

# Managing Emotional Intelligence- a key element for success

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**Abstract-** In the era of competitive, unstable and dynamic environment, the tasks of the employees of Indian banks has become demanding. This is also due to the fact with opening up of economy through globalization, liberalization and privatization and the natural drift towards information technology, challenges get multiplied when one has to work diversified working climate. Organizations need people who have both technical knowledge and emotional and social abilities which will facilitate them to delight the customers. The emotional intelligence interventions are partly a response to the problems that employees in corporate sector face today. Emotional intelligence competences can contribute in developing these abilities and skills that are linked with this desire or aspiration new line. The present study aims to compare the level of Emotional intelligence among managers and its impact on organizational commitment in the respective private and public sector banks.. The study also helped in finding out the relationship between emotional intelligence and organizational Climate.

**Index Terms-** Emotional Intelligence, Dynamic Environment, Interventions, Organizational Commitment, Organizational Climate.

## I. INTRODUCTION

In today's highly competitive workplace, maintaining a highly motivated workforce is the most challenging task. organizations not only deal with material but also deal with people. Today in a globalization world, the Emotional Intelligence (EI) begins to get the attention from the public and seen as an important aspect in the organizational environment. effective living is determined by intelligence that is coupled with emotions of every human being. Scientific research reveals that Emotional Quotient (EQ) is more important than Intelligence Quotient (IQ). IQ may take any individual to the top position but the EQ makes the individual a top person. EI is one of the important behavioral constructs that contributes to the performance of an individual at the work place.

Many people have found themselves unsatisfied and under performing in a job at some point in their career, despite a fair salary and benefits package. Many organizational and management experts reveal that, salaries and benefits are no longer enough to motivate and attract employees and keep them satisfied.

Although traditional extrinsic rewards do work, the effects are temporary. The question for many organizations is "what turns on motivation in people?"

Every employee contributes to organizational effectiveness (OE). Taking into account skills, experience, motivation, and rank, some play a bigger role than others. Motivated employees are more productive. And a more productive team means a more profitable company.

Effectiveness of an organization can be judged from the way it deals with the Issues of leadership, interpersonal relations, communication and relations with other organizations. As companies endeavor to do more with less, seeming soft skills, based on emotions, are associated with leadership effectiveness and organizational success. Research during the last twenty five years has consistently pointed to a set of competencies -some purely cognitive but most emotional - such as self confidence, initiative and teamwork as making a significant difference in the performance of individuals. These competencies represent what is called emotional intelligence (EI) and are believed to be predictive of superior performance in work roles. Increasing attention has been given to the role of leader emotional intelligence in organizational effectiveness

A leader with high emotional intelligence has the ability to understand themselves and others and adapt behaviors to a given context. Leaders with high emotional intelligence and thus demonstrable personal and social competence may be oriented towards a transformational leadership style with emphasis on motivating and influencing others. Research shows that an organization that was characterized by emotional intelligence had increased cooperation, motivation, and productivity and increased profits, an association also reflected in transformational leadership literature.

In the contemporary perspective, employees can help or impede the success and effectiveness of managers and organization is profoundly influenced by the perception and relationship they have with their managers. Also, the level of emotional intelligence of the leaders in handling and motivating its human factors is going to be the deciding factor of the effectiveness of any organization. As the emotional intelligence of the mentor, boss, leader, or manager will influence the potential of a relationship with that person for helping organizational

members develop and use the talent that is crucial for organizational effectiveness.

Emotional intelligence (EI), emotional leadership (EL), emotional quotient (EQ) and emotional intelligence quotient (EIQ), is the capability of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve goals.

Empathy is typically associated with EI, because it relates to an individual connecting their personal experiences with those of others. However, several models exist that aim to measure levels of (empathy) EI

Studies have shown that people with high EI have greater mental health, job performance, and leadership skills although no causal relationships have been shown and such findings are likely to be attributable to general intelligence and specific personality traits rather than emotional intelligence as a construct.

Before discussing the concept of Emotional Intelligence, it is necessary to understand the term involved in the concept that is emotion.

### 1.1 EMOTION.

Emotion is a disturbed condition of the organism resulting in an aimless or aimed attack. The English word 'emotion' is

derived from the French word Emouvoir, but this is also based on the Latin word emovere, which (variant of ex-) means 'out' and movere means 'move'. Emotion is a feeling that is private and subjective. In general, humans will experience a range emotional states. Emotion is a psychological state where it involves expression display of different somatic or autonomic responses. It is a complex psychological and physiological phenomenon involving an individual's state of mind and its interaction between that individual and her/his environment.

### 1.2 EMOTIONAL INTELLIGENCE

The word emotional intelligence may be a novel one, but its roots are aged more than 200 years ago, and which was described in the work of Plato. There by we can say that, Emotional Intelligence (EI) in the simple words, it refers to the ability to recognize and regulate emotions in ourselves and other. Emotional intelligence is defined as ability to understand, use and helps to manage emotions, which in turn support individuals to various aspects like stress relief, effective communication, being empathetic towards others, facing challenges, and defuse conflict. It helps in building strong relationships, and also to achieve career and personal goals.

- a) **Personal competence**
- b) **Social competence**



***Emotional intelligence is the foundation for critical skills.***

According to **Peter Salovey and John Mayer**, Emotional Intelligence is defined as “The ability to monitor one's own and other people's emotions, to discriminate between different

emotions and label them appropriately, and to use emotional information to guide thinking and behavior

1.3 Emotional intelligence defines as:



**Self-management** – It is defined as ability to control feelings and behaviors, managing the emotions in healthier ways, adaptability to the situations.

**Self-awareness** – It is defined as a stage of recognizing the emotions and its effectiveness in the behavior and in individual confidence levels.

**Social awareness** – It is defined as a stage of understanding the emotions, needs, and empathetic, and recognize the power dynamics in a group or organization.

**Relationship management** – If an individual able to communicate clearly, motivate others, team management, conflict management, will itself creates a management of relations.

1.4 There are numerous benefits to developing high levels of emotional intelligence and the good news is that anyone can increase their EI with some good training. Some of them are given below:

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

### **1.5 EMOTIONAL INTELLIGENCE IN THE WORK PLACE:**

The changing work environment resulted in raising complexity both in professional as well as in personal life. These variations has become challenges for the for the individuals as well as the organizations to compete and adapt themselves with the same which has created the need for people with high emotional intelligence level.

A more practical dimension of Emotional intelligence is that managing own emotions and also others. From the research it has found that, individuals with high EI, manage moods and emotions and strive for maintaining positive environment. Management of one's own moods and emotions also relies on knowledge and

consideration of the determinants, appropriateness and malleability of moods and emotions deviance and can come to influence how the world views the organization.

In the work environment, emotions generally play a very crucial role, because the emotional management itself reflects that how organization manage emotions within as well as within the world. Emotional balance show an impact on individual behavior, his attitude towards others. Managing the emotions constructively in the work place will help to attain achievement, job satisfaction, organizational commitment. Pessimistic emotions such as anger, fear sadness, hostility, and guilt can automatically lead to deviations and disturbances between the individuals as well as in the organization as whole.

An employee with high emotional intelligence can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use hilarity to build rapport in edgy situations. This "lucidity in thinking will separates top performers from weak performers in the work environment, and which in turn could bring a differential in organizational commitment.

### **1.6 Literature review:**

**Jordan and Troth (2004)** investigated the utility of emotional intelligence for predicting individual performance, team performance, and conflict resolution styles. Three-hundred-and-fifty respondents working in 108 teams were administered a measure of team member's emotional intelligence. Participants then completed a problem-solving task, individually and as a team member, and afterwards reflected on the conflict resolution tactics used to achieve the team outcome. It was observed that emotional intelligence indicators were positively linked with team performance and were differentially linked to conflict resolution methods.

**Sinha and Jain (2004)** examined the relationship of emotional intelligence with some of the organizationally relevant outcome variables based on the data collected from 250 middle-level male executives from six plants of two-wheeler automobile

manufacturing organizations belonging to public sector, located in five different cities of North India. The variables included were categorized in two categories of outcomes for organization: individual level outcomes and organizational level outcomes. The individual or personal level outcome variables were job satisfaction, personal effectiveness, organizational commitment, reputational effectiveness, general health, organizational trust, turnover intention. The organizational level outcomes variables were organizational effectiveness and organizational productivity. The results suggested that the different EI dimensions were found to be considerably associated with organizationally relevant variables in general.

**Rosete and Ciarrochi (2005)** established a link between emotional intelligence and workplace measures of leadership effectiveness, using an objective measure of performance and a 360 degree assessment tool. The research results showed that executives higher on emotional intelligence are more expected to attain organizational outcomes and be considered as effective leaders by their subordinates and direct manager.

**One major study for empirically demonstrating the impact of emotional intelligence** on occupational performance was conducted in the U.S. Air Force (USAF). Emotional Quotient Inventory (EQ-i) was used to assess EI and performance ratings based on individual productivity used for assessing occupational performance for 1,171 USAF recruiters. The EQ-i scores were compared with their performance as recruiters. The recruiters were categorized as high performing (those who met or exceeded 100% of their annual recruitment quotas), and low performing groups (those who meet less than 80% of their annual recruitment quotas). The results showed that the high performers had significantly higher EQs than low performers and vice versa. This indicates that high performers are more emotionally intelligent than low performers based on the population samples. The results also suggested that EI predicted 28% of the variance in the performance of these two groups which means EI is able to predict performance in the workplace. The findings clearly indicate that individuals who are more emotionally intelligent are expected to perform better in the workplace. This study could identify high and low performing recruiters with 72% accuracy rate.

Thereafter, USAF combined pre-employment EI screening with interviewing; the USAF increased its ability to predict successful recruiters by nearly threefold. The EQ-i correctly classified 81% of all successful and unsuccessful recruiters, which was more than anticipated (i.e., 72%). The selection of emotionally intelligent USAF recruiters proved financially advantageous by placing right recruits in right positions and hence, decreasing the cost incurred in hiring mismatched recruits (Bar-On, Handley, and Fund, 2006).

**Carmeli and Josman (2006)** empirically examined the effects of emotional intelligence on two aspects of work outcomes: task performance and organizational citizenship behaviors (altruism and compliance). A sample of 215 employees, employed in a diverse set of organizations in Israel, was requested to participate in this study. For the study purposes, data were collected on site from both the employees and their supervisors. EI was assessed by self-report measure, whereas work outcomes were assessed by the employee's supervisors. The findings of the study supported a positive relationship between EI and work outcomes.

**Lenaghan, Buda, and Eisner (2007)** in their empirical study investigated the impact of emotional intelligence in the work-family model. A total of 205 people participated in this study. This sample was drawn from a large university representing a large variety of jobs including unionized trade workers to executive managers. They found that EI acts as a protector variable of one's wellbeing in the face of work-family conflict. Also, higher EI positively influenced well-being. Specifically, those individuals in the sample who had high EI with low work-family conflict reported the highest well-being while those with low EI and high work-family conflict reported the lowest well-being.

**Bal Subramanian, Ghatala and Nair (2008)** conducted a study in Apollo Health City, Hyderabad to investigate the relationship of emotional intelligence with organizational leadership as well as the impact of emotional intelligence on leadership effectiveness. The findings recommended that management functions have destabilized the importance of individual development, at the price of technology and modernization. The study suggested that Apollo Hospital Group, Hyderabad, should particularly focus on improving the self-management and social awareness skills of the employees in order to maintain its position as the No. 1 health care provider in India.

**Khokhar and Kush (2009)** tried to explain the performance of executives on different levels of emotional intelligence and provided a link between EI and effective work performance. For this study, 20 Male executives (out of 200) from a public sector manufacturing company in Haridwar and a public sector power generation company in Rishikesh of Uttarakhand State (India) were selected on random basis. The findings of the study revealed that executives having higher emotional intelligence showed better quality of work performance as compared to their counterparts

**Jadhav and Mulla (2010)** studied the impact of emotional intelligence on job performance and the moderating role of job characteristics (i.e., interpersonal interaction) on the relationship between EI and job performance. The sample included 101 working executives in the manufacturing unit of a large pharmaceutical company in Mumbai, India. Analysis of the data showed no significant relationship between EI and job performance for the entire sample. However, for individuals having high interpersonal interaction on their jobs, EI was significantly related to job performance. On the hand, for individuals having low interpersonal interaction on their jobs, EI was not related to job performance.

**Afolabi et al. (2010)** in a study on Nigerian Police officers examined the effect of EI and gender on job performance. The results of the research showed that police officers with high EI are more satisfied and perform better than those with low EI

**Feizi, Shahbahrami, and Azhandeh (2011)** examined the relationship between manager's emotional intelligence and their conflict management strategies. This study comprised a population of 103 administrators in Iran university of Medical Sciences. The results revealed no correlation between emotional intelligence and control strategy. A positive correlation was found between EI and conflict resolution strategy while the correlation between EI and conflict avoidance strategy was negative. The findings suggest that manager's EI can be considered as an important factor in recognizing conflicts and adopting strategies for conflict management in organizations.

**Lindebaum and Jordan (2012)** disputed the notion that emotional intelligence improves all types of work performance and argued that there is a complex relationship between EI and work performance in which both task and context play a role. They collected data from a sample of 55 project managers in UK construction industry using a cross-sectional survey design. Findings suggested that project manager's levels of EI are linked to most relational performance dimensions. However, project manager's EI was not associated with cognitive task related performance dimensions. These findings significantly advance our understanding of how the constructs of EI and project manager performance relate in a given context. Managers who work in contexts that are person-oriented or those that deal with tasks that are interpersonal in nature potentially benefit from EI.

**Muhammad Naim Bin Jurit and Mahmoud Khalid Almsafir (2013)** studied the relationship between EI components and job performance. The study investigated the relationship between EI which consists of four components: self-emotional appraisal, others' emotional appraisal, regulation of emotion, use of emotion, and job performance on 100 respondents in Fibre comm Network (M) Sdn Bhd. Results showed that there is a strong significant relationship between EI components and job performance.

**Deshmukh and Madhur (2014)** examined the relationship between emotional intelligence and job performance of employees working in IT sector in Pune city, India, by focusing on the important aspects like attitude & behavior. The results suggested that emotional intelligence is significantly related with individual attitude and behavior and ultimately job performance.

**Hopkins and Yonker (2015)** investigated the critical relationship between emotional intelligence abilities and conflict management styles in the workplace. The study encompassing 126 participants indicated that the EI abilities of problem solving, social responsibility, and impulse control were the most directly related to how participants managed conflict at the workplace which has practical implications for management development purposes.

**Shalini Srivastava et. al.(2016)**examined the impact of demographic variables on the level of emotional intelligence and job burnout, among the employees of private sector organizations located in Delhi and NCR. It was found that there was no significant relationship between emotional intelligence and job burnout with respect to demographic variables, namely, age and gender

**Akhtar W et. al., (2017)** studied the moderating role of perceived organizational support in the relationship between EI and job performance among the bank employees in Islamabad. The result of the study revealed that the emotional intelligence has a positive impact on job performance and also reveals that the relationship between emotional intelligence and job performance will be stronger when Perceived Organizational Support is high.

**Simarjeet Makkar and Sriparna Basu (2017)**investigated the impact of EI on the workplace behavior of the employees in the Indian banking sector. The employees from six banks were selected for the study, three public sector and three private sector banks in Mumbai are included for the study. Their study aimed to analyze the impact of EI on work place behavior of the employees in the banks and also compared the behavior of the public sector bank employees with private sector bank employees. They found

that there is a strong relationship between emotional intelligence and workplace behavior of employees and also there is significant difference between the employees' behavior of public sector and private sector banks.

### **1.6 Research Amplifications:**

Emotional Intelligence is one major element which is having its influence either in personal or in organizational life too.so to manage EI, it is required for everyone to concentrate on four attributes of EI. (Self management, self awareness, social awareness, and relationship management.) Especially here will define in the context of banking sector, which is a service industry. The concentration in service oriented organizations either it is a private sector or public sector bank, EI has its own strength. As the organizational climate, working nature, customer relationships all will play an important role in managing the organization. With LPG concept, every organization is being stressed and has become competitive to make themselves satisfied to reach customers.

For instance if you take an example of two banks(ICICI,BOB) from private sector, and public sector, in present era the two banks are almost in similar stage in its operations like customer relations, ,reachability satisfaction towards customers, Stress, concentrating in growth perspectives and so on.

### **1.7 Findings:**

Based on a empirical research at a minimal level in a concentrative branches in Hyderabad region, which I have taken for understanding EI Levels in the above banks, it is shown that 78% of the employees in BOB are satisfied towards work environment, while it is shown that 65% of the employees in ICICI are at satisfied level towards work environment.

It is also observed that the EI levels of BOB Employees are at moderate level, and for the employees in ICICI are also at moderate level. To give more analyzation about this, many factors will come into picture. The factors considered are relation with superiors/subordinates, working abilities, correlation towards inter-departments, stress levels in the organization, growth and support, scope for improvement.

Based on the findings, it is clear that both the organizational employees are not having high EI levels, the reasons are highly varied from one to another, but its highly required to manage EI levels, because managing EI at organizational levels will provide many benefits not only for the employees for the organizations too.

## **II. CONCLUSION**

To summarize the topic, EI management is highly required for managing the people and organization too. For the same, it is essential on their own parts they need to concentrate on essential attributes of EI. Concentration on the four essential areas will give a clarified picture of all the required areas for management of self and others too. To meet the expectations in 21<sup>st</sup> century, many factors need to be considered and need to be managed.one such a element which requires to be managed all the times is EI.

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