



# Emotional Intelligence And Its Related Consequences In The Workplace

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**Abstract:** It has always been fascinating how human emotions control the actions and behaviour of individuals and groups either consciously or subconsciously. Research has validated that the human brain can at a point be impacted up to 90% solely by emotions, thus making it significant to be included in behavioural sciences research. In the past 3 to 4 decades Emotional Intelligence (EI) has made its way to other fields as well. Management studies are one of the fields that have started considering Emotional Intelligence to be important while dealing with the human resources of an organization. Emotional Intelligence when understood and trained as per requirement can have psychological impacts on individuals and can develop better workplace efficiency. Despite this being, a relatively new dimension of the study, a significant number of researches have been carried out to establish the relationship and effects of emotional intelligence on an individual and their surroundings. Ever since its scientific validation, many organizations have started to invest in EI orientation and training of the workforce to properly channel the emotional commitments of employees towards organizational goals. This abstract presents, emotional intelligence and its consequences in the workplace context as it plays a significant role in shaping workplace dynamics and outcomes. The study aims to highlight how EI can be introduced as a measure of productivity and an influential factor in overall organizational goals. The study is descriptive in nature and uses secondary data to present a composition of various studies. The composition further concludes with a positive relation between Emotional Intelligence and Workplace dynamics as better EQ in an organization was seen in better goal achievement in the workplace.

**Keywords:** *Emotional intelligence, organization, psychological impact, workplace, workplace efficiency*

## I. INTRODUCTION

Mental and behavioural responses in humans are a dynamic field of study. For decades organisations have tried to understand the workforce to utilize its efficiency better. Many remarkable researches have been done and significant contributions have been made so far. One of the important aspects of human behaviour is emotional intelligence. Emotional intelligence (EI) is the psychological ability of an individual that enables them to receive, process, and express their emotions and feelings to others and also to understand the emotions of other individuals. It encompasses a range of skills and competencies that contribute to better interpersonal relationships, effective communication, and successful navigation of social situations. The aspects of emotional perception, understanding, facilitation, and management collectively contribute to an individual's Emotional Intelligence. In short, the Emotional intelligence of an individual helps them to control their feelings. It can be measured as the Emotional Quotient (EQ) of an individual.

The concept of emotional intelligence was first introduced by John Mayer and Peter Salovey in 1990 in their Journal article "Emotional Intelligence" and they presented with an empirical model demonstration of how Emotional intelligence can be tested as a mental ability.

The term was later popularized by Daniel Goleman in 1995, a prominent researcher in the field who developed a keen interest in the works of Salovey and Mayer and came up with his ideas in the form of his internationally best-selling book named “Emotional Intelligence: Why It Can Matter More Than IQ”, where his key premises concluded that cognitive Intelligence (IQ) is not the only factor that commands workplace success but also the Emotional intelligence (non-cognitive skills) are of equal importance. Goleman categorizes Emotional intelligence as a set of skills rather than a personality trait. He also describes emotional intelligence as consisting of five key components: (Goleman D. , 1995)

- **Self-awareness:** Self-awareness refers to the ability of recognizing and understanding the emotions of one’s own self.
- **Self-regulation:** Self-regulation entails the ability to manage and control those emotions appropriately
- **Motivation:** Motivation pertains to the drive to achieve goals and the ability to remain optimistic in the face of challenges.
- **Empathy:** Empathy involves understanding and sharing the emotions of others
- **Social skills:** social skills encompass effective communication and relationship-building.

Since the introduction of the term in 1990 by Peter Salavoy and John Mayer the term was researched and redefined by many and its use has been discovered in many areas of life.

## II. LITERATURE REVIEW

**Mayer and Salovey (1990)** first introduced the concept of Emotional Intelligence and introduced it as a tool to monitor an individual’s emotional response to discriminate it from that of others, They created the original model of Emotional Intelligence, and they found three major components in this construct. Later **Neubauer and Freudenthaler (2005)** developed the new Models of Emotional Intelligence and validated its practical application on its subjects. **Nikolaou and Tsaousis (2002)** explored the effects of Emotional Intelligence on stress and commitment levels of the workforce in an organization. **Goleman (1995)** addressed Emotional Intelligence as a set of skills that vary from one individual to another. Taking up on the work of Mayer and Salovey, Goleman has made significant contributions to better understanding how EI impacts the decision-making skills of individuals. **Cooper (1997)**, contributed to the four cornerstone models for applying Emotional Intelligence in the workplace. He highlighted emotional literacy, emotional fitness, emotional depth, and emotional alchemy as very significant.

## III. RESEARCH OBJECTIVES

- To examine the concept of emotional intelligence and its inception.
- To understand the various ways in which workplaces can collaborate with Emotional Intelligence to achieve their organizational goals.
- To highlight the merits and demerits of emotional intelligence and its impact on workplaces.

## IV. RESEARCH METHODOLOGY

### 4.1 Research Methodology of the study:

This research uses the following methodology:

- Research design:** the study involved descriptive research design.
- Data collection technique:** the data collected for this research was obtained from secondary sources (journal articles, research papers, and books)
- Data Analysis:** A descriptive and comparative analysis has been done considering a few research works on emotional intelligence carried out by different researchers and scholars to establish correlations between emotional intelligence and workplace consequences. A brief conclusion has been drawn from these studies.

## 4.2 Theoretical Framework of the study:

The following framework has been based on various research works and publications by eminent scholars and researchers. Their objectives and findings have been analyzed and an attempt has been made to draw conclusions from their areas of research. The attempt has been made from three different areas to understand the consequences of Emotional Intelligence in the workplace namely:

- Emotional intelligence and its relation with individual,
- Emotional Intelligence and its relation with organizational setup and the employees working in that setup, and
- Lastly the effects of Emotional Intelligence on the workplace

The correlation of all three aspects has been highlighted by extracting a combined conclusion based on individual aspects by citing various studies. these aspects can work as the structure to guide the organizations to practice and assimilate Emotional Intelligence in their systems as a productivity-enhancing tool.

### 4.2.1 Emotional intelligence and its relation with individuals:

A Research paper submitted by Manikandan and Sasikumar presented a model categorizing Individuals with low and high Emotional Quotients also known as Emotional intelligence. They laid out various characteristic traits that highlight whether the EI of an individual is on the positive (higher) side or negative (lower) side.

They also highlighted various dimensions of Emotional intelligence and explained how these aspects portray the Caliber of emotional intelligence in an individual. The dimensions are as follows:

- Inter-personal
- Adaptability
- Stress management
- General mood
- Intra- personal

Lastly, they also suggested ways in which organizations can incorporate Emotional intelligence in their processes of hiring, training, planning, etc, to achieve success. (B.Manikandan & R.Sasikumar, 2017)

Another contribution by the eminent scholar and researcher Daniel Goleman along with Cary Cherniss was in the book “The Emotionally Intelligent Workplace” published in 2001. Research study undertaken by them has shown that “emotional intelligence plays a crucial role in various aspects of life, including personal well-being, professional success, and interpersonal relationships. Individuals with higher levels of emotional intelligence tend to exhibit better conflict resolution skills, leadership abilities, and overall emotional well-being”. (Goleman, chernissl, & & Danie, 2001)

When talking about empirical research in the field of emotional intelligence Dr. Travis Bradberry and Jean Greaves have done an exemplary job with their book “Emotional Intelligence 2.0”. It is so far the most extensive primary study done in the particular field. Their study includes over 500k individual which makes their book a rich resource. Their findings highlight the EQ patterns within the culture, Generations/ages, gender, etc.

They have also developed their very own EQ assessment exercise for the website “Talent Smart”, where the individual can assess their EQ level across various aspects and can evaluate themselves with high or low scores. It is a Self-help guide in the field of emotional intelligence. The assessment also Provides Instructions and recommendations to improve the areas in which an individual scores less or low on their EQ. (Greaves, 2009)

#### 4.2.2 Emotional Intelligence and its relation with organizational setup and the employees working in that setup:

Through primary research done on organizational setups, Christopher Miners and Cote Stephane established the association between emotional intelligence and job performance. The results highlighted that the performance of an individual becomes positive when they can channel their cognitive and emotional intelligence in a positive manner. They state emotional intelligence is not only important for individual growth but also for organizational success.

“Leaders and employees who possess high emotional intelligence can foster positive work environments, enhance team collaboration, and contribute to improved job satisfaction and performance” (Cote & Miners, 2006).

In this particular aspect, Goleman contributes with yet another study in his book “Working with Emotional Intelligence” (Goleman D. , 1998), this being his second contribution to the field. This book heavily focuses on how Emotional Intelligence can be applied in the sphere of the workplace. It highlighted on professional aspect and offered a lot for managers, leaders, and collective organizations to learn. He talked about organizational culture and the Pivotal role Emotional intelligence plays in implementing change in an organization. His work in this particular aspect is divided into five subgroups where he tried to explain through case scenarios that feature bosses, CEOs, and managers and their significant role in implementing Emotional Intelligence practices in organizations and inculcating the same in themselves. He has linked brainwave concepts like stress, impulse control, and hormones with Emotional Intelligence.

#### 4.3 Effects of Emotional Intelligence on the Workplace:

Annie McKee, Richard Boyatzis, and Frances Johnston Introduced the concept of Emotional Intelligence and its role in shaping leaders and managers through their work “Becoming a Resonant Leader”. Through their work, they tried to establish the fact that EI fosters a supportive work environment conducive to higher engagement levels. It aims at helping leaders to manage teams’ and Organisations’ emotional content. The book includes in-depth explanations and recommendations for becoming an emotionally intelligent equipped leader. It also provides an interactive exercise for understanding one’s own leadership strengths and values and also provides guidance for developing action plans for intentional change. (Annie Mckee, 2008)

The Mayer and Salovey (1997) four-branch model of emotional intelligence (EI) abilities describes the effect of these abilities in the job satisfaction and engagement of the employees in the workplace. The study highlights four major qualities namely: perception of emotions, facilitating thinking using the emotions, understanding the emotion and lastly managing those emotions in oneself and others.

Later in 2002, an extension in this particular area of study resulted in a model to measure EI called the (MSCEIT) or the Mayer-Salovey- Caruso Emotional Intelligence Test. It is a test comprising 8 tasks, each measuring scores based on the four emotional abilities.

### IV. CONCLUSION

Research works undertaken in the field of emotional intelligence have consistently shown that high EI among employees results in improved interpersonal relationships, workplace communication effective leadership, and improved decision-making abilities. It also impacts an employee’s workplace engagement. Individuals with higher EI tend to demonstrate better adaptability and resilience, contributing to a positive work environment. Moreover, organizations that consider emotional intelligence in their recruitment and development strategies achieve benefits such as increased job satisfaction, long-term employee engagement, and overall organizational performance. Organizations composed of highly emotionally intelligent members are better equipped to handle conflicts, communicate effectively, and achieve higher productivity levels.

On the contrary, the lack of emotional intelligence can lead to inefficient conflict resolution, obstacles in communication, and overall poor team performance. Employees with lower EI may struggle to manage stress, hindering their professional growth and overall well-being. In conclusion, the integration of

emotional intelligence into workplace practices can foster a positive environment, leading to improved outcomes at both the individual and organizational levels.

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