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Research Paper

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“Role Of Emotional Intelligence In Setting The Tune Of Organizational Effectiveness” – ‘Prerequisite For The New Age Corporate Employees’.

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ABSTRACT:

The emotions of the human beings are the most critical element to understand and interpret. Managing emotions of the people working in the organization is the most complex and one who succeeds in this can succeed everything and that organization becomes enriched with emotional intelligence. No two people will have the same emotions and feelings; despite of this organizations drive their workforce towards the shared vision. In present world of cutthroat competitive generation, age of Artificial Intelligence also emotions and feelings are going to play a significant role. People are the asset to any organization and these organizations depends on the capabilities of their manpower. But these people at work are tending to emote in various ways on various occasions. Taming the employee behaviour becomes easy when the employer masters in managing the emotional intelligence at work place. This becomes important when the employer is serious about bringing changes in the organization and setting goals for the future requirements. Efforts were made in this paper to bring out some of the indispensable facts about the concept of emotional intelligence with relevant examples.

Key Words: Emotions, emotional intelligence, cutthroat competitive generation, emotions, feelings, shared vision, manpower

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1. Introduction

In 1990, Peter Salovey of Yale and John Mayer of the University of New Hampshire. Mayer and Salovey proposed the first definition of what they called "emotional intelligence." Emotional intelligence is the ability to perceive, assess, and manage one's own and others' emotions. Daniel Goleman's groundbreaking work on emotional intelligence categorises leadership competencies into four areas: self-awareness, self-management, social awareness, and relationship management. Employers value employees who demonstrate emotional intelligence (EI) when dealing with everyday political, social, and often emotionally charged inter-personal interactions and relationships that affect workplace performance. Managers face the challenge of providing employees with the appropriate Emotional Intelligence skills when recruiting them.

Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

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A more emotionally intelligent workforce is more likely to build stronger customer relationships, whether through direct interactions or the development of new products and services. I believe that high emotional intelligence results in greater honesty and authenticity. These characteristics have far-reaching, positive implications for both the business and the workforce."Howard Davies, COO and Major Program Director at Freeformers.

Objectives:

The following are the objectives of the study:

1. To know the concept of emotional intelligence
2. To understand the implications emotional intelligence on organizational effectiveness
3. To provide suggestions after the detailed study of the subject

2. Methodology

The paper was mainly prepared with the help of secondary data which is been collected from various sources like books, magazines, internet and other sources.

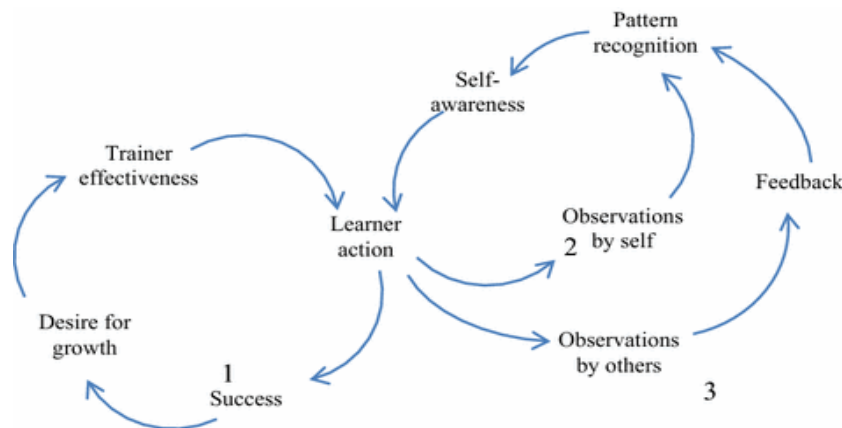
3. Review of Literature

Matthews (et al., 2002) described emotional intelligence as a widely discussed topic in the field of psychology, and it has received all-embracing media attention over the last two decades. According to Salovey and Mayer (1990), emotional intelligence is a set of skills that are thought

to help with the appraisal of emotions in oneself and others. It can also contribute to effective regulation of emotions and feelings. Ramsey and Leberman (2015) used the self-awareness competency to investigate the perspectives of successful emotional intelligence trainers.

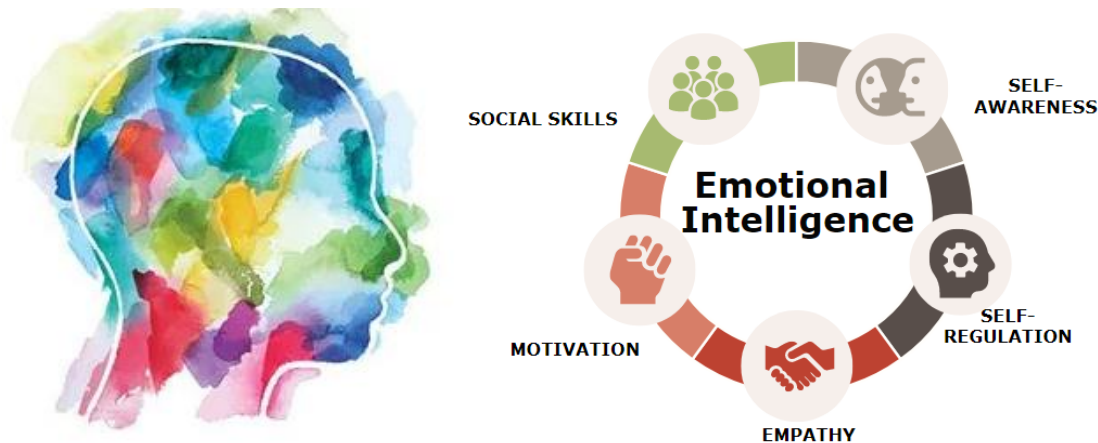
Causal Loop of Self-Awareness

In the study, the team looked at a process that they thought was important for emotional intelligence skills: the concept of a self-awareness causal loop diagram.



Source: <https://images.app.goo.gl/pAPSLzhrPtqBJosT8>

The diagram above explores a novel way of thinking, the idea that there is a link between various learning themes. This self-awareness growth model seeks to convey a comprehensive understanding of emotional intelligence training. The model provides a framework for starting a development process while allowing the trainer to incorporate his or her own skills and methods into the learning experience. The repetitive nature of this model provides insight into the sometimes chaotic nature of self-awareness development (Ramsey and Leberman, 2015).



Basic Components of Emotional Intelligence:

Social skills:

The most important aspect of understanding emotions is social skills, which allow people to communicate and interact with one another both verbally and nonverbally, through gestures, body language, and personal appearance in the social fabric. Humans are social creatures who have developed a variety of communication methods, including messages, thoughts, and feelings.

Self-awareness:

Self-awareness enables individuals to see themselves clearly and objectively through reflection and introspection. Self-awareness is widely understood, but its origins, precursors, and differences among individuals remain unknown.

Self-regulation:

Following self-awareness, another important aspect of emotions and feelings is self regulation, which is the ability to monitor and manage one's own energy levels, emotions, thoughts, and behaviours in acceptable ways that result in positive outcomes such as well-being, loving relationships, and education.

Empathy:

Empathy is a broad emotional state in which you can understand or feel what another person is experiencing from your own perspective. In other words, it is the ability to imagine oneself in another's shoes.

Motivation:

Motivation is a state of consciousness that includes desire and aversion. Motivation has two components: an objective aspect (a goal or thing to strive for) and an internal or subjective aspect (the person who desires the thing or wishes it would disappear).

Capgemini Study On Employee Emotional Intelligence:

AI and automation are redefining business and society by creating new opportunities and increased efficiencies. Employee and organisational focus on the distinct cognitive abilities of humans that machines just cannot match is growing as a result of this. One such area that AI and machines struggle to replicate is emotional intelligence, which makes it a crucial skill set in the modern world.

Key Findings on emotional intelligence survey conducted for Capgemini employees:

- Emotional intelligence (EI) will be regarded as a "must-have" skill by 74% of executives and 58% of non-supervisory employees:– In the next one to five years, 61% of executives and 41% of non-supervisory employees think it will become so.
- The demand for EI is predicted to rise up to six times on average:–The industry with the biggest increase in demand for EI skills will be financial services.– There will be a greater need for emotional intelligence (EI) skills due to the displacement of routine tasks, changing job roles, and the inability to automate certain tasks.
- Organisations now place more emphasis on developing EI skills at the senior level than at the non-supervisory level, despite the fact that automation and AI will affect all career levels:Only 26% of organisations give non-supervisory employees feedback based on their emotional intelligence (EI) skills. Organisations do not conduct enough training in developing EI skills for employees across grades, and especially for those in non-supervisory roles. Organisations do not adequately assess or hire non-supervisory employees based on their EI skills.
- Employers gain from having workers with high emotional intelligence quotients: Increased market share, lower attrition, higher productivity, and high employee satisfaction are among the top benefits for businesses. Benefits for employees include better health, less fear of losing their jobs, greater adaptability, and the protection of human jobs from automation.- Investing in EI skills can increase returns for organizations by up to four times.

- A road map for businesses to develop a workforce with increased emotional intelligence:-
Use an EI lens when promoting and rewarding talent - Modify recruitment processes to include EI evaluation - Customise existing learning programs to incorporate EI and make them accessible to all - Use technology and data to foster a high EI culture.

SUGGESTIONS:

- It is better if the organization of this age incorporate emotional intelligence among their learning initiatives.
- More results can be achieved by establishing leadership driven programs including EI training modules
- Incorporate coaching and action-planning process to all the employees working at various levels
- Assess EI of the employee and provide exclusive reward and recognition system.

4. Conclusion

Emotional Intelligence is the prime mover of the organizational effectiveness which can be tuned by understanding and implementing its concepts. Researchers are carrying studies across the globe on this very subject which has huge potential in influencing the organizations and people working in the corporate world. When a group member manages their emotions well, they can affect other members' emotional responses to specific actions; these influencers apply what they have learnt from the past. Emotional intelligence (EI) has gained attention in the workplace recently as a crucial factor in determining an organization's overall effectiveness, especially when dealing with teams.

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