely they are to quit, in addition to this dissonance or lack of harmony in an environment lowers productivity and achievement.

"When it comes to improving organizational effectiveness, management scholars and practitioners are beginning to emphasize the importance of a manager's emotional intelligence" (Sosik, Megerian, 1999, p. 367). What influence does emotional intelligence have on the management effectiveness can be answered by having the understanding of both the physiological and psychological understanding of emotions. Emotional Intelligence - EQ - is a relatively recent behavioral model, rising to prominence with Daniel Goleman's 1995 Book called 'Emotional Intelligence'. The early Emotional Intelligence theory was originally developed during the 1970's and 80's by the work and writings of psychologists Howard Gardner (Harvard), Peter Salovey (Yale) and John Mayer (New Hampshire). Emotional Intelligence is increasingly relevant to organizational development and developing people, because the EQ principles provide a new way to understand and assess people's behaviors, management styles, attitudes, interpersonal skills, and potential. Emotional Intelligence is an important consideration in human resources planning, job profiling, recruitment interviewing and selection, management development, customer relations and customer service, and more.

RATIONALE UNDERLYING THE STUDY

Little research has been conducted however, that considers the implications of emotional intelligence for organizational change and human resource development in organizations. The study outlined in this

article explores the physiological understanding of human emotions and also tries to examine the various HR implications for human resource development and effective management.

DIMENSIONS OF EMOTIONS

Psychologists have described and explained emotions differently, but all of them commonly agree that emotion refers to a response with its distinctive thoughts psychological and biological states and ranges of propensities to act. Generally there are two dimensions of emotions:

Physiological dimensions refers to the complex state of human minds, involving bodily changes of widespread nature such as breathing, pounding heart, sweating palm, flushed face, glandular secretions etc. **The psychological dimensions** refers to the feelings what one experiences as the result of having emotions. There are hundred of emotions along with their blends, variations, mutations and nuances. Some of the main emotions with there blends are anger, depression, anxiety, happiness, love, surprise and so on.

Seven Universal Facial Expressions of Emotion

- **Anger**
- **Happiness**
- **fear**
- **surprise**
- **disgust**
- **sadness**
- **contempt**

The Physiology of emotions

Levels of intensity of pleasure and arousal are ways to differentiate emotion. Human bodily reactions correlate with being pleasant or unpleasant, such as being sad, contended, happy, or upset. Stronger feelings, such as anger, are dependent on the realization and grasping of extremities of situations. Thagard explains emotion's association to cognition: representations involving a pattern of activation across neurons that are connected to brain areas that control cognitive judgments and bodily states. These areas are the prefrontal cortex and the amygdala.

Today, biochemists are on the verge of understanding how emotions, mediated by hormones, impact the physiological function of our body. If hormones, indeed, play a central role in our psychological well being, then my dietary recommendations should, in theory, lead us to a healthier emotional state as well as to a healthier physiological one.

The human brain stores and generates emotions in its limbic system, which is the most primitive portion of the brain. The limbic system also contains two other structures called the hypothalamus and the hippocampus. The hippocampus stores dry, unemotional facts for recall, such as where you live and your spouse's work number. The hypothalamus acts as the commander-in-chief of your hormonal communication system, deciding which gland should release what amounts of hormones at what particular time.

The central processing facility for your emotional memories is called the amygdala.

Physiological reactions result from the hormone flow that was initiated by the hypothalamus as a result of emotional distress perceived by the limbic system. This is an extremely simplified explanation of what's really happening in the brain. So, it can be imagined how much more complex the emotional system really is.

Specifically, the "emotion center" of the brain, the limbic system, is comprised of subcortical structures such as the amygdala, septal area, and hippocampus, and cortical structures such as the hippocampus and the cingulate gyrus. The limbic system is further connected to the orbital-frontal area of the cerebral cortex, Wernicke's area, the inferior parietal region, and the lateral prefrontal cortex. These cortical areas process language comprehension and planning (Armstrong, 1999). These cortical

areas impart their symbolic, semiotic, and cognitive functions to the limbic system. The limbic system is thus not specifically devoted to feelings per se; it actually appraises the meaning or value of stimuli (including social information and autobiographical consciousness), coordinates perceptions with memory and behavior, activates arousal, learns and remembers information, and coordinates bodily responses and higher cognitive processing. The limbic system thus does not produce feelings as a specialized function. Feelings which are mediated by the limbic system are integrated within its function of processing information (Siegel, 1999, pp. 122, 131-132; Armstrong, 1999). As the limbic system regulates the autonomic system, hormones, arousal, posture, and facial expression -- which are all vital to emotions -- it does so on the basis of symbolic understandings and interpretations that derive from the cortex (Schoore, 1994, p. 35, 41-42). As Schoore explains, "The internal working models that guide interpersonal behavior and regulate affect are stored in the orbitofrontal cortex of the right hemisphere" (ibid., p. 191). It "determines which particular modular hypothalamic motivational system and thereby which emotion-specific action tendency is activated by the external, environmental socioaffective stimulus change" (ibid., p. 190). Lower brain centers reciprocally send information that stimulates the cortex, however, the cortex is dominant in this interaction. For instance, interpretation of a stimulus as fearful causes the cortex to activate the amygdala, however activating the amygdala alone does not generate fear (Whalen, 1998, p. 178). Lower brain centers can sometimes be inoperative and emotions still occur. Chemically blocking the sympathetic nervous system produces no reduction in reported anxiety (Reizenzein, 1983, p. 246).

Physiological consequents of emotions are equally nonspecific. For example, there is no relation between the degree of embarrassment a person feels and the amount of dilation of facial blood vessels when she blushes (Kagan, 1998, p. 41). (Kagan, 1998, p. 41).

A large body of research indicates that testosterone secretion follows a wide range of experiences and emotions. Testosterone levels change as chess players win or lose a match, as an individual increases or decreases in status, after divorce, and as a spectator sees his favorite team wins or loses a sporting event. In addition, testosterone in men rises after viewing erotic material and after intercourse (Mazur & Booth, 1998, p. 356; Bernhardt, 1997). Testosterone also rises in men who have legal problems, extramarital affairs, tattoos, and alcohol and drug abuse (Brody, 1999, p. 110). Interestingly, it is the person's attitude toward an experience, not the experience itself that causes variation in testosterone level. Athletes who win a competition but do not regard the win as important manifest little or no elevation in testosterone level (Mazur & Booth, 1998, p. 358).¹⁰

Epinephrine is secreted in response to both pleasant-amusing and aggressive films. ACTH release similarly occurs in a wide variety of charged situations and emotional arousals

In the latest review of the field, Davidson, Jackson, & Kalin (2000) similarly conclude that, "the same emotion may lead to different [autonomic] profiles depending on the situational variables within which the emotion is induced, and different emotions may be associated with the same [autonomic] profiles in some instances" (p. 892). Specifically, "The data certainly cannot support a primary role for autonomic patterning in the determination of emotional experience because reported emotional experience is far more differentiated than the autonomic changes that have been observed" (ibid., p. 892). "Of particular note in the literature on autonomic correlates of emotion is the fact that no systematic, replicable differences that distinguish between positive and negative affect have been reported, despite the fact that this valence dimension is an extremely salient one and arises in every major conceptual scheme for the structure of emotion" (ibid., p. 892).

Candland explained that this relation between physiology and emotions enhances human adaptability and creativity: "It may be that this increased availability of energy is the most important function of hormonal changes following or during exposure to emotional situations, since this increase in energy would aid the individual's adaptation to the stresses of 'being emotional'" (Candland, 1977, p. 127). Humans can creatively adapt to their environment precisely because they are unconstrained by biological mechanisms which dictate fixed responses. Animals are less creative because their biology

determines fixed action patterns. The volitional, creative, cognitively-socially mediated character of human responsiveness is only possible if emotions have a variable, indeterminate, functionally autonomous relationship with physiological mechanisms and are not rigidly tied to them. Human biology is distinctive in acting as a substratum which allows the human mind to decide how to act. As Kagan (1998, pp. 34-35) said, "The events of the individual's past and the context of the present can produce different psychological experiences, thoughts, and actions in individuals who are, for a period of several seconds, in the same brain state."

How the Immune System Affects Emotions

To control the emotions and the immune system, one has to have some means to break this inflammatory cycle.

A blood test called the AA/EPA ratio measures the amount of Omega 3 compared to Omega 6 in one's blood as the benchmark for judging silent inflammation in the body. AA, or arachidonic acid, is an Omega 6 fat that causes a pro-inflammatory hormonal response, while EPA, or eicosapentaenoic acid, is an Omega 3 fat that causes an anti-inflammatory hormonal response. By balancing this AA/EPA level in the blood, one will be able to control silent inflammation. The ideal marker for wellness is an AA/EPA ratio of 1.5.

We know that depression is highly associated with increased levels of "bad" eicosanoids in the brain and an increased AA/EPA ratio (a measurement of silent inflammation) in the blood of depressed people. Both of these observations strongly suggest the underlying role of pro-inflammatory eicosanoids in depression. Furthermore, the increase in the AA/EPA ratio of depressed patients may help explain why depression seems to accelerate the development of both cancer and heart disease, two diseases that have strong inflammatory components.

The ancient Roman physician Galen recognized this fact when he commented that depressed women were more prone to breast cancer than their more cheerful counterparts. This also explains why depressed individuals have depressed immune systems with abnormally low levels of natural killer cells, lymphocytes, and T-helper cells. This same immune system depression has been observed in individuals who report being chronically stressed or those who have been given a single injection of corticosteroids.

DEVELOPING EQ

It is to be well understood that unlike IQ, EQ is not fixed at birth. EQ can be developed by a step by step process.

Early life experience: The emotional development starts early in life and is closely related to the development of a child. Childhood is a unique window on the time when a child's mental frame can actually be sculptured by parents. It is needed to be nurtured by parents along with the academic intelligence.

EQ development with maturity: In the normal course of life time emotional intelligence tends to increase as we learn to be more aware of our emotions. EI develops with the increasing age and experience as a person moves from childhood to adulthood. The researches have proved that if given the motivation as desired the older workers are as good as the younger ones in mastering new levels of EI. The gender and the EI can be understood as men and women are equal in their ability to increase emotional intelligence. While women tend to be a stronger in competencies based on empathy and social skills and men do better where self regulation is required.

So far the paper has helped in understanding the physiology of human emotions and it is now followed by a discussion of how the aspects of emotional intelligence affect a leader's ability to make good decisions and how emotional intelligence is integral component of effective management.

ESSENTIAL EMOTIONAL SKILLS FOR MANAGERS

HR leaders worldwide are under intense pressure to align their actions and investments with business strategies and to demonstrate a meaningful return on the investments. Thus the talent and skill enhancement and management has made it essential for the managers to acquire certain emotional skills to be star performers for success in the professional life. EQ embraces two aspects of intelligence:

- **Understanding yourself, your goals, intentions, responses, behaviors and all.**
- **Understanding others, and their feelings**

Goleman identified the five 'domains' of EQ as:

1. Knowing your emotions.
2. Managing your own emotions.
3. Motivating yourself.
4. Recognizing and understanding other people's emotions.
5. Managing relationships, ie., managing the emotions of others.

These skills can be understood as the personal competence and social competence of the manager as:

Emotional Intelligence Competencies Related to Outstanding Leadership (Goleman, Boyatzis and McKee, 2002)

Personal Competence

The Self-awareness Cluster:

- Emotional self-awareness: recognizing our emotions and their effects
- Accurate self-assessment: knowing one's strengths and limits
- Self-confidence: a strong sense of one's self worth and capabilities

The Self-management Cluster:

- Adaptability: flexibility in dealing with changing situations or obstacles
- Emotional Self-control: inhibiting emotions in service of group or organizational norms
- Initiative: proactive, bias toward action
- Achievement orientation: striving to do better
- Trustworthiness: integrity or consistency with one's values, emotions, and behavior
- Optimism: a positive view of the life and the future

Social Competence

Social Awareness Cluster:

- Empathy: understanding others and taking active interest in their concern
- Service orientation: recognizing and meeting customer's needs
- Organizational awareness: perceives political relationships within the organization

Relationship Management Cluster:

- Inspirational Leadership: inspiring and guiding groups and people
- Developing Others: helping others improve performance
- Change catalyst: initiating or managing change
- Conflict management: resolving disagreements
- Influence: getting others to agree with you
- Teamwork and Collaboration: Building relationships with a creating a shared Vision and synergy.

HR IMPLICATIONS OF EMOTIONAL INTELLIGENCE

Effective management of organizations and human resources is facing enormous challenges. Organizations are downsizing, reengineering themselves to compete in the global market and facing an explosion of available information (Luthans, 1998). The EQ helps the organization achieve greater success. The organizations are realizing that encouraging emotional intelligence skills are vital components of management philosophy. The HR practitioners and managers need to develop EQ in their organizations.. Emotional Intelligence is an important consideration in human resources planning, job profiling, recruitment interviewing and selection, management development, customer relations and customer service, and more. The process and outcomes of Emotional Intelligence development also contain many elements known to reduce stress for individuals and organizations, by decreasing conflict, improving relationships and understanding, and increasing stability, continuity and harmony which is discussed in details as follows:

a)Hiring and EI :The need of emotionally intelligent individual is felt more as the peculiarity of hiring strategies are increasing. The corporate are now taking aggressive and strategic posture in hiring talents. The increasing cross border hiring, getting teams to work together from different geographics, Return on Investment Analysis(ROI)related to hiring practice etc does associate with itself many challenges on the retention of the individuals. Thus perhaps these challenges of hiring can be made effective if recruiter is emotionally mature. Competencies are required for a position to avoid hiring missteps. It is the ability to handle difficult people and to use diplomacy to defuse conflict essential--then looking for someone with good emotional awareness who is skilled at managing emotions in him or herself and others. Most managers and HR professional who have been involved in observing or selecting individuals in leadership positions have experiential understanding of certain points. Selection for top positions has tremendous financial implications and personality/emotional IQ, Emotional Intelligence factors, often make or break a candidate organizations success or failure. Often, individuals with a strong resume, high motivation, and excellent knowledge of an industry, fail when brought into a new situation. This often results because their EI competencies are not a good match with the specific demands of the position.

b)Training and Emotional Intelligence: Managing growth and change, continuing to offer world class services the demand rises, has continued to enhance the need and relevance of effective training. Growing the people faster than the competition is the key strategy for success, continued growth and profitability. This is where the emotional intelligence helps in **the real time learning (RTL)** which is the future learning today. It brings learning when it matters most of the job. RTL is possible only if the manager is emotionally intelligent as it involves direct observation, real-time feedback, experiential learning. There is a crucial evolution as far as Technical skills are concerned, what is interesting is that, to a large extent, it has been the software and information technology industries that have focused on the issue of EQ. Because of the intense competition for qualified workers, these industries are not only having problems finding people with good technical skills, but it is also becoming increasingly difficult to promote these workers to levels that require management skills.

As computers continue to take over technical, left-brain functions, the value of the right-brain emotional functions will assume ever-greater importance.

c)Relationship management and EI: There are quite a few challenges that are encountered on the way by the organizations like strengthening the internal communication process making people comfortable with the organization culture, develop the interpersonal skills, strengthening the group dynamics, designing and rolling out the leadership initiatives. Thus emotional sensitivity and maturity does help the HR manager in facing the challenge and contributing in building a strong relationship bond among people. The emotionally intelligent HR Manager ensures that the relationship with the various stakeholders (including the boss, peers and subordinate) is maintained sensitively and to evolve the meaningful processes that allow interactions, sharing participation feedback and culture of democracy. Conflicts among individuals are managed by creating a bond and not be appeasing the

mind of the individuals, protecting the self-esteem. Studies have demonstrated that leaders who consistently outperform their peers not only have the technical skills required, but more importantly, have mastered most of the aspects of Emotional Intelligence. The four main areas of Emotional Intelligence are: Self-Awareness, Self-Management, Social Awareness, and Relationship Management

d)Stress management and EI: Matthew & Zeidner (2001) suggest that successful coping with stressful encounters is central to emotional intelligence. Firstly, it suggests EQ can be developed and makes a difference to the experience of stress. Secondly widening our view of the experience of stress within the broader context of emotions offers up real prospects for HR managers and stress management practitioners to develop interventions that make a real difference to the quality of working life and emotional well-being of individuals and offers a real possibility of re-humanising organizations, fit to house the human spirit (Chapman, 2002).The various possible initiatives could be organizing the integrated stress management programmes in order to develop the various skills.

e)Succession planning and EI: The various succession related activities are triggered and handled by HR Managers which include departure/promotion of existing employees, competitive shifts in market places etc. Planning for Successful Leadership Transition, involves emotional intelligence the control of one's emotions to fit a particular situation. This is different from a purely rational or intellectual response to various management situations. When a leader has a high EQ, that person will react in a proper manner to the individuals in the situation, as well as the situation itself. A person reacting with their IQ would simply react to the facts of the situation and negate the "total picture", which includes the irrationality of human behavior.

The leadership succession issue doesn't have to be painful and difficult. It can be a win-win. By preparing for the process of transition. This involves making a plan for succession, including the incoming and outgoing leaders in the process, but most importantly, all involved on how to handle this potentially emotionally charged transition.

The most successful leadership transitions result when those involved have improved their emotional intelligence (EI) skills. That begins with just acknowledging that a multitude of strong emotions are bound to occur in any leadership transition. Denying that those feelings are there just makes the whole situation more difficult and more volatile.

The successor also faces a difficult situation. As mentioned earlier, his desire to be seen as an effective change agent, but not a usurper requires him to walk a fine line. If he sees the need to move swiftly with major changes, but he doesn't demonstrate empathy or nurture relationships with senior team members, he is likely to alienate his boss, the CEO and other senior managers. His ideas can easily be interpreted as a personal criticism of his predecessor and senior team. If he doesn't use the information about others' emotions and their ideas in presenting his ideas as solutions, he will face resistance. If his boss or the CEO resists the changes the leader is making, the executive team is likely not to render support or give their 'buy-in'.

Sometimes, out of fear, the leader in transition decides to pull back, to act more compliant, because he's afraid of losing support. This usually for two reasons. First, he's likely to feel frustrated and angry because he's unable to move forward as fast as he thinks is necessary. Second, his boss or executive team will see him as ineffectual, and therefore not qualified for the new role or job.

f)Employee performance management and EI

About Performance Management Performance management is the application of performance feedback and other behavior modification techniques to shape behavior in desired directions. It includes coaching, mentoring, and feedback, positive reinforcement, role modeling, and counseling, recognition/rewards for top performance, incentives and performance appraisal. Unlike performance appraisal, however, which is episodic, effective performance management is ongoing and continuous.

Effective performance management lot of emotional intelligence on the part of the managers as leading edge companies/firms don't just train and develop to meet present needs – they anticipate what skills will be needed in the future and begin to develop them now. It helps the HR manager to ensure clear and timely feedback of the performance, clarifying the expectations so that expectations communicated should be high enough to be motivating but not so high as to be demoralizing, EI also helps in employee trust and confidence building for improving the employee performance.

g)Leadership effectiveness and EI

A leader is described as the one who uses the words integrity, self-knowledge, enthusiasm, vision, purpose, pursue goals, and honesty. These are the same words used to describe various facets of emotional intelligence. A leader has to have emotional intelligence to align personal and subordinate goals to accomplish company goals. EI helps the leader to focus on few great performance factors of the individuals; developing in each person the desire to be responsible for his or her performance; aligning organization systems and structures to send a clear message as to what is necessary for great performance; engaging each individual's heart, mind and hands in the business of the business; and energizing people around the business focus. Develop individual capability and competence and also, create conditions in the organization that challenge every person to continually learn, including him or her self. These four principals align personal and company goals through emotional intelligence.

The results of the various research studies provided empirical support for emotional intelligence being the foundation of other aspects of leadership. Leaders who underestimated their leadership were positively linked to social self-confidence while leaders who overestimated their abilities were negatively related to sensitivity. Managers who maintain accurate self-awareness have more attributes of emotional intelligence and appear to be more effective to their superiors and subordinates.

FINDINGS

Some of the main findings from the EQ research are:

- People with high EQ are happier, healthier, and more successful in their relationships.
- High EQ people exhibit all of the following: A balance between emotion and reason, an awareness of their own feelings, empathy and compassion for others.
- Signs of high self-esteem.
- We are not all created emotionally equal- we have widely different natural temperaments.
- The way we act out, express, and utilize our emotions, however, can be changed significantly.
- Unlike IQ, EQ can be significantly raised.
- The healthy emotional development of children is vital to both their ability to learn when young, and to their success and happiness as adults.

Signs of Low EQ: Since negative emotions, lack of emotions, and indirect expression of emotions are all contagious, it is generally smart to avoid negative, low-EQ people who may infect you with their bitterness bugs and victim viruses.

- Don't take responsibilities for their feelings.
- Attack you, blame you, command, criticize, & advise you.
- Interrupt and invalidate you.
- Lecture you.
- Judge you.
- Lay guilt trips on you.
- Perceive themselves as helpless victims.
- Attack you for criticizing them.
- Think the world is not fair.

Signs of High EQ: Besides not displaying the characteristics mentioned above, a person with high EQ:

- Expresses his feelings clearly and directly.
- Is not afraid to express his feelings.
- Is not dominated by negative emotions such as: fear, Worry, Guilt, Shame, Embarrassment, Obligation, Disappointment, Hopelessness, Powerlessness, Dependency, and Victimization.
- Balances feelings with reason, logic, and reality.
- Is intrinsically motivated.
- Is not motivated by power, wealth, status, fame, or approval.

SUGGESTIONS

Improving EI to leads to increase in Professional effectiveness

Improving Emotional Intelligence helps to be more effective in career and have a more fulfilling personal life because it:

- Motivates to do your best
- Strengthens trust to build productive relationships
- Builds resilience to perform under pressure
- Increase confidence and courage to make good decisions
- Builds strength to persevere through adversity
- Clarifies your vision to create the future

Improving Your Emotional State

If emotions affect the physiological health. It is believed that it dietary control can enhance emotional well being with the foods we choose to eat—provided you make the correct choices. My dietary recommendations have the potential to improve your emotional state in three ways.

First, supplementation with high-dose fish oil reduces your levels of both pro-inflammatory cytokines and eicosanoids.

Second, stabilizing insulin levels will reduce the output of cortisol (which is often released in response to decreased blood sugar levels).

Third, high- dose fish oil also increases the production of serotonin, the “feel-good” hormone in your brain, which allows you to adapt to stress more effectively.

ANGER MANAGEMENT MANTRAS

- Conquest of Anger through Cultivation of a Sense of Humour and by Gaining Proper Perspectives on Life
- Conquest of the Irritable Temper by Conservation of Energies
- Conquest of Anger by Cooling down the Physiological System with the Aid of a Glass of Cold Water or Cold Fruit-juice
- The Technique of Diversion for Mastery over Anger
- Breathing Exercises Aid Control of Anger
- Diet-control for Control of Anger
- Conquest of Anger through Control of the Excessive Loss of Sex-Energy
- Conquest of Anger through the Development of Virtues
- Control of Anger through Association with the Noble in Nature

- Anger-Conquest by an Assimilation of the Vital Lessons the Great in History Impart
- The Technique of Applying Understanding to the Situations that Cause Anger and Transforming the Spirit of Vengeance into a Force of Self-Development
- Conquest of Anger through the Technique of Eliminating its Causes
- Conquest of Anger by Keeping the Body Passive - Objective Way of Anger-Conquest
- Conquest of the Tendency to be Angry, by the Unfoldment of the Higher Life
- The Higher Philosophical Self-Discipline for the Conquest of Anger: The Subjective Method of Conquering Anger
- A Higher Psychological Self-Discipline for Retaining Freedom from Anger
- Conquest of Anger through the Development of a Strong Will, Character and Spiritual Nature
- Experience of Identity with the Infinite Love and Peace for Anger-Conquest

In the light of modern psychology, some of the diseases take their origin in anger. Rheumatism, heart-disease, nervous-diseases, have anger as a contributory, or main, cause. It takes several months to restore the equilibrium of the nervous system to its normalcy. Body, mind, morals and social life are heavily affected by a fit of anger, rage, and fury

Conclusion

Thus on the basis of the above study it is evident that Emotional Intelligence gives us a framework for thinking about competencies that can play a critical role in an individual success. Based on personal experience and abundant literature, it is clear that emotional intelligence has a far greater impact on a person's personal and career success than does their IQ or particular skill set. Our emotions are greatly related to our work performance and we need to improve upon our emotional quotient for professional effectiveness. The physiological dimensions of human emotions shows that, our emotions and our immune system are intertwined in a complex system. As we begin to understand how emotions stem from hormonal communication, we will certainly have a starting point to develop dietary strategies to improve emotional control. The only thing we need to feel better is validation. It is understood that when employees do not feel validated, a whole slew of bad things happen, including a breakdown in communication, defensiveness, evasiveness, fear, and loss of productivity. The negative emotions of a former employee are contagious and they spill over not only into our workplaces but also to our families and deep into our own minds.

These understanding of the physiological dimensions also can provide useful perspective for thinking about the types of competencies that are most essential in our business or in different sectors of the organization. Implications of EI for human resource development and organizational change discussed in the paper ensures that EI is a key component for effective and collaborative management, it helps the HR manager to understand how emotions can influence thoughts, behaviour, goals, decision-making, and work / personal relationships, to build motivation and constructive thinking into the work and establish a strong link between emotional intelligence and leadership effectiveness.

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