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ROLE OF EMOTIONAL INTELLIGENCE FOR MANAGERIAL EFFECTIVENESS IN THE CORPORATE WORLD

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ABSTRACT

El is a dynamic force which acts as guide to professional success. It is far more powerful than IQ. Without exaggerating the role of reason or IQ we should learn to recognize our emotions, understand them, and handle them effectively. It can be distinguished from IQ by its emphasis on personal and social competencies like self awareness, persistence, etc. But it cannot be a replacement for ability, knowledge, or job skills. IQ is still important in workplace success since intelligence is paramount especially in jobs that require technical and conceptual ability. Many studies have concluded that emotional intelligence plays an important role in performing manager's job. It is assortment of non- cognitive skills, capabilities, and competencies that influence a person's ability to succeed in coping with environment demands and pressures. Successful top managers particularly in multinational corporations developed high levels of emotional intelligence. Emotional intelligence will help managers who understand the emotion and abilities of their employees. . Thus this article will give focus on measure of emotional intelligence, gender emotion, emotion of managers and dimension of emotional intelligence and managerial effectiveness

KEYWORDS

Emotional intelligence, Managerial Effectiveness, Corporate World, Dimensions, Intelligence Quotient, Gender , Emotions, Skills, Emotional Quotient, Measures.

INTRODUCTION

 Several studies identified that the person who is having high level of intelligence will develop the positive attitude and varieties of emotional dimension. Some people have severe difficulty in expressing their emotion and understanding emotion of others. Psychologist calls this alexithymia. It is called lack of emotions. People who suffer from this rarely cry and smile. Thus those people are not suitable to sales and managerial position. They are not suitable to sales and managerial position because of their attitude and expressions towards the situations. They are suitable and well effective performers particularly in the field of information technology

EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS

Emotional Intelligence has become a vital part of how today's managers meet the significant challenges they face. Emotional Intelligence can help leaders in fulfilling the difficult leadership roles in the middle of the "Talent War", especially at the highest levels in organisations, emotional intelligence can give developing leaders a competitive edge .Over the past decade, emotional intelligence has not only come into being as a credible psychological construct, but a large amount of data has been supporting that EI plays a significant role in the success and failure of the managers, especially at the senior levels. There are some reports, which suggest that EI might even play a larger role in a managers success than IQ(Goleman, 1995). Whether IQ or EI contributes the most in managerial effectiveness is still debatable at this point. However, EI has been shown to play a significant role in managerial effectiveness.

There's no question IQ is by far the better determinant of career success, in the sense of predicting what kind of job you will be able to hold. It typically takes an IQ about 115 or above to be able to handle the cognitive complexity facing an accountant, a physician or a top executive. But here's the paradox: once you're in a high-IQ position, intellect loses its power to determine who will emerge as a productive employee or an effective leader. For that, how you handle yourself and your relationships — in other words, the emotional intelligence skill set — matters more than your IQ. In a high-IQ job pool, soft skills like discipline, drive and empathy mark those who emerge as outstanding.

REVIEW OF LITERATURE ON EMOTIONAL INTELLIGENCE

Emotions refer to a feeling state (including physiological responses and cognitions) that conveys information about relationships. Emotions are intense feelings that are directed towards someone or something, and are considered to be critical factors in employee behaviour. --Stephen P. Robbins. Traditionally, it has for long widely acknowledged that emotions and feelings of individual workers have lesser role in work contribution and effective work place management. Since one cannot smell emotions, touch emotions, taste emotions and measure or quantify emotions, this non-tangible phenomenon got only limited attention from management, at work place. Management considers emotions as too subjective and whimsical phenomenon, which contributes less to productivity and profit. While it has been reported by many researchers and authors that effective judgment of the work situation that depends on the exploration of emotional information. This information is closer to the intelligence of a person and needs to be thoroughly evaluated in to.

It's not "IQ versus emotional intelligence" — both have great value. **IQ** tells you what level of cognitive complexity a person can manage in their job: you need high levels for top management, the professions, the sciences, while lower levels work fine in lower echelons.

A person's innate ability to perceive and manage his/her own emotions in a manner that results in successful interactions with the environment, and if others are present, to also perceive and manage their emotions in a manner that results in successful interpersonal interactions (Thompson, 2006)

Emotional intelligence is a source of human energy, information and influence. It is a group of complex capabilities of individuals, which has been found to be associated with outstanding performance. High levels of emotional intelligence create a climate of trust where risk taking and learning flourish; on the contrary, low EI creates a climate of fear and anxiety.

It was Daniel Goleman who first brought the term "emotional intelligence" to a wide audience with his 1995 book of that name, and it was Goleman who first applied the concept to business with his 1998 HBR article, reprinted here. In his research at nearly 200 large, global companies, Goleman found that while the qualities traditionally associated with leadership—such as intelligence, toughness, determination, and vision—are required for success, they are insufficient. Truly effective leaders are also distinguished by a high degree of emotional intelligence, which includes self-awareness, self-regulation, motivation, empathy, and social skill.

These qualities may sound "soft" and unbusinesslike, but Goleman found direct ties between emotional intelligence and measurable business results. While emotional intelligence's relevance to business has continued to spark debate over the past six years, Goleman's article remains the definitive reference on the

subject, with a description of each component of emotional intelligence and a detailed discussion of how to recognize it in potential leaders, how and why it connects to performance, and how it can be learned.

Every businessperson knows a story about a highly intelligent, highly skilled executive who was promoted into a leadership position only to fail at the job. And they also know a story about someone with solid—but not extraordinary—intellectual abilities and technical skills who was promoted into a similar position and then soared.

Such anecdotes support the widespread belief that identifying individuals with the “right stuff” to be leaders is more art than science. After all, the personal styles of superb leaders vary: Some leaders are subdued and analytical; others shout their manifestos from the mountaintops. And just as important, different situations call for different types of leadership. Most mergers need a sensitive negotiator at the helm, whereas many turnarounds require a more forceful authority.

Most effective leaders are alike in one crucial way: They all have a high degree of what has come to be known as *emotional intelligence*. It's not that IQ and technical skills are irrelevant. They do matter, but mainly as “threshold capabilities”; that is, they are the entry-level requirements for executive positions. Without EI, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader.

SKILLS OF EMOTIONAL INTELLIGENCE

Emotional Intelligence has the following skills such as

- knowing one's strengths, weaknesses, opportunities and threats drives and values of the person and impact on others
- controlling or redirecting disruptive impulses and moods
- relishing achievement for its own sake
- understanding other people's emotional makeup
- building rapport with others to move them in desired directions

MEASURES OF EMOTIONAL INTELLIGENCE

EI is the ability to acquire and apply knowledge from your emotions and the emotions of other; you can use the information about what you're feeling to help you make effective decisions about what to say or do (or not say or do) next, EI is NOT about being soft! It is a different way of being smart having the skill to use your emotions to help you make choices in- the- moment and have more effective control over yourself and your impact on others. There are three basic measures of emotional intelligence.

- a. Self- report measures of EI
- b. Ability based measures of EI
- c. Behavioral measures of EI
- d. Psychological measures of EI

GENDER AND EMOTIONS

Comparatively men women's show more emotional feelings and they are better able to read emotions of others. Woman's display more frequent expression both positive and negative emotions. In contrast to men, Woman also report more comfort in expressing emotions. Therefore this study identifies that women are better at reading non-verbal and gestures comparatively men. Women are more sensitive than men with regards to their emotions. Men are usually repressing their emotions than women. Men try to hide their feelings since it maybe viewed as a sign of weakness when they show their feelings.

FIVE DIMENSION OF EMOTIONAL INTELLIGENCE FOR MANAGERIAL EFFECTIVENESS

Managers have to develop some qualities and skills to perform their jobs in effective manners, in addition to some of the qualities managers have to develop emotional intelligence which refers non- cognitive skills, capabilities and competencies that influence manager's abilities to succeed in coping with environmental demand and pressures. Emotional intelligence is composed of five dimensions. It is presented in box no.1

BOX NO: 1

- Self- Awareness- Being aware of what you're feeling.
- Self- Management – The ability to manage one's own emotions and impulses
- Self- Motivation- The ability to persist in the face of setbacks and failures
- Empathy – The ability to sense how others are feeling
- Social skills – The ability to handle the emotions of others

FACIAL EXPRESSION CONVEYS EMOTION

There are dozens of emotions of both men and women based on the variety of situations. Facial expression conveys emotions of managers. One-way they are positive and other way they are negative. Positive emotions express favourable feelings. Negative emotions show unfavourable feelings of the managers. Most of the studies conclude that there are six broad categories of emotion. It is called emotional continuum. It has been presented box no. 2

BOX NO: 2

- Happiness
- Surprise
- Fear
- Sadness
- Anger
- Disgust

The above mentioned six situations explain different facial expressions to convey emotions of both men and women. All this expressions will analyze the situations depends upon the unfavorable or unfavorable feelings of employees working in the organization some people they have positive expression on the other hand some people have negative emotions particularly to understand the variety of situations thus most of the studies come to a conclusion of two broad category of emotions such as positive and negative emotions.

“People who rise to the top of their field, whether it's psychology, law, medicine, engineering or banking aren't just good at their jobs. They're affable, resilient and optimistic.”

-Dale Carnegie, 1936

MANAGERS AND ROLE OF EMOTIONAL QUOTIENT

All managers are made but not born. Managers have to study the emotions and emotional Intelligence of their employees particularly to understand their feelings towards the organizational involvement, work culture and attitude of their colleagues for favorable or unfavorable feelings. Managers have to maintain

emotional balance and express favorable emotions towards the environment and working conditions of an organization. Thus, managers have to play an important role to study the emotions of their employees.

As the ability to get things done through people is the Vital task of the managers, EQ is an important factor. If managers do not balance their IQ skills with EI like understanding and empathy, employees might feel insecure and unappreciated. At times they can even feel underestimated, criticized, and disrespected. These negative feeling can result in seething dissatisfaction leading to absenteeism, passivity, lack of productivity and attrition. As an employee with desired potential is scarce these days, only those who are adept in retaining employees can excel in their jobs, they must determine employee which has the skills and at the same time which has innate emotional strength.

Hence, companies are laying heavy emphasis on the need to integrate both the skills of the head and heart to manage employees better. The managers and professionals are designing programs to emotional intelligence in effective management of people. This helps in creating environment where employees feel trusted, valued, stay motivated, respected and rewarded leading to minimizing stress and reduce turnover, Even, recruitment and selection processes are geared towards selecting those who can balance the skills of the head and heart.

WHY EMOTIONAL INTELLIGENCE IMPORTANT AT WORK

Emotional intelligence is a set competencies, which direct and control one's feelings towards work and performance at work. The set of competencies is the ability of the individual being to control and manage his or her moods and impulses, which contribute to best of situational outcomes. Understanding one's own moods and impulses of others or any situation helps one to respond and behave accordance with expectations. In a work situation workers effective use of skill and knowledge in time depends on the effective regulation of emotions at work and his readiness to contribute to best in their target accomplishment. Knowing one's emotions and feelings as they occur, and tuning one's self to the charged situation, requires the emotional competency, emotional maturity and emotional sensitivity that determine the success of adaptability and adjustment with the change scenario. In a work situation, since it involves group of people with different ideas, suggestions, and opinions, effective conglomeration of all these determine the best outcome. Here the emotional intelligence plays a significant role at work. We can ask many questions in this context. Why do some people more involved in their work? Why do some people always create problems to the management and organisation? Why some people shows their personality structure that in tune with the organisational expectation. Why some people shows their self-interest more than organisational interest. In many cases the answer to the questions lies on emotional intelligence than organisational factors.

MANAGING EMOTION EFFECTIVELY IN WORK PLACE

Managers should manage emotions effectively from time to time depends upon the situation to work effectively and efficiently ultimately to achieve organization goals and objectives. They have to follow some principles and values to maintain their emotional expressions hence managers are required to follow the following important factors for managing their emotions effectively.

SUGGESTIONS TOWARDS EMOTIONAL INTELLIGENCE

The following tips of emotions intelligence that may help members to improve their self orientation and self awareness which produce proactivity and productivity at work.

- Develop better self awareness
- Be honest with yourself
- Maintain standards of integrity
- Always subject to self criticisms
- Be always sure about self worth and capacities
- Be aware of competencies and skill
- Focus on positive feelings
- Control your negative emotions like anger, irritation, excessive anxiety
- Be always realistic in your observation and understanding
- Always feel responsible to your actions
- Give positive weightage to all your emotions
- Be always empathetic than sympathetic
- Keep your good memories always bright
- Accept others feelings as you have
- Be conscious of productive management of emotions
- Do adopt win-win conflict resolution strategies
- Nurture better interpersonal relationship
- Control disruptive emotions and impulses
- Keep your mind always optimistic
- Align your self goal with organisational goal
- Encourage self directed change and learning
- Develop organizational culture that support learning

EVALUATING EMOTIONAL INTELLIGENCE

Most large companies today have employed trained psychologists to develop what are known as "competency models" to aid them in identifying, training, and promoting likely stars in the leadership firmament. The psychologists have also developed such models for lower-level positions.

When the ratio of technical skills, IQ, and emotional intelligence are calculated as ingredients of excellent performance, emotional intelligence proves to be twice as important as the others for jobs at all levels.

Emotional intelligence competencies are learned abilities like the drive to achieve and emotional self-control, both of which build on underlying EI components like self-management. Self-awareness is one of four EI domains (the others: self-management, social awareness and relationship management). A powerful way to boost self-awareness is to undergo a 360-degree evaluation by people you know well and trust evaluating you on the EI competencies.

Corporate surveys find that more than two-thirds of major businesses apply some aspect of emotional intelligence in their recruiting, in promotions, and particularly in leadership development. the data tells us to make unfounded claims that will sell their services.

The wish to believe EI offers a magical alternative to IQ no doubt has multiple drivers. For some, it may be a consolation for poor school grades; for others a code for humanizing the workplace. Still others see EI as an argument for more women in leadership.

To sum up the three abilities that distinguish the best managers from average in this corporate world are: self-awareness, which both lets you know your strengths and limits, and strengthens your inner ethical radar; self-management, which lets you lead yourself effectively; and empathy, which lets you read other people accurately.

CONCLUSION

Many are investigated dimensions of emotional intelligence (EI) by measuring related concepts, such as social skills, interpersonal competence, psychological maturity and emotional awareness, long before the term "emotional intelligence" came into use. Emotional intelligence is part of health and well-being. It is widely accepted around the world as a key element in our success, family life, physical fitness, self-esteem and creativity. Emotional Intelligence is increasingly relevant to organizational development and developing people, because the EQ principles provide a new way to understand and assess people's behaviours, management styles, attitudes, interpersonal skills, and potential. Emotional Intelligence is an important consideration in human resources planning, job profiling, recruitment interviewing and selection, management development, customer relations and customer service, and more.

In today's corporate world, the issue of emotional intelligence is widely emphasized. Researchers study its effects on employee productivity, commitment, leadership style, organisational success and well being in general. The emotionally intelligent manager promotes qualities that are instrumental in guiding organisation to success. Emotional intelligent managers foster self regulation, self awareness, motivation, empathy and social skills and effectively guide employees through the use of these skills. Managers who display these qualities promote working environment in which employees feel comfortable voicing their opinions, thereby promoting an environment that is successful and stable

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With sincere regards

Thanking you profoundly

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