



JOURNAL OF EMERGING TECHNOLOGIES AND INNOVATIVE RESEARCH (JETIR)

An International Scholarly Open Access, Peer-reviewed, Refereed Journal

Emotional Intelligence: Catalyst at Workplace for Organizational Development

Dr. Harinder Kour

Assistant Professor,

Department of Commerce

Hislop College, Nagpur

harinderhanspal@gmail.com

Abstract

Emotions lead thought and behaviour. It becomes vital for a manager as well as employee to understand what he himself feels, as well as feelings of others. It is very important to effectively understand and manage our feelings and also manage our relationship with other people at the workplace. Emotional Intelligence has proved its importance in the present business world. Businesses that have leaders and employees with high emotional intelligence can easily sustain and develop in the current global and competitive business world. The objective of the present paper is to study the vital role of emotional intelligence among managers as leaders and employees at workplace for organizational development. It also deals with building emotional intelligent organizations. Manager as a leader should take timely efforts and work on sustaining and improving self-awareness, self-regulation, motivation, empathy and social skills. Employees in an organization should also try to have high emotional intelligence. Employees should be trained from time to time as an effort to maintain and enhance emotional intelligence. There is a need to develop and sustain an emotional intelligent workforce for success of business in present competitive economy. Emotional intelligent organizations can be made through effective strategies.

Key Words: emotional intelligence, workplace, manager, leader, employees

Introduction

The importance of emotional intelligence can be well witnessed in today's business world. Two companies may have same factors of production in terms of technology, land, capital, but they may show difference in execution of same plans by their human resources. Emotional intelligent managers and employees not only perform better at workplace, they also create a positive, healthy and productive workplace environment for others. There is a need to develop and sustain an emotional intelligent workforce for success of business in present competitive economy (Gupta, 2014).

Objectives

To understand elements of emotional intelligence.

To study vital role of emotional intelligence among managers as leaders and employees at workplace for organizational development.

To study ways for building emotional intelligence in organizations.

Methodology

The data is collected from secondary sources. Secondary sources include newspapers, magazines, journals and websites.

Emotional Intelligence

Emotional intelligence can be defined as the ability of an individual to recognize, manage as well as understand the emotions of himself as well as the people around him. Emotions lead thought and behaviour. It becomes vital for a manager as well as employee to understand what he himself feels, as well as feelings of others. It is very important to effectively understand and manage our feelings and also manage our relationship with other people at the workplace. Emotional Intelligence at workplace involves the complex ability of an individual to regulate and manage own impulses, understand other people and be resilient while facing adversities at workplace. It does happen that sometimes managers and employees react on certain action or situation and later on regret by doing so. This may lead to interpersonal conflicts which have mainly arisen due to inability to manage emotions (Ashwarya Doomra, 2019).

Daniel Goleman a well-known psychologist helped in popularizing emotional intelligence. According to him there are five elements of Emotional Intelligence. They are self-awareness, self-regulation, motivation, empathy and social skills (mindtools).

- Self-awareness is having knowledge of one's strength and weakness. It involves being aware of how your emotions affect those around you at your work place. Ego and personal traits should be used in such a way that they prove beneficial for workplace.
- Self-regulation includes staying controlled by self-emotions, staying accountable for one's actions and following workplace ethics.
- Motivation involves having high standards for self and work for the goals consistently. Motivated leaders with high emotional intelligence motivate employees to find their own reasons for working to the best of their ability.
- Empathy involves putting yourself in someone's shoes. An empathetic leader/employee builds a positive atmosphere at workplace. It brings mutual respect for each other.
- Soft skills involve the art of making an emotional connection with other people of organization with effective communication. Leaders with effective communication skills are able to resolve conflicts and also manage challenges of change (Future Talent Learning).

Emotional Intelligence and Organizational Development

Development of Emotional Intelligence among managers and employees will help in organizational development.

➤ **Emotional intelligence among managers as leaders:**

Today going beyond the tradition roles of leaders, leaders should be more sensitive towards the employees for achieving goals.

- Leader should not react immediately; he should take some time to process in critical thinking. This can ensure measured and appropriate reaction in a given situation.
- Leader should be optimistic. He should be able to perceive the benefits of present situation and use constructive optimism to sustain commitment for success.
- He should be an empathetic leader. He should be even capable of responding to non-verbal clues of employees. He should give employees the opportunity to express their problems and their needs, so that leader and employees can work together to find solution.
- Leader should resolve conflicts that arise in business with care and appropriate communication (Future Talent Learning).
- Leader should stimulate action of employees for achievement of goals.
- A leader should have a healthy sense of self-awareness so that he understands his own strengths and weaknesses, as well as how his actions affect others at workplace. A self-aware leader can handle and learn from constructive criticism in a better way.
- A leader should be self-regulated so that he can keep his anger in check and control. He should be able to detect stress within and at the workplace and manage the same timely.
- Emotionally intelligent leader are self-motivated, which makes them confident, flexible, optimistic, creative, better learners, happy and successful (Arora, 2017).
- Emotionally intelligent leaders can be seen widely respected by their bosses, peer group, and employees. Such leaders like people around them and are savvy enough to know what actually makes them tick. They have ability to quickly build rapport and trust among people at workplace. They are away from styles like power wars, backbiting, and duplicity (G.Radhika).
- Leader should do self-evaluation of his technique of thought. It will help him locate his strengths and weakness. This will help in working on lacunas to improve emotional intelligence.
- Being emotionally intelligent involves being patient and always willing to bear every burden at workplace. If things go wrong one should be able to take responsibility for his actions. Having an attitude of revenge taking at workplace lowers the quotient of emotional intelligence. It is very important to learn to be happy and spread happiness everywhere (Sunita Chauhan, 2020).
- Effective leader at workplace be it managers, supervisors or any other authority figure must be able to function will emotional intelligence with people under their charge. Leaders with high emotional intelligence are able to use social skills to foster trust among their employees. They should treat their team members as unique individuals with unique ability and personalities (Arora, 2017).

➤ **Emotional Intelligence among employees:**

Emotional intelligence can help employees improve their performance at workplace and get promoted.

- Employees should use their mental capacity to perform their jobs rather than being influenced by emotional interactions.
- They should deal carefully in case of situations which may lead to conflicts and non-productive behaviours.
- From past experiences and knowledge they should try to predict how people react in certain situations. Also try to find better and effective ways for approaching the issue.
- Better impulse control will help in staying organized for achieving their goals at the end of the day (open sourced workplace).

- Employees should be aware that emotional intelligence of current employees is also analyzed on a regular basis by the organization to determine who among them has emotional intelligence potential to become a leader. This will help them for future promotions in the organization.
- In the present business world in many organizations work is accomplished on the basis of teams that work together. Here it is important that all team members should exhibit emotional intelligence for efficient performance of the task given to them. The team which does not show emotional intelligence cannot be successful in their operations (Arora, 2017).

➤ **Building emotional intelligence in organizations:**

Building emotional intelligence in organizations requires deliberate efforts. It requires patience and time to create and sustain emotionally intelligent organizations. In emotional learning, an individual must first unlearn old habits and then develop new required ones. Being a learner it may mean a long and even difficult process. It involves daily and rigorous practice which is really outside the scope of one-day training workshops. A well committed and systematic approach is essential to build emotionally competent organizations.

Today increasingly organizations are providing their employees training and development programmes for emotional intelligence. If promoting emotional intelligence at work place is very serious for organizations they should take sustained efforts and try to follow guidelines based on best researches and build a strong organizational support system. Organizations can bring emotional intelligence training and development into the mainstream by finding different ways of positioning and presenting it to the organization. It is also necessary to link emotional intelligence to organizational needs and goals. It should be made sure that the quality of emotional intelligence training and development program is high, as this training is not a traditional training and may face criticism. It is necessary to search and find good emotional intelligence leaders/coach/trainer to guide implementation of emotional intelligence initiatives/strategies. Organizations should proceed for training and development activities taking into consideration favourable time in the life of organization (Pandita, 2012).

Organizations can also recruit employees with high level of emotional intelligence, as these employees will be more emotionally balanced and better fit for the organization. They have better understanding of handling situations whether it may be anger, happiness, stress etc., Organizational leaders can form a system to check from time to time the level of emotional intelligence. It can be done by providing feedback to employees and get improved performance out of them. Effective communication between managers as leaders and employees will help both the parties to increase productivity and performance of the organization (G.Radhika).

Conclusion

To be an effective leader it is essential to understand how his emotions and actions influence employees and other stakeholders around him. Manager as a leader should take time and efforts and work on sustaining and improving self-awareness, self-regulation, motivation, empathy and social skills. Deliberate and constant efforts should be taken on these areas to excel in the business world. Manger should also take efforts in maintain emotional intelligence among their employees. Emotional intelligence in leadership is a key to successful business. It acts as a catalyst at workplace for organizational development. In today's competitive world it is essential to train employees so that they can show high level of emotional intelligence as it can be learnt and enhanced. Now-a-days most of the organizations are hiring employees with high level of

emotional intelligence, so that they can face problems at workplace more easily and prove productive for the organization. Emotionally intelligent workplace can be planned through organizational strategies.

References

- Arora, D. B. (2017). Importance of Emotional Intelligence in the workplace. *International Journal of Engineering and Applied Sciences (IJEAS)*, 43-45.
- Ashwarya Doomra, S. B. (2019). Emotional Intelligence in Indian Organizationa. *International Journal for Research Trends and Innovation*, 55-61.
- Future Talent Learning*. (n.d.). Retrieved May 5, 2022, from www.futuretalentlearning.com: <https://www.futuretalentlearning.com/en/future-talent-learning-blog/what-are-the-top-5-characteristics-of-emotional-intelligence-in-good-leadership>
- G.Radhika. (n.d.). Emotional Intelligence of employees in a workstation. *IOSR Journal of Business and Management (IOSR-JBM)*, 61-66.
- Gupta, A. (2014). EMOTIONAL INTELLIGENCE-A Key for Workplace Success. *International Research Journal of Management Sociology & Humanity*, 45-55.
- mindtools*. (n.d.). Retrieved May 15, 2022, from <https://www.mindtools.com>: https://www.mindtools.com/pages/article/newLDR_45.htm
- open sourced workplace*. (n.d.). Retrieved May 21, 2022, from opensourcedworkplace.com: <https://opensourcedworkplace.com/news/how-does-emotional-intelligence-predict-employee-performance>
- Pandita, P. D. (2012, September). Emotional Intelligence for Workplace Leaders. *SIBM*, 63-73.
- Sunita Chauhan, S. D. (2020). THE IMPORTANCE OF EMOTIONAL INTELLIGENCE AT WORK PLACE. *International Journal of Scientific Development and Research*, 195-198.