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## THE EVOLUTIONARY PATH OF EMOTIONAL INTELLIGENCE

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### Abstract

The concept of emotional intelligence has been developing since early 20<sup>th</sup> century with Thorndike introducing the concept of social intelligence. It has gained importance as organisational leaders have learnt that emotional intelligence leads to success and growth of the organisation. This has led to significant research efforts towards defining, understanding, and measuring emotional intelligence. Several models are developed to explain emotional intelligence and there is a need to synthesis these and present the evolutionary path of emotional intelligence. The vital milestones in the development of emotional intelligence concept which have led to the present time emotional intelligence models are chronicled by reviewing the literature.

**Keywords:** emotional intelligence, emotions, evolution, EQ, social intelligence

### Introduction:

The contribution of intelligence quotient to success is said to be 20% whereas the remaining 80% is attributable to emotional intelligence (Goleman, 1995). Understanding one's and other's emotions, managing, and using the emotions related information for better relationship management is being given more importance than just having IQ, skills, and knowledge. The term has evolved and grown over decades by the contributions of plethora of scholars, researchers, neurobiologists, psychologist etc who have focused on the skills, abilities, traits, competencies needed to process and use emotional information, leading to success in professional life, higher performance, better leadership, personal fulfilment, and happiness in relationships.

There are significant research efforts towards defining, understanding, and measuring emotional intelligence. Several models and theories of emotional intelligence are developed which explain emotional intelligence with different prescriptive and there a contentious debate on conceptualisation, validity of emotional intelligence construct, how it should be defined, measured and the model to be adapted by the researchers

(Qualter et al., 2007) (Zeidner et al., 2008) (Fotopoulou et al., 2021). Hence a conceptual paper is presented which unveils the evolutionary path of emotional intelligence with a purpose to synthesis the developments and models of emotional intelligence. Doctoral thesis, research articles from reputed journal from EBSCO, Science direct, Emerald insight, etc are reviewed to throws light on the important milestones, contributors, definitions, models, measures, and variables of emotional intelligence

### **Objectives:**

- To study the evolution of emotional intelligence.
- To analyse the various models of emotional intelligence
- To identify the variables of the chief emotional intelligence models.

### **Emotional intelligence in ancient Indian literature**

The essence of emotional intelligence can be traced back in Bhagavad Gita though there isn't any mention of the word emotional intelligence. When emotionally disturbed Arjuna is guided by Shri Krishna, the link between attachment, desire, unfulfillment of desire, anger, delusion, indiscriminate action to misery is explained. From Gita one can understand that the way to emotional stability is sort through remaining unattached to the fruits of action. It is explained here how being unattached to the fruits of action is the step to 'Sthithapragnya' – the emotionally stable person. Krishna preaches how one should control and guide emotions while in challenging situations to take right decisions along with diagnosing the root cause of the emotional disturbances (Gayathri & Meenakshi, 2019).

### **Early works on emotions and intelligence**

In the 19<sup>th</sup> century many researches took place regarding emotions, among which were the works of Darwin, Charles R. (1872) 'The Expression of Emotion in Man and Animals', James, William (1884) 'What is an emotion?', Lange, Carl G. (1885) 'The Emotions'. There were symposiums like the Wittenberg Symposium on Feelings and Emotions in 1927. In 1929 J. B. Watson, considered as the father of behaviourism, presented behaviourist theory of emotion. In 1930s Edward Thorndike put forward the concept, social intelligence (Kanesan & Fauzan, 2019). He explained it as an ability by which one understands one's and others internal states, motives and behaviours which helps to maintain better relations with others. In the year 1935, The Vineland Social Maturity Scale was developed by Edgar Doll, an Australian Psychologist, to assess social competence (Doll, 1935). In 1941, Duffy developed a behaviourally oriented theory of motivation, she stated that an extreme of motivation or energy is what we term as emotion. Researchers started research on relationship of emotions with thought (Dhani & Sharma, 2016).

David Wechsler in 1943 wrote about non-intellective intelligence, he insisted that until measures of non-intellective factors (affective and cognitive abilities) are included in the test total intelligence cannot be measured. More theories on emotions emerged from researchers like Robert Leeper, Arnold Magda, Lindsley Donald, Young, Dalbir Bindra, Robert Plutchik and Stanley-Jones. During 1950s drew attention by Abraham Maslow suggesting that emotional strength can be build. There were also researches in the area of affect,

cognition, behaviour by scholars like C. E. Izard. Yet another milestone was Dr. Howard Gardner's Multiple Intelligence concept, in which he changed the earlier thinking that people are born with a uniform cognitive capacity which are easily measurable. Among the nine intelligences (linguistic, logical-mathematical, musical, visual, bodily-kinaesthetic, naturalist) introduction of inter and intra personal intelligence led to the emergence of emotional intelligence. According to Gardner "interpersonal intelligence denotes a person's capacity to understand the intentions, motivations, and desires of other people and, consequently, to work effectively with others" and "intrapersonal intelligence involves the capacity to understand oneself, to have an effective working model of oneself including one's own desires, fears, and capacities and to use such information effectively in regulating one's own life" (Gardner, 2000).

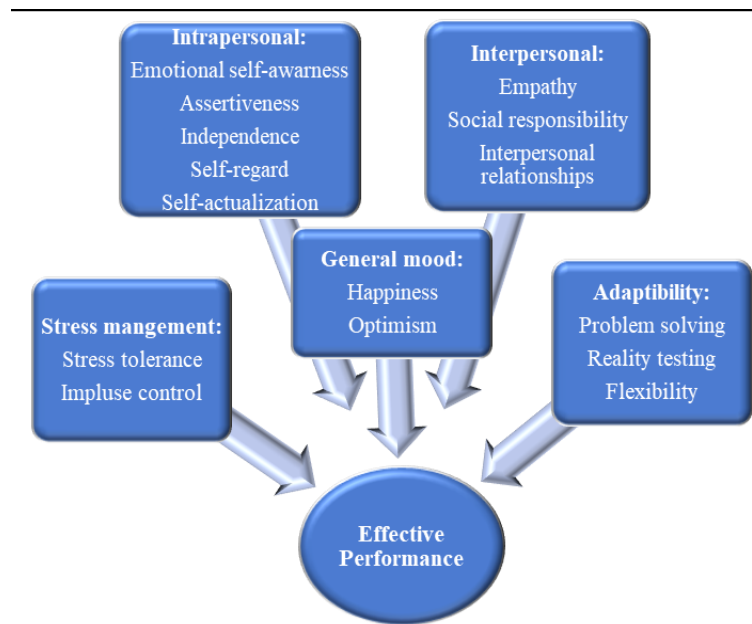
### **Conception of Emotional Intelligence**

It was in 1985, Wayne Leon Payne used the word emotional intelligence in the Doctoral dissertation 'A study of emotion: developing emotional intelligence; self- integration; relating to fear, pain and desire'. He starts his abstract with "This project demonstrating excellence introduces the concept of emotional intelligence, a faculty of consciousness hereto overlooked." In his thesis apart from explaining the nature of emotions and providing concepts relating to emotional intelligence, Payne guided regarding methods and tools for developing emotional intelligence (Payne, 1985). The word emotional quotient was published in an article by Keith Beasley in 1987 published in Mensa Magazine (Beasley, 1987). With this research on brain, emotions and cognition also intensified (Dhani & Sharma, 2016). There are several models of emotional intelligence, which can be classified into three categories based on the construct definition and measurement viz., Trait Emotional intelligence, Ability emotional intelligence and Mixed models Emotional intelligence. The trait models define and measure emotional intelligence as personality traits, like the Petrides model, Bar-on model. The ability model defines and measure emotional intelligence as abilities of individuals to manage one's and others' emotions, like the Mayer's model. The mixed models define and measure emotional intelligence as set of abilities, skills, traits, and competencies related to emotions, like Goleman's Performance model.

### **Bar-On's EI Model**

Reuven Bar-On used the term Emotional Quotient (EQ) in his doctoral dissertation in 1988. He defined emotional intelligence as "an array of non-cognitive capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures" (Bar-On, 2006). The dimensions of EQ were interpersonal skills, intrapersonal skills, adaptability, stress management and good mood which lead to effective performance as depicted in figure 1. Bar-on developed the Emotional Quotient Inventory (EQ-i™), a self-report which gives 360-degree assessment and The Emotional Quotient Inventory 2.0 (EQ-i 2.0) (Bar-on, 2011).

Figure 1 Bar-On's Mixed Model

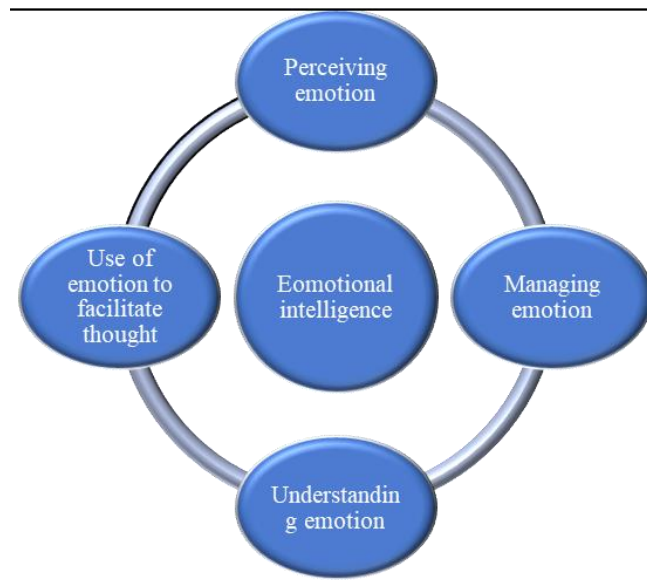


Source: based on Bar-On, R., & Parker, J. D. A. (Eds.). (2000). *The handbook of emotional intelligence: Theory, development, assessment, and application at home, school, and in the workplace*. Jossey-Bass.

### Salovey and Peter's Ability Model

Emotional intelligence gained momentum in 1990 when university two Professors and Psychologists, Peter Salovey who was studying emotions and behaviour and John Mayer who was studying the link between emotions and thought, conducted research to develop ways to scientifically measure the abilities regarding emotions and explore the significance of emotional intelligence. In their research they found that there were differences in the ways people identify their and others feeling and people who were better in this ability were good at solving problems concerning emotional matters. They published a landmark article 'Emotional Intelligence' in the Journal *Imagination, Cognition, and Personality*. They defined emotional intelligence as "Form of social intelligence that involves 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 action" (Mayer & Salovey, 1993). Salovey and Peter conducted a number tests relating to emotional clarity, ability to accurately perceive, understand, and assess others' emotions. They developed two tests to measure the emotional intelligence under ability model. The ability model of Salovey and Peter offered a framework of emotional intelligence consisting of the hierarchal abilities to identify the emotions, integrate emotions into thought process, process and regulate the emotions in self and of others (Salovey & Mayer, 1990). Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) performance-based assessment and Self-Report Emotional Intelligence Test (SSEIT) self-report, are used to measure the level of abilities shown in figure 2 (Brackett & Salovey, 2006) (Palmer et al., 2005) (Mayer et al., 2001).

Figure 2 Salovey Peter Ability Model



Source: based on Mayer, J. D., Caruso, D. R., & Salovey, P. (2016). *The Ability Model of Emotional Intelligence: Principles and Updates*. *Emotion Review*, 8(4), 290–300.

### Goleman's Competencies Model

In 1992 Daniel Goleman, a writer, doing research on emotions and emotional literacy was granted consent to use the word emotional intelligence. It was in 1995 that emotional intelligence got its popularity when Daniel Goleman's book 'Emotional Intelligence Why It Can Matter More than IQ?', got published. In this book he mentioned that IQ is not sufficient and it is the EQ which helps in success, this book made the cover of the Times Magazine and also became the best-seller world-wide. Goleman refined the mixed model and defined emotional intelligence as, "the ability to motivate oneself and persist in the face of frustrations; to control impulse and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to empathize and to think" (Goleman, 1995). In 1998 Goleman published 'Working with Emotional Intelligence' in which he stated that among the competencies essential for performance, 67% were related to emotional intelligence, especially for leadership (Goleman, 1998). He viewed emotional intelligence as learned competencies which can be developed and presented EI Competencies Model (which is a mixed model) consisting of twenty-five skills, abilities and competencies. Daniel Goleman proposed a model consisting of four sub-constructs of emotional intelligence, self-awareness, self-management, social awareness, relationship management shown in figure 3. Emotional intelligence based on Goleman's model can be measured by Emotional Competency Inventory (ECI), Emotional Intelligence Appraisal (EIA), Work Profile Questionnaire Emotional Intelligence Version (WPQei). Goleman continues to publish books like *The Brain and Emotional Intelligence New Insights* 2012, *Primal Leadership, Unleashing the Power of Emotional Intelligence* 2013.

Figure 3 Goleman's Competencies Model



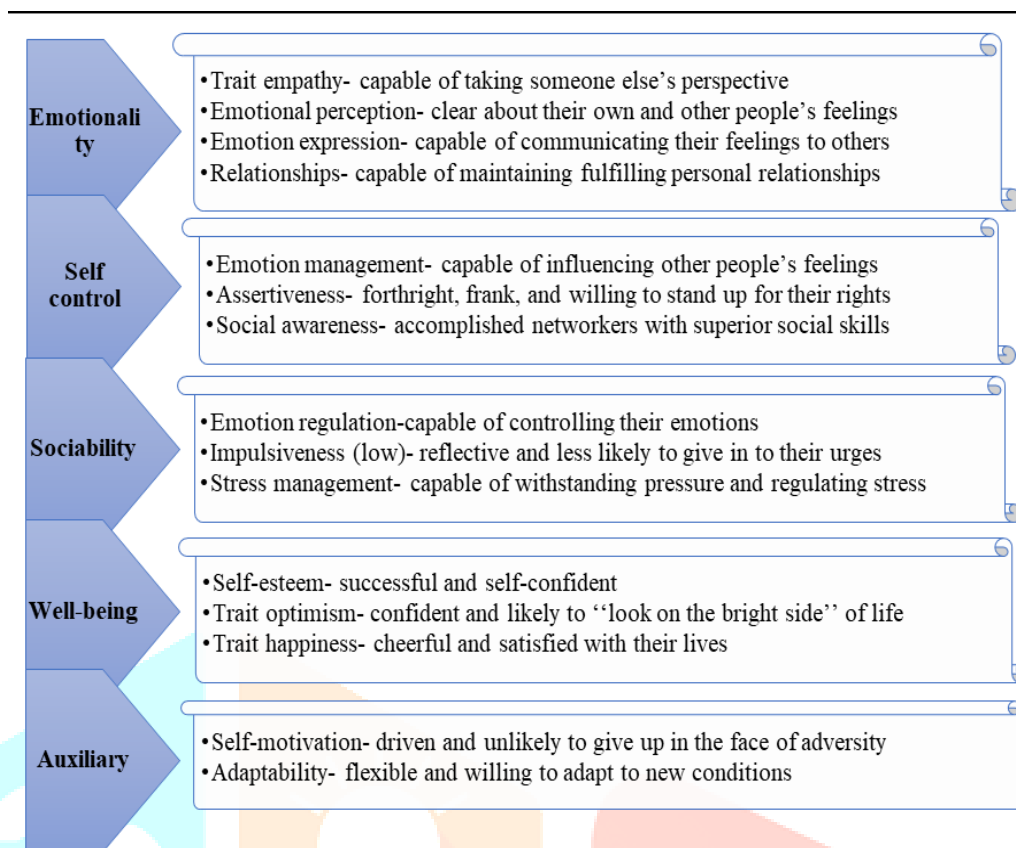
Source: based on Goleman, D. (1995). *Emotional Intelligence*, New York, NY, England. Bantam Books

### Petrides Trait EI

Konstantinos V. Petrides and Adrian Furnham explained that emotional intelligence can be understood as a combination of self-perceived abilities and the tendency to behave (Petrides & Furnham, 2001). Hence, they argued that personality dimension need be used to measure emotional intelligence and proposed the Trait EI which defines emotional intelligence as “a constellation of emotional self-perceptions located at the lower levels of personality hierarchies”(Petrides, 2011). Figure 4 shows the fifteen domains constituting to the trait emotional intelligence. The trait emotional intelligence is measured by Trait Emotional Intelligence Questionnaire (TEIQue) which is a self-report.



Figure 4 showing the domains of Trait emotional intelligence



Source: based on Petrides, K. V. (2010). Trait Emotional Intelligence Theory. *Industrial and Organizational Psychology*, 3(02), 136–139.

There are various others models of emotional intelligence like the Genos model, Chadda and Singh’s model, etc shown in the Table No. 1

Table No 1 The list of facets of emotional intelligence models

<b>Bar-On Model</b>				
<b>Intra-personal</b>	<b>Interpersonal</b>	<b>Adaptability</b>	<b>Stress management</b>	<b>Self-motivation</b>
Self-regard	Empathy	Reality testing	Impulse control	Happiness
Emotional self-awareness	Social responsibility	Flexibility	Stress management	Optimism
Assertiveness	Interpersonal relationships	Problem solving		
Independence				
Self-actualization				
<b>Mayer's Model</b>				
<b>Perceiving</b>	<b>Facilitating</b>	<b>Understanding</b>	<b>Managing</b>	
Faces	Sensations	Changes	Emotional management	
Pictures	Facilitation	Blends	Emotional relationships	
<b>Goleman's Model</b>				

Self-awareness	Self-management	Social awareness	Relationship management
Emotional self-awareness	Emotional self-control	Empathy	Inspirational leadership
Self-assessment	Transparency	Organisational awareness	Developing others
Self confidence	Achievement drive	Service orientation	Influence
	Adaptability		Change catalyst
	Initiative		Conflict management
	Optimism		Teamwork and collaboration

### Petrides Model

Emotionality	Self-control	Sociability	Well-being	Auxiliary
Trait empathy	Emotion regulation	Emotional management	Trait happiness	Self-motivation
Emotion perception	Impulsiveness	Assertiveness	Trait optimism	Adaptability
Emotion expression	Stress management	Social awareness	Self-esteem	
Relationships				

### Genos Emotional Intelligence Model

Emotional self-awareness	Emotional awareness of others	Authenticity	Emotional reasoning	Self-management	Positive influence
Disconnected or Present	Insensitive or Empathetic	Untrustworthy or Genuine	Limited or Expansive	Temperamental or Resilient	Indifferent or Empowering

### The Four Cornerstones Model

Emotional literacy	Emotional fitness	Emotional depth	Emotional alchemy
Practical intuition	Trust resilience,	Unique potential and purpose	Intuitive flow
Emotional honesty	Authenticity	Commitment accountability consciousness	Reflecting
Emotional energy	Renewal	Applied integrity	Creating the future
Emotional feedback		Influence without control	Opportunity sensing

### Emotionally Intelligent Leadership Model

Drivers	Enablers	Containers
Motivation	Self-awareness	Conscientiousness
	Intuitiveness	



	Emotional resilience			
<b>Singh and Chadda's Model</b>				
<b>Emotional competency</b>		<b>Maturity</b>		<b>Sensitivity</b>
Tackling emotional upset		Self-awareness		Understanding the threshold of emotional awareness
High self esteem		Developing others		Empathy
Tactful response to emotional stimuli		Delaying gratification		Improving interpersonal relationships
Egoism		Adaptability and flexibility		Communicability of emotions
<b>Rafael Bisquerra Alzina and Núria Pérez Escoda's Model</b>				
<b>Emotional awareness</b>	<b>Emotional regulation</b>	<b>Emotional autonomy</b>	<b>Social competence</b>	<b>Skills for life and well-being</b>
Being aware of one's own emotions	Awareness of the interplay between emotion, cognition, behaviour	Self-esteem	Master basic social skills	Adaptive Goal Setting
Give names to emotions	Emotional expression	Self-motivation	Respect for others	Decision-making
Understanding the emotions of others	Emotional regulation	Positive attitude	Practice receptive communication	Seek help and resources
	Coping skills	Responsibility	Practice expressive communication	Subjective well-being
	Competence to self-generate positive emotions	Emotional self-efficacy	Sharing emotions	Flow
		Critical analysis of social norms	Pro-social behaviour and cooperation	Active, civic, responsible, critical and committed citizenship
		Resilience	Assertiveness	
			Conflict prevention and resolution	
			Ability to manage emotional situations	

Source: Author

As similarities and conceptual overlaps can be seen in the emotional intelligence models (Fotopoulou et al., 2021), researchers can align the above variables and develop a model of emotional intelligence. An exploratory factor analysis of the data from a substantial sample size can help cluster correlating indicators and variables to provide an inclusive emotional intelligence model.

## Conclusion

Emotional intelligence has evolved over the years to gain the present importance. It was the efforts of psychologists, neurologist, researchers which brought an understanding that emotions can be used for better, in contrast to the early philosophers' perception that emotions were hindrance to right action (Solomon, 2010). Many empirical studies have shown that emotional intelligence has its influence on human behaviours, work performance, achievements, satisfaction, well-being, social life, leadership, organisation performance etc. Attempts continue in understanding, implementing, developing measures and gathering empirical evidences relating to emotional intelligence. This article presents the evolutionary path, various models and variables to aid the same.

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