

Emotional Intelligence in Enhancing Organizational Effectiveness

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Abstract

Organizational development is a systematic process of change that uses behavioral science techniques to improve an organization's health and effectiveness by influencing the ability to adapt to environmental conditions, improve internal relationships, and increase learning and problem-solving capabilities. The need for organizational development continues to increase as information technology, globalization, increased competition, increased diversity, and increased public consciousness continue to change the organizational landscape. Several organizational development topics have emerged in recent years. Emotional intelligence is one area of particular interest within organizational development theorists. This essay examines five research articles about emotional intelligence and its impact on multiple organizational development areas. This article presents the role of emotional intelligence in leading change in an organization. Specifically, the article highlights the different perspectives of emotional intelligence, and the related five components—self-awareness, self-regulation, self-motivation, empathy, and social skill—are discussed. In furtherance, I propose how emotional intelligence contributes to change leadership focusing on building a team to affect change, and overcoming resistance to change.

Keywords: Emotional intelligence, change, leadership, introspection, empathy, motivation, organization effectiveness, organizational development, organizational behavior.

INTRODUCTION

Emotional intelligence (EI) refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it's an inborn characteristic. The ability to express and control emotions is essential, but so is the ability to understand, interpret, and respond to the emotions of others. Imagine a world in which you could not understand when a friend was feeling sad or when a co-worker was angry. Psychologists refer to this ability as emotional intelligence, and some experts even suggest that it can be more important than IQ

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in your overall success in life. Emotional intelligence (EI) is as “the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions”. In the words of 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 behavior” [1]. Emotional intelligence (EI) has become very popular as a measure for identifying potentially effective leaders, and as a tool for developing effective leadership skills.

There are two different methods to measure EI in general i.e., Self-Report Tests (SAR) and Ability Tests Score (ATS). Self-report tests are very common methods to administer and compute score. In this case, respondents canvassed with questionnaire/schedule to rate self-behavior, in general we use Likert's scale with adjective statement and later assign numerical score to assess individual. Whereas Ability Test Score (ATS), involve employees better respond to the situations and then rate their skills, sometimes it may even assess through demonstration dexterity in terms of job. There are following techniques are administered by a professionals, namely Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) is an ability-based test that assess the four attributes of Mayer and Salovey's EI model. Test-takers perform tasks designed to assess their ability to perceive, identify, understand, and manage emotions. And the other one is Emotional and Social Competence Inventory (ESCI) is one of the traditional technique of Self-Assessment Questionnaire and which involves individual allowed to rate himself on several different emotional competencies. This test in general observed to find strong leaders based their social & emotional competencies. There are also plenty of more informal online resources, many of them free, to investigate your emotional intelligence.

KEY COMPONENTS OF EMOTIONAL INTELLIGENCE

Self-Awareness (Introspection)

The ability to recognize and understand personal moods and emotions and drives, as well as their effect on others. Self-awareness includes self-confidence, realistic self-assessment, and a self-deprecating sense of humor. Self-awareness depends on one's ability to monitor one's own emotion state and to correctly identify and name one's emotions.

Self-regulation and Control

The ability to control or redirect disruptive impulses and moods, and the propensity to suspend judgment and to think before acting. Hallmarks include trustworthiness and integrity; comfort with ambiguity; and openness to change.

Internal Motivation

A passion to work for internal reasons that go beyond money and status-which are external rewards,-such as an inner vision of what is important in life, a joy in doing something, curiosity in learning, a flow that comes with being immersed in an activity. A propensity to pursue goals with energy and persistence. It includes a strong drive to achieve, optimism even in the face of failure, and organizational commitment.

Role Empathy

The ability to understand the emotional makeup of other people. A skill in treating people according to their emotional reactions. Hallmarks include expertise in building and retaining talent, cross-cultural sensitivity, and service to clients and customers.

Social Skills

Proficiency in managing relationships and building networks, and an ability to find common ground and build rapport. Hallmarks of social skills include effectiveness in leading change, persuasiveness, and expertise building and leading teams.

PROBLEM STATEMENT

Emotional Intelligence influences and impacts the morale, productivity, life-style, decision-behaviour and culture, structure & development of any organization where employees of different types & levels get endowed by crucial-decision-making. How it affects different cross sections of an individual life and organization too. Emotional Intelligence affected by employees socio-economic background, social-status, belongingness, achievements, affiliations & accomplishments, job-security, financial status, family educational level, quality of living standards, and the perception levels of employee.

Scope of the Study

Improve the level of employee's emotional intelligence at work place and to help in future. Why some of the employees are outstanding performers and others are not. Emotional Intelligence calls for recognizing and understanding of the emotional-issues in the organization on the basis of the tangible-outcomes that an organization choose as a strategy and actions to improve the performance of both employee and organization. As this is a desk research, author tried to observe from personal observation of his close quarters, friends, relatives, co-employees, employers, recruiters, hiring agencies in general.

Need of the Study

Emotional Intelligence helps the employees to increase their emotional self-awareness, emotional expression, creativity, increase tolerance, increase trust and integrity, improve relations within and across the organization and thereby increase the performance of each employee and the organization as a whole. In recent past it is observed that many employees quit organization due to dissatisfaction of employment autonomy in making decision and they strongly felt that job satisfaction lies in implementation of certain decisions pertaining to their subordinates and incorporate some of their advises especially in pool meetings, open-house meetings, board meetings, training sessions etc.

Objectives

- To study Emotional Intelligence, scope, need and importance for both individual & organization to tap best part of individual caliber.
- To understand human tendencies, methods to measure, components and techniques of EI in general.
- To know whether there is any impact of EI & on productivity of employee
- To observe the association between EI & Job Satisfaction
- To differentiate the level of EI and its impact based on gender, designation and dependent family members

Hypotheses

- There is no significant effect on productivity due to EI
- There is no significant association between EI and Job Satisfaction
- There is no significant impact of family situation on EI level
- There is no significant gender based difference of EI level
- There is no significant difference of EI level due to the designation and position of employee in the organization i.e., top, middle and frontline

LITERATURE REVIEW

Wolfe and Kim (2013) [2] studied that the association between emotional intelligence and turnover intention of employees in a hotel industry. The authors concluded that a few traits of emotional intelligence predict the positive impact on the personnel's affiliation with the business as a whole and not with the actual enterprise. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs (Judeh, 2013) [3]. One could also note that new recruits make decisions as to whether to remain or resign from the vocation in any organization, and this may be due to a lack of loyalty with the business. Many scholars advise that individuals having high emotional intelligence receive added professional satisfaction, make better interpersonal relationships, produce more commendably and have healthier lives than individuals who have low emotional intelligence scores. Emotional intelligence is the individual's capacity to supervise and direct his or her emotions and to recognize the emotions of others. EI correspondingly helps individuals make subjective and administrative evaluations.

Some of the Attributes Found to Improve Emotional Intelligence

- Understand the importance of all the aspects that come across of one's own and others in professional and social life.
- Recognition of stress triggers and how to handle for themselves and others with empathy.
- Open-mindedness, intellectuality, curiosity, friendliness, approachability and accessibility in all quarters of both at individual and professional life.
- Social and professional conscience and caution to encounter with social and professional evils and endangers with due diligence and deliberations.
- Use of formal and informal communications to address issues of all kinds with optimism.

Key Take ways of Our Study on Emotional Intelligence

- EI stems towards social & professional success with enthusiasm towards team/family-members towards translation of individual, professional, team and organizational goals, objectives, targets and mission.
- It is by product of grievance, conflict, dispute and stress which is quite harmful to individual and organization growth and productivity.
- It is prima-facie and panacea in modern organizational culture and overcome all the problems of self and organization.
- It influence the performance team members and shoot on targets of individual-employee, team and organization too.
- It is again one of the key success and follow transactional analysis of Sigmund Freud's Johari Window [4] and life styles of Id, Adult, Ego, and Super-Ego and influence on employment role and empathy of supervisors/bosses [5].
- Key term for career success, development, and root-cause for happiness and satisfaction between and amongst employees in any organization for that matter even in individual social and family life.
- It supersedes organizational designation/cadre and there is no boundary for interpersonal relationship and sky is the limit to tap happiness and ocean of treasure to dig both tangible and intangible outcomes through self-reliance, self-control, self-discipline, support, cooperation, coordination and social-leadership from amongst employees and team mates.
- It is a Prerogative for successful dynamic strategic leadership.
- It energize subconscious and super-conscious mind positively it is another personality development factor such as meditation, yoga, etc.
- It eradicates organization and individual resistance and build proactive behavior with organizational commandments.
- An anonymous model for EI.

Importance of Emotional Intelligence

- Physical Health
- Mental Well-Being
- Relationships
- Conflict Resolution
- Success
- Leadership

Models of Emotional Intelligence

- Perceiving emotions
- Using emotion
- Understanding emotions
- Managing emotions

Chi-square Tests for EI

In Table 1, as Total calculated Chi-Square Values $(r-1)*(c-1) = 1$ DF is 0.37037037 is lower than that of Critical Table Values i.e. at 1% of LOS it is 6.635, at 5% LOS it is 3.841 and at 10% LOS it is 2.706. Hence, H₀ Accepted at all levels of significance and at 1 Degree of Freedom and concluded that there is no significant difference between and amongst gender and designation of employees in their perception of Emotional Intelligence.

Table 1. To identify impact of EI on gender & level of employee with a hypothesis that H₀-there is no significant difference in the opinion on EI between and amongst gender and designation of employees in any organization.

Description About Observed Frequency Details		Male	Female	Total	Description About Expected Frequency Details		Male	Female	Total
		B	B				B	B	
Top Level	A	8	4	12	Top Level	A	7.2	4.8	12
Middle & Frontline	A	10	8	18	Middle & Frontline	A	10.8	7.2	18
Total		18	12	30	Total		18	12	30
Group	Observed	Expected	(O-E)	(O-E) ²	[(O-E) ² /E]	LOS	CIL	TV	CV
AB	8	7.20	0.8000	0.64	0.088888889	1%	99%	6.635	0.3703704
Ab	4	4.80	-0.8000	0.64	0.133333333	5%	95%	3.841	0.3703704
Ab	10	10.80	-0.8000	0.64	0.059259259	10%	90%	2.706	0.3703704
Ab	8	7.20	0.8000	0.64	0.088888889				

Source: A Self Generated Table Out Of Primary Data So Collected and Tabulated With Reference To Questionnaire/Schedule.

In Table 2, H₀ Accepted at all levels of significance and at 1 Degree of Freedom. The table value of χ^2 for 1 degree of freedom at 1%, 5% and 10% level of significance is much more greater than calculated value hence H₀ Accepted and there is no significant level of difference in productivity between and amongst gender of employees in perception of Emotional Intelligence in all respects.

Table 2. To identify impact of EI on productivity based on gender of employee. H₀-there is no significant difference in the productivity of employees irrespective of gender on EI level.

Description about Observed Frequency Details		Male	Female	Total	Description about Expected Frequency Details		Male	Female	Total
		B	b				B	b	
Top Level	A	15	5	20	Top Level	A	13.33	6.6667	20
Middle & Frontline	a	5	5	10	Middle & Frontline	a	6.667	3.3333	10
Total		20	10	30	Total		20	10	30
Group	Observed	Expected	(O-E)	(O-E) ²	[(O-E) ² /E]	LOS	CIL	TV	CV
AB	15	13.33	1.6667	2.78	0.208333333	1%	99%	6.635	1.875
Ab	5	6.67	-1.6667	2.78	0.416666667	5%	95%	3.841	1.875
aB	5	6.67	-1.6667	2.78	0.416666667	10%	90%	2.706	1.875
ab	5	3.33	1.6667	2.78	0.833333333				

Source: A Self Generated Table Out Of Primary Data So Collected and Tabulated With Reference To Questionnaire/Schedule.

In Table 3, the H₀ is accepted at all levels of significance and at 1 Degree of Freedom. The table value of χ^2 for 1 degree of freedom at 1%, 5% and 10% level of significance is much more greater than calculated value hence H₀ Accepted and there is no significant level of difference in level of job satisfaction amongst employees of organization based on gender and perceived of Emotional Intelligence prevails irrespective of job satisfaction and predominant factor to decide production in proactive manner.

Table 3. To identify opinion on job satisfaction based on Gender of Employee on EI. Ho-there is no significant difference in the job satisfaction level of employees irrespective of gender on EI level.

Description about Observed Frequency Details		Male	Female	Total	Description about Expected Frequency Details		Male	Female	Total
		B	b				B	b	
Top Level	A	10	6	16	Top Level	A	9.6	6.4	16
Middle & Frontline	a	8	6	14	Middle & Frontline	a	8.4	5.6	14
Total		18	12	30	Total		18	12	30
Group	Observed	Expected	(O-E)	(O-E) ²	[(O-E) ² /E]	LOS	CIL	TV	CV
AB	10	9.60	0.4000	0.16	0.016666667	1%	99%	6.635	0.0892857
Ab	6	6.40	-0.4000	0.16	0.025	5%	95%	3.841	0.0892857
aB	8	8.40	-0.4000	0.16	0.019047619	10%	90%	2.706	0.0892857
ab	6	5.60	0.4000	0.16	0.028571429	H0 Accepted at all levels of significance and at 1 Degree of Freedom			
Total calculated Chi-Square Values (r-1)*(c-1) = 1 DF					0.089285714				

Source: A self-generated table out of primary data so collected and tabulated with reference to questionnaire/schedule.

In Table 4, the value of χ^2 for 1 degree of freedom at 1%, 5% and 10% level of significance is much more greater than calculated value hence H0 Accepted and there is no significant level of difference based on gender between and amongst employees of any organization in existence of Emotional Intelligence to forestall evils of social influences and individual perceptions.

Table 4. To identify opinion based on Gender of Employee to that of dependent family members influence on EI at the workplace. Ho-there is no significant difference of EI level of employees based on gender and influence of dependent family members on EI level.

Description about Observed Frequency Details		Male	Female	Total	Description about Expected Frequency Details		Male	Female	Total
		B	b				B	b	
Top Level	A	5	5	10	Top Level	A	6	4	10
Middle & Frontline	A	13	7	20	Middle & Frontline	a	12	8	20
Total		18	12	30	Total		18	12	30
Group	Observed	Expected	(O-E)	(O-E) ²	[(O-E) ² /E]	LOS	CIL	TV	CV
AB	5	6.00	-1.0000	1	0.166666667	1%	99%	6.635	0.0892857
Ab	5	4.00	1.0000	1	0.25	5%	95%	3.841	0.0892857
aB	13	12.00	1.0000	1	0.083333333	10%	90%	2.706	0.0892857
ab	7	8.00	-1.0000	1	0.125	H0 Accepted at all levels of significance and at 1 Degree of Freedom			
Total calculated Chi-Square Values (r-1)*(c-1) = 1 DF					0.625				

Source: A self generated table out of primary data so collected and tabulated with reference to questionnaire/schedule.

In Table 5, the value of χ^2 for 1 degree of freedom at 1%, 5% and 10% level of significance is much more greater than calculated value hence H0 Accepted and there is no significant level of difference in level of designation or cadre of employees of any organization on level and importance of Emotional Intelligence in organization life.

Many attributes by using association of attributes and chi-square tests as detailed below

A chi-square test employed to observe the influence of gender & designation on EI; and detailed as following:

Statement under Observation

H0-there is no significant difference in the opinion on EI between and amongst gender and designation of employees in any organization.

Recommendation based on the test at 1 degree of freedom and 1%, 5% and 10% LOS is as following:

The table value of χ^2 for 1 degree of freedom at 1%, 5% and 10% level of significance is much more greater than calculated value hence H0 Accepted and there is no significant level of difference between and amongst gender and designation level of employees in perception of Emotional Intelligence in all respects. A chi-square test employed to identify impact of EI on Productivity based on Gender of Employee as detailed following:

Table 5. To identify opinion on productivity based on designation of Employee to that of influence of EI at workplace. Ho-there is no significant difference of EI level of employees based on cadre(designation) that they work in any organization.

Description about Observed Frequency Details		Yes <i>B</i>	No <i>b</i>	Total	Description about Expected Frequency Details		Male <i>B</i>	Female <i>b</i>	Total
Top Level	A	7	3	10	Top Level	A	5	5	10
Middle & Frontline	a	8	12	20	Middle & Frontline	a	10	10	20
Total		15	15	30	Total		15	15	30
Group	Observed	Expected	(O-E)	(O-E) ²	[((O-E) ²)/E]	LOS	CIL	TV	CV
AB	7	5.00	2.0000	4	0.8	1%	99%	6.635	2.4
Ab	3	5.00	-2.0000	4	0.8	5%	95%	3.841	2.4
aB	8	10.00	-2.0000	4	0.4	10%	90%	2.706	2.4
ab	12	10.00	2.0000	4	0.4	H0 Accepted at all levels of significance and at 1 Degree of Freedom			
Total calculated Chi-Square Values (r-1)*(c-1) = 1 DF					2.4				

Source: A self generated table out of primary data so collected and tabulated with reference to questionnaire/schedule.

CONCLUDING REMARKS AND RECOMMENDATIONS OUT OF PRESENT STUDY

- Measures to improve organizational commitments to increase effectiveness, efficiency and productivity.
- Develop methods to measure latent abilities, potential, skill, talent, and caliber to translate organizational dreams into commitments.
- Ensure better working conditions of the employees to have a better team work experience to find simultaneous solutions for instantaneous problems with job enrichment & responsibility.
- Emotional intelligence will bring in better adaptability, empathy towards employee, leadership qualities, group rapport, participative management, decision making, and understanding among colleagues.
- Link emotional intelligence at every point of workplace performance and it is of utmost importance nowadays.
- Signify vitality of Emotional intelligence to pave way for new life-style.

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