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Fostering employees' emotional competencies through emotional intelligence

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Abstract

Emotional intelligence, commonly known as EI, encompasses the ability to identify, understand, manage, and utilize emotions in diverse situations. Recently, it has garnered substantial attention in the business world, emerging as a burgeoning field of behavioural research. Within modern business organizations, developing employees' emotional competencies through emotional intelligence has become crucial. Employees which have high emotional intelligence can handle workplace challenges efficiently, communicate adeptly, and foster robust interpersonal relationships.

Businesses increasingly acknowledge the importance of EI in creating positive work environments and bolstering overall productivity. Training programs and workshops focusing on emotional competencies have become pivotal. These initiatives help employees cultivate self-awareness, empathy, and social skills, enabling them to manage emotions under pressure, resolve conflicts constructively, and collaborate effectively with colleagues. Additionally, emotionally intelligent leaders can develop supportive workplace culture where employees feel themselves valued and motivated. Consequently, this results in heightened job satisfaction, increased employee engagement, and enhanced overall performance. In essence, nurturing emotional intelligence not only improves individual well-being but also significantly contributes to the prosperity of business organizations by fostering a harmonious and productive work environment. Furthermore, this concept aligns with the contemporary emphasis on self-awareness, bridging the perceived gap between intellectual and emotional aspects.

The study is aimed at exploring the concept of emotional intelligence, its models and significance in business organizations through a descriptive and exploratory research approach. The study propose to shed light on its managerial implications and strategies to enhance employees' emotional intelligence in today's workplace.

Keywords: Emotional intelligence, contemporary business environment, developing emotional intelligence, employees satisfaction, organizational growth

1. Introduction

In the dynamic landscape of contemporary business, success surpasses mere technical expertise and academic qualifications. Emotional intelligence (EI), denoting the ability to navigate intricate social interactions, manage emotions effectively, and express empathy, holds profound significance in today's corporate world. The term "emotional intelligence" was first used by Mayor and Salevoy in 1997^[41]. This concept made its organizational debut in 1998 through Daniel Goleman's book^[20], "Working with Emotional Intelligence," rapidly gaining widespread recognition in management circles.

Emotional intelligence in business organizations has become a central focus in modern management studies. It is considered a crucial element for professional success, involving the adept understanding and management of one's and others' emotions. This skill empowers individuals to navigate workplace intricacies, fostering enhanced interpersonal relationships, leadership acumen, and overall organizational triumph. The foundational work of Mayer & Salovey (1997)^[41] provided the conceptual framework for emotional intelligence, defining its core components and highlighting its relevance in social and organizational contexts.

Numerous studies underscore the pivotal role of emotional intelligence in professional settings. Research by Goleman and Boyatzis (2008)^[26] has emphasized that leaders possessing high emotional intelligence cultivate positive work environments, enhancing employee engagement and productivity. Beyond leadership, businesses with emotionally intelligent teams demonstrate heightened levels of collaboration, effective communication, and adaptability (Sy *et al.*, 2006)^[65].

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Moreover, a comprehensive meta-analysis by Joseph and Newman, published in the "Psychological Bulletin," showcases the positive impact of emotional intelligence on various workplace outcomes, including job performance, leadership efficacy, and job satisfaction.

Emotional intelligence's influence extends beyond internal employee interactions; it significantly shapes customer relationships. Emotionally intelligent service providers are perceived as more trustworthy and dependable by customers (Cote & Lopes, 2016) [18]. Thus, understanding and harnessing emotional intelligence can enhance customer satisfaction, foster loyalty, and ensure long-term business success.

In this context, this study has been undertaken with the objective of examining the multifaceted realm of emotional intelligence within business organizations, drawing upon existing literature in the field. Through a meticulous review of relevant research and case studies, the study aims to illustrate the significance of emotional intelligence in elevating performance of employees and their organisations. The paper is organized in 5 sections. Section 1 provided introduction and an insight into concept of emotional intelligence. Section 2 gives research objectives and methodology. Section 3 provides comprehensive literature review. Section 4 is dedicated to detailed discussion on the selected themes. Section 5 gives the summary and implications.

2. Research Objectives and Research Methodology

The current study strives to achieve the following goals:

- To offer a thorough description of "Emotional Intelligence."
- To present detailed overview of various models of EI.
- To investigate the impact of EI in business organizations.
- To identify strategies for enhancing emotional intelligence within business organizations.

This study takes a descriptive and exploratory approach, aiming to offer a theoretical overview of emotional intelligence, its models, and its development within business

environments. This exploration is based on an in-depth analysis of existing literature in the field of study.

3. Literature Review

A comprehensive review of existing literature reveals a wealth of insights into the deep impact of EI on business organizations. Studies by Goleman and Boyatzis (2008) [25] have illuminated the critical role of EI in shaping effective leadership, emphasizing the importance of self-awareness, empathy, and social skills among leaders. Furthermore, the research of Sy *et al.* (2006) [65] underscores the significance of EI in fostering collaboration, communication, and adaptability within teams, leading to increased productivity and innovative problem-solving. Joseph and Newman's meta-analysis (published in the "Psychological Bulletin") offers a systematic evaluation of various workplace outcomes influenced by EI, such as job performance, leadership effectiveness, and job satisfaction, emphasizing its positive correlation with organizational success.

In addition to internal dynamics, EI significantly impacts external interactions, particularly customer relationships. Studies by Cote and Lopes (2016) [18] emphasize how emotionally intelligent service providers are perceived as trustworthy and reliable by customers, enhancing customer satisfaction and loyalty. This body of research collectively highlights the pivotal role of emotional intelligence in business contexts.

Moreover, research has delved into strategies for developing emotional intelligence within corporate settings. Training programs focusing on emotional competencies, as explored by Mayer and Salovey (1997) [41], have been instrumental in enhancing EI among employees, fostering improved workplace relationships and overall organizational climate. These studies collectively underscore the multi-faceted influence of emotional intelligence on business organizations, emphasizing its importance for both internal team dynamics and external customer interactions, ultimately contributing to enhanced organizational performance and sustained success. An overview of prominent research studies on this area is given in Table 1.

Table 1: Literature Review

Researchers/Year	Main Findings
Mayer and Salovey, 1993 [43]	The examined the concepts relating to EI in human psychology and defined it as ability to observe and discern both one's own and others' emotions, utilise this awareness to influence one's thoughts and behaviours.
Goleman, 1995 [21]	The research work on EI emphasized the significance of emotional intelligence in workplace settings, emphasizing its role in effective leadership and organizational success
Cherniss & Goleman, 2001 [16]	The study presented valuable insights into the practical applications of emotional intelligence within organizations, and emphasized that it influences employee engagement, teamwork, and overall workplace dynamics
Barsade, 2002 [7]	The study highlighted the emotional contagion within teams and the emotional atmosphere's ripple effect, emphasizing the importance of emotional intelligence in creating positive work environments.
Jordan <i>et al.</i> , 2002 [29]	The study investigated the effect of emotional intelligence on workgroups, demonstrating its relevance in augmenting team collaboration and effectiveness.
Law and Wong, 2004 [38]	The study researched extensively various models of EI and came up with their model stating that EI is composed of four primary capabilities; "self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion"
Offermann and Bailey <i>et al.</i> 2004 [50]	The study examined the role of EI on employees' performance in work environment and revealed that individual performance could be forecasted by cognitive ability, whereas emotional competence was the determining factor for team performance.
Oginska- Bulik, 2005 [51]	The study inspected the connection of EI with employees' stress levels, revealing a notable inverse relationship between EI and perceived workplace stress. Employees with higher EI scores experienced lower levels of occupational stress, resulting in fewer adverse health consequences for them.

Sy <i>et al.</i> , 2006 ^[65]	The study examined the effect of EI in real business set up and concluded that businesses with emotionally intelligent teams exhibit superior levels of adaptability and communication skills, leading to increased productivity and innovation.
Rangriz and Mehrabi, 2010 ^[53]	The research study indicated a substantial positive correlation between employees' emotional intelligence (EI) and their commitment to the organization.
Jordan and Troth, 2011 ^[29]	This longitudinal study indicated an inverse relationship between emotional intelligence (EI) and employees' intentions to leave their positions within a large health service company. Employees with high EI are better able to adapt to the ever changing business environment and overcome stressful situations. Hence their intentions to leave the organization are lesser.
Chaudhry and Usman, 2011 ^[14]	The study examined the relationship between employees' performance and EI and found that 40% of the differences in employee performance, assessed through organizational citizenship behavior, can be explained by their emotional intelligence scores.
Brackett <i>et al.</i> 2011 ^[12]	The research demonstrated that the emotional knowledge and skills encompassed within emotional intelligence are trainable and can be enhanced. As a result, the study formulated a set of training programs tailored for businesses, medical professionals, and parents, aiming to cultivate emotional intelligence skills.
Khalili, A., 2012 ^[35]	The research conducted the review of literature focusing on the rise of EI in work environments. It delved into key theories surrounding emotional intelligence, drawing from pertinent literature and prior empirical research studies.
Trivellasa, 2013 ^[66]	This research investigated the impact of EI in the workplace on the job satisfaction and turnover intentions of nursing staff in hospital settings. The research affirmed significant connections between these three.
Njoroge & Yazdanifard, 2014 ^[49]	This research examined the ramifications of emotional and social intelligences, illustrating how these abilities empower organizations to foster environments that boost employee motivation. The study found that emotional and social intelligence can influence employees' behaviours, leading to increased work satisfaction, favourable work outlook, belief in one's capabilities, and leadership and change management potential.

The available literature provides substantial evidence supporting the crucial role of EI in transforming the dynamics in business organizations. From leadership effectiveness to team collaboration and customer relationships, emotional intelligence emerges as a fundamental factor influencing organizational success.

4. Discussions

4.1 Emotional Intelligence

Emotional intelligence (EI) is a multifaceted concept which has been defined by various researchers in different ways over the years to identify its constituents. According to Salovey & Mayer, who pioneered the concept, EI is "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 actions" (Mayer & Salovey, 1993 ^[40]). Daniel Goleman, a prominent researcher in the field defined "EI as the capacity to self-motivate, endure challenges, and manage impulses". According to the definition, EI helps to regulate moods, empathize with others, and maintain hope (Goleman, 1995) ^[21]. In his groundbreaking research on emotional intelligence, Bar-On (1997) ^[3] described it as a set of non-cognitive abilities, competencies, and skills that impact an individual's capacity to effectively deal with environmental challenges and demands. He gave four elements of EI – "self-awareness, self-regulation, motivation, empathy, and social skills". Law & Wong's model (2004) ^[38], widely recognized for its reliability and validity, includes emotional talents that allow individuals to expand, express, and integrate emotions into cognitive processes. This model emphasizes assessment of own and others' emotion, use of emotion, and management of emotion. Barron (Sahinkaya, 2006) ^[56] defines EI as the talent to relate to and comprehend others, adapt, and cope with environmental challenges effectively, leading to greater success in handling various situations. He has described five abilities of EI: "social talents, interpersonal skills, adaptability, stress management, and overall mood" Bradberry and Greaves (2009) ^[8] defines EI as a capability to identify and comprehend emotions within yourself and others. It also involves utilizing this awareness to regulate

your actions and interactions effectively.

Law and Wong (2004) ^[38], defines emotional intelligence as including emotional skills that facilitate expressing emotions at the appropriate time and place, integrating them into cognitive processes, considering emotions and their effects in various situations, and enabling regulation and management of emotions. Wong and Law's model (2002) ^[67] comprises four main skills: "self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion". This model is widely used due to its consistency and legitimacy,

Lastly, Daniel Goleman, (1996) ^[23] a significant contributor to the field, defines EI as "the ability to motivate oneself, persist in the face of frustrations, control impulses and delay gratification, regulate moods, empathize, and maintain hope". These definitions emphasize the multifaceted nature of emotional intelligence, encompassing self-awareness, empathy, regulation of emotions, and effective interpersonal skills. These definitions highlight the importance of emotional intelligence in understanding, managing, and utilizing emotions effectively, not only for personal well-being but also for successful interpersonal relationships and professional achievements.

Based on above discussion, emotional intelligence can be described as the skill to identify, comprehend, handle, and proficiently utilize one's own emotions as well as the emotions of others. It involves recognizing emotions precisely, using them to assist thinking, understanding emotions and emotional knowledge, and regulating emotions to promote emotional and intellectual growth. Emotional intelligence enables individuals to overcome social complexities, manage relations, be compassionate to others, and make sound decisions in various situations. This concept encompasses a range of skills, including self-awareness, self-control, social awareness, empathy, and manage relations effectively. Emotional intelligence is crucial in personal and professional interactions, as it influences communication, teamwork, leadership, and overall emotional well-being.

4.2 Components of Emotional Intelligence

EI encompasses a diverse set of capabilities that empower individuals to identify, comprehend, and handle emotions adeptly in different contexts. These abilities are fundamental for establishing meaningful connections, making prudent decisions, and managing both personal and others' emotions. The elements of emotional intelligence are commonly classified into the following integral components:

- **Self-Awareness:** Central to emotional intelligence is self-awareness, the capacity to acknowledge and comprehend one's moods, emotions, and motivations. It involves accurately perceiving and assessing emotions in diverse situations, enabling individuals to make well-informed decisions and manage their responses effectively. People with high self-awareness possess deep insights into their strengths, weaknesses, values, and aspirations.
- **Self-Regulation:** Self-regulation pertains to the ability to manage and restrain emotional impulses, responses, and reactions effectively. It entails maintaining composure in stressful situations, adapting to changing circumstances, and avoiding impulsive actions. Individuals with strong self-regulation skills remain calm under pressure and maintain emotional equilibrium.
- **Motivation:** In the realm of emotional intelligence, motivation signifies the drive to accomplish goals, a genuine passion for work, and the ability to maintain optimism in the face of challenges. Motivated individuals exhibit focus, resilience, and the capacity to persevere in their pursuits. They possess an internal motivation to succeed and are proactive in taking initiatives, even when faced with failures.
- **Empathy:** Empathy is the power to comprehend and share the feelings of others. It implies recognizing others' emotions, understanding their perspectives, and responding with compassion. Empathetic individuals establish emotional connections, fostering positive interpersonal relationships through their understanding and responsiveness.
- **Social Skills:** Also known as interpersonal skills, social skills encompass effective communication, conflict resolution, and relationship building. Individuals proficient in social skills are skilled communicators, active listeners, and adept at resolving disagreements. They can build rapport, positively influence others, and collaborate harmoniously within teams.
- **Emotion Management:** Emotion management involves recognizing emotions within oneself and others and utilizing this awareness to navigate interactions effectively. This includes expressing emotions appropriately, handling others' emotions with sensitivity, and resolving emotional conflicts constructively.

These elements of emotional intelligence are interconnected and serve as the foundation for personal and professional achievements. Enhancing these skills leads to better decision-making, improved relationships, enhanced overall well-being, and heightened professional success. Cultivating emotional intelligence is a continual journey involving self-reflection, practice, and ongoing learning about oneself and

others.

4.3 Models of Emotional Intelligence

There are three models of emotional intelligence.

I Mayor and Salovey's "Ability Model of Emotional Intelligence"

In 1990, Salovey and Mayer presented the concept of "emotional intelligence" and have since conducted extensive research on its significance (Mayer and Salovey, 1990) [40]. Their work delves into the cognitive aspects of EI, setting their "Ability Model of Emotional Intelligence" apart from other models that often focus on personality traits or behavioral competencies. According to their theory, people differ in their capacity to handle emotional information and integrate it into broader cognitive functions, leading to specific adaptive behaviors (Mayer, Salovey & Caruso, 2000) [45]. This model identifies two key aspects of emotional intelligence: "experiential," which involves perceiving, responding to, and manipulating emotional information without essentially fully understanding it, and "strategic," which encompasses comprehending and regulating emotions without being highly attuned to or fully experiencing them. Their model further breaks down emotional intelligence in four dimensions: perceiving, understanding, using, and managing emotions. These are discussed in detail:

- **Perceiving Emotions:** This initial step involves recognizing emotions in oneself and others as well as in various situations. It includes discerning facial expressions, vocal tones, and other non-verbal cues to accurately identify emotions.
- **Understanding Emotions:** Understanding emotions entails interpreting complex emotional signals and grasping their meanings. This component emphasizes the ability to comprehend emotional nuances, such as recognizing when someone is feeling sad despite a cheerful demeanor. It involves a deep understanding of the causes and consequences of various emotions.
- **Using Emotions:** The model emphasizes the strategic application of emotions to facilitate cognitive processes. This involves employing emotions to enhance problem-solving, thinking, and decision-making. Emotionally intelligent individuals can integrate emotions into their thought processes, allowing feelings to guide reasoning and problem-solving effectively.
- **Managing Emotions:** The final aspect comprises the regulation and management of emotions, both within oneself and in interactions with others. This includes managing emotional reactions, handling stressful situations, and fostering positive emotional states. Emotionally intelligent individuals can navigate challenging circumstances while maintaining composure and making thoughtful decisions.

Mayer and Salovey's Ability Model highlights the intellectual aspects of emotional intelligence, emphasizing the role of cognitive processes in managing emotions effectively. This model has significantly influenced research and understanding in the field of emotional intelligence, providing valuable insights into the fundamental abilities that contribute to emotional intelligence in individuals.

II. Reuven Bar's "Mixed Model of Emotional Intelligence"

Reuven Bar-On, a renowned consultant in many institutions in Israel and the director of the Institute of Applied Intelligences in Denmark, pioneered one of the earliest assessments of EI, by defining the term "Emotion Quotient." Bar-On's approach to EI focuses on its ability to facilitate performance and success rather than merely evaluating one's achievements. This model is process-oriented, emphasizing the underlying abilities rather than the outcomes (Bar-On, 2002) [4]. Bar-On's framework encompasses a wide range of emotional and social skills including self-awareness, understanding, and expression, and the aptitude to relate to others, cope with intense emotions, adapt to changes, and solve social or personal challenges (Bar-On, 1997) [3]. This comprehensive model views emotional intelligence as a multifaceted construct that encompasses various components, contributing to an individual's overall emotional well-being and effectiveness in dealing with life's challenges. Bar-On's model identifies five main domains of emotional intelligence:

- **Intrapersonal Emotional Intelligence:** This domain focuses on self-awareness and self-expression, including understanding one's emotions, strengths, weaknesses, and self-confidence.
- **Interpersonal Emotional Intelligence:** This aspect centers on one's ability to understand and interact effectively with others, demonstrating empathy, building rapport, and maintaining healthy relationships.
- **Stress Management:** Emotional intelligence also involves the capacity to cope with stress, adapt to change, and remain resilient in challenging situations. This domain emphasizes emotional regulation and impulse control.
- **Adaptability:** Emotional intelligence includes the ability to adapt to new environments, people, and situations. Adaptability encompasses flexibility, problem-solving skills, and a positive attitude toward change.
- **General Mood:** This domain reflects an individual's overall emotional disposition and outlook on life. It encompasses a sense of contentment, optimism, and the ability to experience joy and satisfaction.

Bar-On's Mixed Model highlights the interconnectedness of these domains, highlighting that emotional intelligence is not an inherent trait but a collection of abilities that can be cultivated and improved with practice and time. Individuals with high emotional intelligence, according to this model, are better equipped to navigate social complexities, manage stress effectively, and maintain overall emotional well-being. This approach to emotional intelligence has been widely used in research, clinical practice, and organizational settings, providing valuable insights into the diverse aspects of human emotions and behaviour. Bar-On's Mixed Model continues to influence the understanding and assessment of emotional intelligence, enriching the field with its holistic perspective.

III. Daniel Goleman's "Mixed Model of Emotional Intelligence"

Daniel Goleman, a renowned psychologist and author, introduced the model of EI to the broader audience through

his book "Emotional Intelligence" in 1995 [21]. His model of EI is often referred to as the Mixed Model because it combines various components, blending both cognitive and emotional aspects. In Goleman's framework, Emotional Intelligence is structured around five key domains:

- **Self-awareness:** This component implies recognizing one's individual emotions, understanding their impact, and being mindful of one's emotional state. Self-aware individuals can identify their moods and emotions and how these feelings affect their thoughts and actions.
- **Self-regulation:** Self-regulation involves the skill of handling and adjusting one's emotions, impulses, and reactions. Individuals with effective self-regulation can remain composed in difficult circumstances, carefully consider their actions, and handle stress adaptively. This ability encompasses emotional control and flexibility.
- **Relationship Management:** Relationship management refers to the ability to create, maintain, and enhance relationships in individual and professional settings. It involves clear and efficient communication, as well as resolving conflict and relationship building. People with strong interpersonal skills are excellent communicators, active listeners, and adept at managing conflicts.
- **Social awareness:** Social awareness in Goleman's model emphasizes the ability to recognize emotions in others, understand their perspectives, and respond in a way that fosters positive relationships and effective communication. Developing social awareness is crucial for building strong interpersonal connections, promoting teamwork, and navigating complex social environments successfully.

Goleman's Mixed Model emphasizes the significance of these components in both personal and professional success. It emphasises the significance of understanding and managing emotions, fostering positive relationships, and exhibiting social competence. Goleman's work has had a profound impact on various fields, including leadership development, education, and organizational psychology

4.4 Significance of Emotional Intelligence in Corporate Setting

Described as the capacity to identify, understand, and control one's own emotions, as well as comprehend and impact the emotions of others, EI is essential for fostering a positive work environment, enhancing team dynamics, and promoting individual and collective achievements. In a corporate setting, employees with high emotional intelligence exhibit superior self-awareness, enabling them to handle stress and pressure more adeptly. Therefore, emotional intelligence (EI) has become a focal point in the corporate world, with extensive research highlighting its profound impact on various aspects of organizational success. Scholars and experts have delved into the significance of EI, shedding light on its multifaceted roles in the corporate setting. A review of available literature emphasises the significance of EI in corporate setting.

EI and Leadership Effectiveness

Numerous research studies (Goleman, 1998 [22]; Boyatzis &

Goleman, 2007^[9]; Dincer *et al.* 2013^[19]) underscore the crucial function of EI in effective leadership. Schlechter and Strauss (2008) concluded in their research that team leaders' EI significantly influences trust and commitment among team members. Similar findings were reported by Koman and Wolff (2008)^[36], emphasizing that EI of the team leader is instrumental in shaping the emotional competencies of the entire team, molding emotionally intelligent group norms and team performance. Jordan *et al.* (2002)^[31] demonstrated positive relation between teams' average EI and their focus on achieving the goal, indicating that highly emotionally intelligent teams consistently perform at elevated levels. Additionally, research by Sy *et al.* (2006)^[65] established that managerial EI accurately predicts team satisfaction. Consequently, leaders with high EI demonstrate superior self-awareness, enabling them to comprehend their strengths and limitations. This self-awareness translates into empathetic leadership, where leaders understand their team members' emotions and needs, providing better guidance and support.

EI and Team Dynamics

EI plays a critical role in shaping team dynamics within organizations. Teams comprising emotionally intelligent members tend to exhibit higher levels of collaboration, communication, and overall productivity. Several credible studies emphasize the impact of emotional intelligence on the performance of the team. Goleman (1998)^[22] in his ground-breaking book explored how emotional intelligence influences leadership and team dynamics, emphasizing its importance in building successful teams. Rapisarda's study (2002)^[54] revealed a positive correlation between emotional intelligence competencies and team cohesiveness. A study conducted by Sue-Chan and Latham (2004)^[62] and Offermann *et al.* (2004)^[50] demonstrated team leader's emotional intelligence is positively associated with their collaborative conduct within teams. The research indicated that leaders with high EI tend to foster a more cohesive and cooperative atmosphere among team members. These studies collectively underscore how emotional intelligence enhances team dynamics, enabling leaders to understand their team members' emotions and needs, thereby fostering better communication, collaboration, and overall team satisfaction.

EI and Job Performance

Emotional intelligence (EI) significantly impacts job performance and various aspects of one's professional life. Research studies, including Goleman's work in 1998, consistently highlight the strong connection between EI and workplace success. Individuals with higher emotional intelligence excel in managing their emotions and those of others, fostering better interpersonal relationships and teamwork. Studies by Rangriz and Mehrabi (2010)^[53], Chaudhry and Usman (2011)^[14], Nel and De Villiers (2004)^[47], Ngah *et al.* (2009)^[48], and Hosseinian *et al.* (2008)^[27] demonstrate positive correlations between EI and employee performance, emphasizing the critical role of EI in enhancing job productivity. Additionally, meta-analysis by Joseph and Newman (2010)^[32] and Miao (2018)^[46] reaffirms the direct relationship between EI and job performance across diverse industries. Employees with

strong emotional intelligence exhibit superior self-awareness, empathy, and social skills, leading to improved decision-making and problem-solving abilities, ultimately contributing to their career achievements.

EI and Customer Relationships

Various research studies such as (Côté & Lopej, 2016^[18]; Brackett & Salovey, 2006^[12]) have emphasised the importance of emotional intelligence in customer interactions. The components of EI such as self-awareness and empathy were found to positively influence employees' commitment to quality (Rahim & Minors, 2003^[12]). Kernbach and Schutte (2005)^[34] in their experimental investigation demonstrated that greater levels of emotional intelligence among service practitioners correlate with increased customer satisfaction. However, concerning team dynamics, managerial emotional intelligence may only moderately predict customer satisfaction levels (Sy *et al.* 2006)^[65]. Hence, it can be deduced that employees possessing high EI can effectively empathize with customers, addressing their concerns and requirements. This empathetic engagement nurtures customer satisfaction, loyalty, and positive word-of-mouth, all of which are vital for a company's prosperity.

EI and Conflict Resolution

Emotional intelligence (EI) plays a vital role in resolving conflicts across different contexts, including workplaces, relationships, and social situations. Extensive research has consistently revealed the impact of emotional intelligence on skillfully handling conflicts and encouraging positive resolutions. Studies conducted by researchers like Jordan and Troth (2002)^[30], Carmeli (2003)^[13] and Barling *et al.* (2000)^[2] delved into the connection between emotional intelligence and conflict resolution in team-based problem-solving scenarios. Their findings showed that individuals with higher emotional intelligence could effectively manage their emotions during conflicts, leading to more constructive problem-solving and resolution outcomes. Cherniss (2001)^[15] conducted a thorough analysis of emotional intelligence research, emphasizing its significance in comprehending others' emotions, empathizing with their viewpoints, and efficiently managing conflicts through emotional awareness and regulation. These collective studies underscore the pivotal role of EI in conflict resolution, highlighting the necessity of cultivating EI skills to promote positive interactions and resolve conflicts in diverse personal and professional settings.

EI and Perceived Stress

Emotional intelligence (EI) significantly influences the level of stress experienced in workplace settings, as evidenced by numerous research studies. There is a notable inverse relationship between EI and perceived workplace stress, with employees possessing higher EI scores reporting lower levels of occupational stress and consequently facing fewer adverse health consequences (Oginska-Bulik, 2005^[51]). Researchers like Salovey and Mayer (1990)^[58] and Gohm, Corser, and Dalsky (2005)^[20] have delved into the impact of emotional intelligence skills, particularly emotional awareness and regulation, on individuals' ability to cope with workplace stressors. Their findings indicate that individuals with elevated emotional intelligence can

effectively manage their emotions, thereby mitigating the impact of stressful situations.

EI and Job Satisfaction

In the work environment, employees' EI influences their behavior and attitudes within organizations. Numerous research studies have established a positive correlation between EI and employee job satisfaction (Nghah *et al.*, 2009^[48]; Sy *et al.*, 2006^[65]). A long-term study has also indicated a positive link between EI and employees' job satisfaction over an extended period (Jordan and Troth, 2011)^[30]. Furthermore, employees' job satisfaction levels can be anticipated based on their EI assessments (khalili, 2012)^[35]. Similarly, research suggests that managers possessing high emotional intelligence tend to demonstrate strong dedication to their careers and a profound fondness for their organizations (Carmeli, 2003^[13], Dincer 2011^[19]). Investigations have unveiled a substantial positive association between employees' EI and their commitment to the organization (Rangriz and Mehrabi, 2010)^[53]. Conversely, EI is inversely related to employees' intentions to leave the organization (Carmeli, 2003^[13]; Trivellas, 2013)^[66]. Additionally, a longitudinal study has revealed a negative correlation between EI and employees' intentions to leave, especially within a large health service company (Jordan and Troth, 2011)^[30].

EI and Life Success

EI refers to a person's capacity to adeptly manage environmental demands and stressors. Research indicates a favorable connection of EI with success in life (Singh, 2010)^[61]. Furthermore, Rahim & Minors, (2003)^[52] in their study pointed out that the constituent elements of EI, such as self-awareness and self-regulation, positively influence employees' ability to engage in effective problem-solving behavior. Individuals who have high EI quotient can accurately discern the emotions of others, enabling them to excel in negotiation scenarios by effectively incorporating these insights. Furthermore, studies conducted by Brackett and Salovey (2006)^[11] have delved into the role of emotional intelligence in enhancing resilience and adaptive coping strategies. Employees with strong emotional intelligence skills can identify and regulate their emotions, leading to reduced stress levels and improved overall well-being. Another study conducted by Miao *et al.* (2018)^[46] has delved into the role of emotional intelligence in enhancing resilience and adaptive coping strategies. Employees with strong emotional intelligence skills can identify and regulate their emotions, leading to reduced stress levels and improved overall well-being.

In conclusion, the wealth of research on emotional intelligence underscores its crucial role in the corporate landscape. Companies that recognize the value of emotional intelligence and invest in nurturing this trait among their employees are better positioned to cultivate a positive work environment, effective leadership, and enduring customer relationships, ultimately leading to sustainable organizational success.

4.5 Strategies to Build Emotional Intelligence At Workplace

Emotional intelligence (EI) is invaluable in the workplace,

fostering better communication, enhanced teamwork, and improved problem-solving. Cultivating EI among employees is crucial for a positive work environment and increased productivity. Based on the studies by Jossey-Bass *et al.* (2004)^[33], Sy *et al.* (2006)^[65], Trivellas *et al.* (2013)^[66] and Wong and Law (2002)^[67] companies can follow these strategies to build emotional intelligence of employees in the workplace:

- **Self-Awareness Workshops:** Organize workshops and training sessions focused on self-awareness. Encourage employees to reflect on their emotions, strengths, and areas needing improvement. Through exercises and discussions, individuals can gain a profound understanding of their own feelings, emotions and behaviours.
- **Active Listening Training:** Develop active listening skills among employees. Training programs can teach techniques like paraphrasing and empathetic responses. Actively listening to colleagues promotes understanding, reducing misunderstandings and conflicts.
- **Empathy Building Activities:** Promote empathy through team-building activities. Encourage employees to step into others' shoes and understand their perspectives. Activities like role-playing or storytelling can enhance empathy, fostering better relationships among team members.
- **Stress Management Workshops:** Organize stress management workshops focusing on coping strategies. Stress often hampers emotional intelligence. Teaching relaxation techniques, time management, and resilience can help employees handle pressure effectively.
- **Conflict Resolution Training:** Provide conflict resolution training to employees, teaching them how to address conflicts constructively. Techniques such as assertive communication and negotiation skills empower employees to handle disagreements professionally, fostering a harmonious workplace.
- **Emotional Regulation Exercises:** Introduce mindfulness and emotional regulation exercises. Practices like meditation and breathing techniques can help employees manage their emotions. Mindfulness enhances self-control, enabling individuals to respond thoughtfully rather than react impulsively.
- **Leadership Development Programs:** Incorporate emotional intelligence into leadership development programs. Leaders with high EI set an example for their teams. Training them in EI skills can create a positive work culture, where emotional intelligence is valued and practiced at all levels.

By implementing these strategies, organizations can nurture emotional intelligence among employees, leading to a more empathetic, cooperative, and resilient workforce, ultimately contributing to a healthier work environment and increased productivity.

At Individual Level

Building emotional intelligence at the individual level involves a conscious effort to understand, manage, and utilize emotions effectively in various situations. One can adopt given strategies to enhance EI:

- **Recognise Emotions:** Identifying and acknowledging own emotions is fundamental to developing emotional intelligence. While everyone experiences emotions, only a select few can truly recognize them. To maintain a healthy environment, one should actively learn to recognize their emotions as they arise. Taking control of emotions before they overpower individuals is essential. For this purpose, one should regularly reflect on his emotions, identifying triggers, patterns, and reactions. Maintaining a journal to record your feelings and thoughts, can help you gain insights into your emotions.
- **Empathise with Others:** Empathy, the ability to perceive others' feelings, is pivotal for success. One needs to interpret non-verbal cues that may contradict spoken words, allowing them to grasp the underlying dynamics of a situation. Simple acts like expressing gratitude, supporting others, appreciating diverse viewpoints, refraining from criticizing others, and acknowledging others' strengths foster empathy. Demonstrating empathetic behaviour and understanding in your interactions, inspiring others to do the same. Volunteering for charitable activities, can enhance one's empathy by understanding different perspectives and challenges.
- **Cultivate Resilience:** Effective management of both professional and personal emotional turmoil enhances an individual's performance. Handling emotional disturbances ensures mental peace and well-being, vital skills in a rapidly changing society. Emotional stability amid disruptions significantly influences a person's perseverance and adaptability. One should develop an attitude to view setbacks as opportunities for growth and learning, developing emotional strength.
- **Manage Emotions:** Emotional intelligence entails triumphing over negative emotions such as anger, anxiety, or disappointment, as well as positive emotions like affection. It guides people on how to respond to various emotional states, enabling them to make sound decisions. One can try indulging in creative activities like art, writing, or music to express and win over his emotions, promoting emotional release and understanding. Engaging in mindfulness exercises, or adopting stress reducing techniques like deep breathing, meditation can help people stay calm and manage impulsive reactions. An emotionally intelligent person can comprehend his own emotions and those of others, enabling him to navigate situations judiciously.
- **Anger Management:** Anger is a natural and common emotion experienced by everyone. However, managing anger is a challenging task. Allowing anger to hinder one's potential for success is detrimental. Learning to regulate anger before it controls one is crucial. It substantially enhances the emotional quality of life. One can take up courses to refine his communication skills, both vocal and non-vocal, to convey his thoughts and emotions clearly for resolving conflicts peacefully and assertively, promoting positive relationships.
- **Art of Influencing People:** The ability to influence others is closely linked to emotional connection and the skilful use of emotions. Logic alone seldom influences people; emotions play an equally vital role. By

harnessing emotional intelligence to collaborate with others, individuals can influence others' behaviour. This collaborative approach not only makes work enjoyable but also significantly boosts productivity.

- **Motivation:** one should establish clear, achievable goals to stay motivated and focused on his objectives. Positive affirmations can be used to reinforce self-motivation and maintain a positive mind-set.
- **Continuous Learning:** One should feedback from peers, mentors, or coaches to identify areas for improvement in emotional intelligence. A person can attend workshops or courses focused on emotional intelligence to enhance his understanding and skills.

Building emotional intelligence is a continuous process that involves practice, self-reflection, and a inclination to learn from various experiences and interactions.

5. Conclusion

EI has become a focal point of interest for the academicians, corporate managers, various applied settings, and mainstream society, shaping discussions in the field of organizational psychology. Within this domain, three prominent models have emerged, each emphasizing distinct aspects of EI. Mayer and Salovey's model emphasizes emotional intelligence as a cognitive ability and relies on objective measures to assess it. Their approach is rooted in assessing emotional intelligence as a form of intelligence, akin to problem-solving or reasoning skills. Bar-On's model incorporates an extensive array of emotional and social abilities, including self-awareness, comprehension, and communication. It also involves skills like connecting with others, managing strong emotions, adjusting to changes, and resolving social or personal difficulties.

In contrast, Goleman's mixed model incorporates both cognitive abilities and personality traits, utilizing self-report measures to evaluate emotional intelligence. This model delves into the interplay between cognitive aptitude and emotional understanding, acknowledging the importance of personality traits in shaping emotional responses and interactions.

Within the occupational environment, enhancing emotional intelligence has proven essential. When employees possess a heightened level of emotional intelligence, they can experience greater satisfaction in their work, and organizations can more effectively achieve their objectives. To bolster emotional intelligence among employees, organisations can organize training workshops for self-awareness, active listening, stress management, and leadership development.

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