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Emotional Intelligence

Abstract

Managing people at workplace has become the greatest challenge for every organization. Emotional intelligence plays a major role in managing people at work place. This paper deals with how emotional intelligence impacts behavior and job performance at work place. It also addresses its impact on work outcomes and organizational citizenship behavior. This paper includes in it a case study which shows how Emotional Intelligence has a positive impact on the organizational climate and in professional performance.

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Introduction

Emotional intelligence (EI or EQ) is the ability to manage emotions and create positive influence in the social environment resulting in win-win connections and outcomes. This ability allows having precise emotional responses to situations that demand more smart than logical answers in order to produce positive results (Kunananat, 2004).

Emotional competencies are broadly divided into two categories: personal competencies (self awareness or daling with one's one self) and social competencies (dealing with other's self) (Kunananat, 2004). In addition, the emotional competencies are further subdivided into: Self-awareness, Self- management, Social Awareness, and Relationship Management (Goleman, 2001). See Fig. 1

Source: *The Emotionally Intelligent Workplace* (2001)

Fig. 1 A Framework of Emotional Competencies Chapter three by : Daniel Golem

EQ vs. IQ

Apart from cognitive / logical Intelligence, Emotional Intelligence (measured by EQ) has become an important variable to predict successful job performance while hiring people. According to Stenber (Cherniss), studies show that Intelligence (measured by IQ) can predict only 10% of the future work performance and has little correlation with work ability (Snarey & Villant cited in Cherniss, 2000). In addition, Emotional intelligence contributes as much as 66% to all jobs and 85% for leadership (Goleman cited in Kunnanat, 2004). The recent trend in the workforce is to work in teams and many jobs require people to have the ability to persuade, listen, exercise patience and restraint, offer sympathy, feel empathy and recover easily from common emotional assaults that are present in groups (Farnham, 1996). Moreover in 90% of cases the distinction between average and distinguished leadership is attributed to Emotional Intelligence as compared to Intelligence (Oheberg, 2005). According to Cheriss (2000), the principal cause of failure of executives is due to deficit in emotional competencies such as managing change, teamwork, and poor interpersonal relations. However, with Emotional Intelligence individuals can use their

emotions as a useful tool to manage people and organizations. (Ohrberg, 2005)

Impact of Emotional Intelligence

The success of senior managers in the work place greatly depends on the managerial skills in general and emotional intelligence in particular (Carmeli, 2003). In relation to work attitude it was found that Emotional Intelligence was positively and significantly related to job satisfaction. Managers with high emotional intelligence displayed higher overall satisfaction in the work place. Also Senior Managers with high E. I. tend to develop affective commitment to the organization for which they work and towards their career. Since emotional intelligence enhances the capability to build relationship and solves conflicts (Abraham, 2004), Organizations would benefit immensely by having managers who can solve a variety of problems in a proper and professional manner (Ohrberg, 2005). For example, managers with high self awareness would develop trustful relationships and would develop trustful relationships and would be able to solve conflicts amicably. This would have a positive influence on the confidence, morale and productivity of subordinates (Ohrberg, 2005).

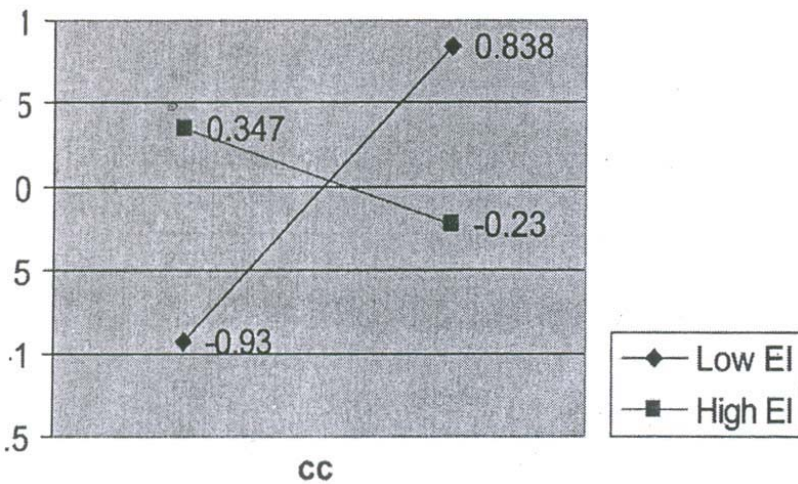
In regards to work outcomes and work behaviours results indicate that emotional intelligence is an important predictor of both contextual performance and task performance. Senior Managers with high emotional intelligence performed the job better and showed decreased withdrawal intentions from the organization (Carmeli, 2003). In fact, Adaptability, Trustworthiness, Achievement drive and Initiative are competencies that directly influence job performance. Managers who demonstrated high adaptability had superior performance since they were open to any new information and could adjust easily. Initiative and Achievement drive also allows employees to be more proactive and improve their performance continuously.(Goleman, 2001). Moreover, companies with better financial results measured by profits and growth have shown that their

CEO's have more EI competencies (William cited in Goleman, 2001).

High emotional intelligence also showed high level of altruistic and organizational citizenship behavior. For example, empathy (Self-awareness competence) permits to resolve situations and avoid stereotypes believes about others that in the long term could produce a shortage in performance and create anxiety (Goleman, 2001).

In relation to work family conflict it was found that senior managers with high emotional intelligence had better control over work family conflict. Senior managers high in emotional intelligence recognize their work responsibilities and at the same time realize that they may neglect their family and their needs. This sensitivity helps them to balance their career commitment and family responsibility.

EI*WF on CC



Interaction between emotional intelligence (EI) and work-family Conflict (WF) predicting Career commitment (CC)

Source: JMP, vol. 18, No8, 2003

Low EI-when there is high work family conflict they manage to maintain high career commitment.

High EI-when there is high work family conflict they reduce their career commitment to a more reasonable level to deal with work family conflict.

Implications

According to Goleman (2001), emotional competences are jobs skills that can and should be learned. Having a high EQ means, the individual has superior potential to be skilful in Emotional Intelligence competencies but does not mean that he already posses the competencies. For example, the fact that one has social awareness does not determine that the additional learning require to solve conflicts or handle a customer are already acquired (Goleman, 2001).

Emotional intelligence implicates changing strong habits. The learning process requires it to be practiced over longer time. Experiencing the effects in the behavior after training in EI can take months or even years (Hay, 1999). Hence, to have a natural development of the new way of thinking in the employees, motivation and support is essential. Sometimes it is even possible to face resistance and defensive attitudes from employees (Bar-On & Parker, 2000).

Case Study: Emotioanl intelligence at the Sheraton Studio City Hotel

In December 2002, the Sheraton Studio City Hotel applied emotional intelligence to improve the profitability in their 302-room / 592-bed property in Orlando.

Need: Guest satisfaction scores were not at an acceptable level, sales were off, morale was low, and departments were not working together smoothly.

Procedure: Six Seconds emotional intelligence team at the Institute for Organizational performance conducted The Sheraton project. An organizational Climate survey was delivered 2-days period. The outcomes advised to take action in Three Hot Spots: Collaboration, Trust, and motivation.

Training Period: 10 Months

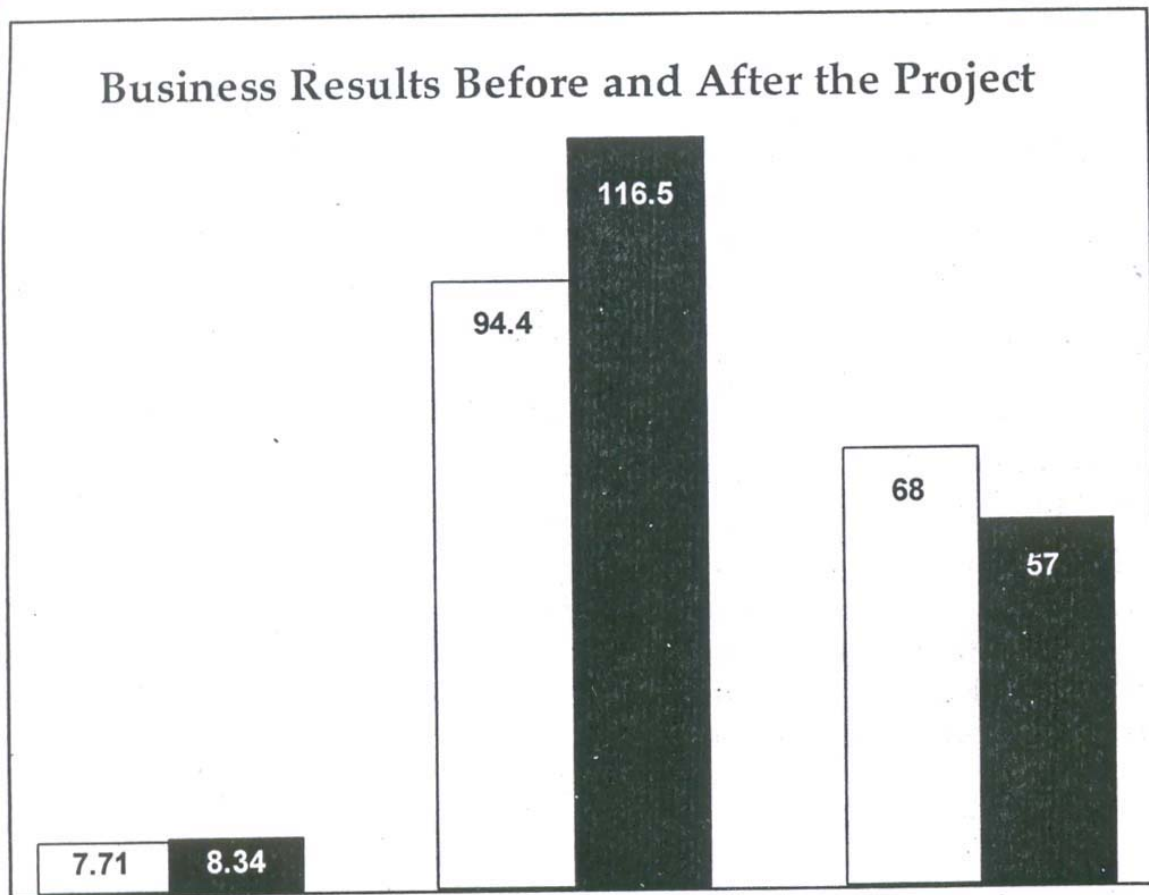
Results: The organizational climate showed significant improvement:

Area	Improvement
Collaboration skills	+20.8%
Trust Each Other	+16.1%
Accountability	+20.9%
Honest and Opened	+ 10.0^%

The climate improvement also correlated with significant bottom-line metric.

Area	Improvement
Turnover (unwanted turnover from 2002 vs. 2003)	-19.6%
Market Share (Revenue per Available Room from Oct/ Nov 02 to Oct/Nov '03)	+23.4%
Guest satisfaction (7.71 in Dec. '02 to 8.34 in Dec. '03)	+8.2%

Source: From Institute Organizational Performance www. EQPerformance. Com



Source: From Institute Organizational Performance www.EQPerformance.com

Conclusion

To conclude EI has shown to be an important factor that influenced positively in the professional performance. Since, success of managers for the creation of effective management and leadership demands skills for managing people, emotional intelligence any be an important and critical component for this class of skills for success and attaining sustainable results. Emotional competences are jobs skills that can and should be learned. In fact, companies that have adopted EI competences have experienced important changes in employee's behavior impacting positively in the company. However, every professional should develop their EQ competencies and abilities taking into account their own task and duties.

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