

## EMOTIONAL INTELLIGENCE: A KEY DRIVER OF MANAGERIAL EXCELLENCE

---

Lata Kapoor\*  
Prof. Dr. S.K. Singla\*\*

### ABSTRACT

*The concept of Emotional Intelligence (EI) has sparked unprecedented interest in both the lay and scientific communities; it has also become a hot topic for researchers and academics. EI is regarded as one of the most talked-about terms in today's business world. This research paper attempts to summarize the available literature on EI by discussing the evolution of the term Emotional Intelligence. It further sheds light on EI in the Indian context by tracing its origins to The Bhagavad-Gita. It also explains why EI is important for both personal and professional development and well-being. Management is an art of getting work done through others. In this sense, it is an example of an outside intervention. The main disadvantage of the current management system is that someone who is unable to control his own feelings, thoughts, mental worries, and actions exerts control over others. Academic achievement was once thought to account for professional excellence. Managerial Excellence is not just because of one's academic excellence but the ability to balance head and heart qualities. Apart from intelligence, certain other competencies such as self-awareness, empathy, understanding and managing own emotions and others', assist managers in eliciting the best performance from their employees. Emotional intelligence is a critical component of managerial effectiveness. It has an impact on one's overall ability to deal with organizational demands. Being emotionally intelligent allows one to better understand and relate to others. One becomes more empathetic and sensitive to the feelings of others. Such people bring out the best in others, causing them to be extremely productive. This paper aims to highlight the role of emotional intelligence in managerial excellence.*

---

**Keywords:** Emotional Intelligence, Professional Development, Managerial Excellence.

---

### Introduction

Human resources are the backbone of any organization. The success of every organization depends on its growth. "The management of man" is very challenging task because human beings have emotions. They are responsive, they feel, think and act accordingly. They cannot be treated as machines. So, they need a careful and tactful handling by the management. In today's world, ignoring human resources can lead to a dangerous situation in the workplace. Therefore, organizations must prioritize human resources and make them feel at ease in the workplace.

Emotions, in general, play an important role in people's lives because of the feelings that brighten life, allowing us to experience the joys and sorrows of our lives (Aghayar & Sharifi, 2008). Humans have two minds: one that thinks and one that feels. These two minds, when combined, constitute an individual's mental life. When the emotions are intrigued, the balance between these two minds is upset, allowing emotional intelligence (mind) to take over thinking mind. Consequently, the emphasis has been shifted to the role of emotional intelligence in daily life (Extremer & Fernandez, 2006). It is up to the managerial behavior to steer the organizations in a positive direction, as manager has a great influence over emotions of employees. The main focus of the present paper. To review the concept of Emotional Intelligence along with its components and to highlight its role for managerial excellence. An extensive literature review of research papers, reports and web content and articles from various national and international journals was done to understand the theoretical and conceptual constructs of EI.

---

\* Research Scholar, GNA University, Phagwara, Punjab, India.  
\*\* GNA University, Phagwara, Punjab, India.

### Emotional Intelligence

Emotional intelligence involves a combination of competencies, which allow a person to be aware of, to understand and to be in control of his own emotions. It is important to recognize and understand the emotions of others and to make use of the knowledge and skills to foster their success as well as the success of others. In academic literature, various terms have been employed as a substitute for emotional intelligence such as emotional literacy, emotional competence, emotional creativity and emphatic accuracy (Averill & Nunley, 1992; Goleman, 1995) Individuals with a highly developed emotional intelligence are more successful at their workplace, the main reason being that they are able to understand their emotions and conduct and behavioral traits.

Emotions are strong feelings about something, and intelligence is defined as “the capacity of the mind, particularly to understand principles, truths, facts, or meanings, acquire knowledge, and apply it to practice, or the ability to learn and comprehend” (Ivancevic and Ivancevic, 2007). So, emotional intelligence is the human mind’s capability regarding anything that can help them to achieve an objective for the organizational success.

### Evolution of Emotional Intelligence

In 5<sup>th</sup> Century BC, EI as Mind Control: The Bhagavad-Gita in some of the shlokas has mentioned the importance of being able to manage one’s emotions. According to Lord Krishna, A Stith-Pragya, is one who remains at peace in the face of calamity and accepts good and evil with calmness. Lord Krishna has stressed upon control of the senses, equanimity of the mind, conquest of fear and anger, freedom from attachment, tempering of the passion; and fixing the consciousness on the Supreme Lord. When such a person remains content in himself, then he is called a sage of steady wisdom. He controls them, through the power of his mind. He is, thus, his own master. One should not be happy when something good happens, nor should it bother him or her when things go wrong. This does not imply a lack of sensitivity; rather, it refers to the ability to maintain emotional focus.

**Table showing Evolution of Emotional Intelligence**

Time Period	Emotional Intelligence	Source / Researcher
In 5 <sup>th</sup> Century BC	Mind Control	The Bhagavad-Gita
In 350 BC	Emotional expression,	Aristotle
In 1930	Social Intelligence	Edward Thorndike
In 1940s	An affective component of intelligence	David Wechsler
In 1950s	Multiple Intelligences	Abraham Maslow and Howard Gardner
In 1985	Emotional Intelligence	Wayne Payne
In 1987	Emotional Quotient.	Keith Beasley and Reuven Bar-On
In 1990	Emotional intelligence	Peter Salovey and John Mayer.
In 1995	Popularize Emotional Intelligence	Daniel Goleman

### Components of Emotional Intelligence

The various components of EI as described by the various researchers are:

- **Self-Awareness:** This involves when an individual obtains a realistic understanding of his own abilities and also possesses a strong sense of self-confidence. The three important areas in this case are emotional self-awareness, accurate self-assessment and self-confidence. These help a person in making accurate and wise decisions. Managers who are more certain about their emotions are better pilots of their lives. A manager who wants to manage people and situations must collect detailed information about both internal and external factors. Because of the availability of information, learning about oneself is easier than learning about others. This is referred to as self-analysis and self-introspection.
- **Self-Management:** Self-management, or handling feelings appropriately, is a skill that develops from Self-Awareness. It is the process of controlling raging impulses and disruptive emotions. It all comes down to integrity and honesty, as well as seeing the bright side of every situation. The main features that contribute in an individual’s self-management are adaptability, self-control, trustworthiness, conscientiousness.

The different kinds of social skills are, influencing, leadership, developing others, communication, change catalyst, conflict management, building bonds and teamwork and collaboration. The primary utilization of social skills is to form effective relationships with other people.

- **Motivating Oneself:** Managers who possess this skill are highly productive and effective in their endeavors. It is the use of emotions to achieve a goal. It motivates people to give their best effort. It is the function that ignites fervent desires to act.
- **Recognizing other's Emotions:** Social awareness is sensing others' emotions, being open to their perspectives, and taking an active interest in their concerns. It all comes down to scanning the current events at the organizational level.
- **Emotional Perception:** This is an individual's ability to recognize his own emotions and to understand these emotions, they are normally communicated in facial expressions, voices and pictures.
- **Emotional Use:** The ability to use emotions in order to perform cognitive activities; individuals are able to think about situations and adopt means in order to find solutions to the problems.
- **Emotional Understanding:** The ability to perceive the shades of emotion that are present and how interaction takes place between different kinds of emotions.
- **Emotional Management through Managing Relationships:** The art of managing relationship is largely defined by one's ability to manage the emotions of others. These are the skills that are associated with popularity, leadership, and interpersonal effectiveness. The emotions need to be managed in the facilitation of the required tasks. For instance, it is important for the persons to keep calm in crisis situations and control anger and frustration. People who succeed at these skills excel at anything that requires them to interact smoothly with others; they are indeed social heroes.

#### Review of Literature

Ranjan, et. al, (2020) The impact Of Attitude, Behavior and Emotional Intelligence on Performance. This essay's main goal was to investigate how attitude, behavior, and emotional intelligence affect work performance. Employees can work more efficiently and productively by being conscious of their own emotions, attitudes, and behaviors and effectively managing them. Additionally, this also helps improve interpersonal work relationships and contributes to a healthy work culture.

Uslu & Uslu (2019) in the article entitled "The Impact of Emotional Intelligence on Employees' Attitudes," aimed to investigate the impact of emotional intelligence levels of employees on their job satisfaction and intention to leave. For quantitative study, the necessary data were gathered by the survey method. The study's sample consists of 146 participants who were active employees. According to the findings, emotional intelligence had a relatively favorable impact on job satisfaction and a negative impact on intention to leave.

Gong Z et.al (2019) in the study titled "The Influence of Emotional Intelligence on Job Burnout and Job Performance: Mediating Effect of Psychological Capital,". This study surveyed 450 employees of various organizations. Findings revealed that improved EI of employees will improve their psychological capital (positive mental states including self-efficacy, hope, optimism, tenacity and so on) which results in increased job performance and reduced job burnout.

Kaur & Sharma (2019) in the study titled "Emotional Intelligence and Work Performance" Based on the literature review, it is concluded that EI has a favorable impact on work performance. It confirmed EI as an influential personality feature for improving job satisfaction and achieving organizational commitment. With increased commitment, the intention to turnover drops rapidly.

Savita Saini (2018) in the study titled "Emotional Intelligence at Workplace – A Conceptual Study", It is concluded that Emotional Intelligence plays a crucial role in an organization. It helps in the hiring and selection of competent employees. It has positive impact on the behaviors of the employees at workplace. It increases their tolerance level; they can empathize well with their co-employees. Various sessions and seminar on EI can be organized for the training of the employees.

Pradhan & Kesari, (2018) in the paper entitled "Emotional Intelligence as a Moderator in Abusive Supervision- Intention to Quit Relationship among Indian Healthcare professionals," interviewed 353 professionals from healthcare working in Indian hospitals. The study found a strong relationship between emotional intelligence and intention to quit and abusive supervision and concluded a moderating effect of EI on it. i.e., higher the emotional intelligence lower is the intention to quit. It was recommended to impart EI training so that behavior like abusive supervision could be reduced and tolerance for the same can be increased.

Jena & Pradhan, (2018) in the paper titled "Workplace spirituality and employee commitment: the role of emotional intelligence and organizational citizenship behavior in Indian Organizations" studied the role of EI and OCB mediates between spirituality and commitment. Data was collected from 761 India executives and found that relationship between OCB and employee commitment and mediation of EI between spirituality and commitment was weak. However, it was found that the relationship between workplace spirituality and employee commitment is strong.

Anwar, et.al (2017) in the paper entitled "Assessing Organizational Citizenship Behavior through Constructing Emotional Intelligence," found that there exists a positive relationship between self-emotional awareness, other's emotional appraisal, regulations of emotions and the OCB of Malaysian bank employees and thereby results in improved performance on individual and organizational levels. It leads them to help others and they empathize with others and thereby improves there OCBs.

Clark & Polesello, (2017) in the study titled "Emotional and cultural intelligence in diverse workplaces: getting out of the box, Industrial and Commercial training," reviewed that EI and cultural intelligence helps in managing diversity in an organization. EI helps in understanding behaviors and thus helps in promoting diversified cultures in an organization. Cultural intelligence helps in preparing leaders for expatriation and improving team performance especially having different culture members. Self-Awareness, Social Awareness, Relationship Management, Self- Management helps the workforce in dealing with diverse customer base and managing conflicts.

### **Emotional Intelligence and Managerial Excellence**

Management is an art of getting work done through others. In this sense, it is an example of an outside intervention. The main disadvantage of the current management system is that someone who is unable to control his own feelings, thoughts, mental worries, and actions exerts control over others. Academic achievement was once thought to account for professional excellence. Managerial Excellence is not just because of one's academic excellence but the ability to balance head and heart qualities. Apart from intelligence, certain other competencies such as self-awareness, empathy, understanding and managing own emotions and others', assist managers in eliciting the best performance from their employees. Emotional intelligence is a critical component of managerial effectiveness. From the above literature review it can be said that EI has an impact on one's overall ability to deal with organizational demands. Being emotionally intelligent allows one to better understand and relate to others. One becomes more empathetic and sensitive to the feelings of others. Such people bring out the best in others, causing them to be extremely productive.

Management excellence is defined by doing the right thing at the right time. Efficient people do the things right, whereas effective people do the right things. Managers who are emotionally intelligent, are both effective and efficient. Managers' primary responsibility is to manage people. They must be good managers of themselves in order to achieve management excellence. The ability to become self-aware allows one to better understand and relate to others. The ability to cope with environmental demands is influenced by Emotional Intelligence. When people understand the linkage of feelings, thoughts, and reactions, they can grow into mature people. This assists in dealing with irrational fears, understanding strengths, and overcoming weaknesses in order to cope with challenges. These people bring out the best in others. The following findings can be drawn out on the basis of review of literature. EI helps managers in the following ways:

#### **Strategic Planning**

Emotionally Intelligent managers prepare plans after considering the knowledge and information they have gained from various experiences or reports.

Managers who are emotionally intelligent are aware of **time management** i.e. where their time is spent and how it is spent. They concentrate on how they can help the organization. They also reduce the possibility of making mistakes.

Emotional Intelligence assists managers in **taking decisions** in a systematic manner. They gather all available information about alternatives and weigh their effect on the decision. They make a decision after determining the cause. They use their emotions to help them think better. They balance their thoughts and took decisions by balancing both their head and heart.

- **Team Efficiency**

Emotional intelligence acts as a tether that binds the team together in order to improve the company's emotional climate, resulting in increased group effectiveness and profitability. It fosters a sense of belonging and trust in the team.

- **Manage Stress**

Organizations also lose valuable human capital as a result of stress-related problems. Emotionally intelligent managers can help employees manage stress and maintain their enthusiasm for difficult tasks. It further promotes a healthy environment in the organization.

- **Handling Conflict**

It is natural for people working together in an organisation to have different points of view. Work productivity and composition can suffer as a result of conflict. EI can be used to benefit from different points of view and to resolve conflicts. That is why management entails managing one's own and others' emotions.

- **Absenteeism and Turnover are Reduced**

By using effective people management and social skills, EI managers can reduce such problems and prevent incidents that cause bad feelings.

### Conclusion

Many companies have focused in their selection criteria and training programs on hard skills (e.g., technical expertise, industry knowledge, education) and the assessment of personality traits. Competencies such as stress management, assertiveness skills, empathy, and political/social skills were never measured. If IQ determines how smart you are, EQ determines how you apply that intelligence. Individuals with high EQs are competent to use their cognitive abilities. They are frequently chosen for advancement in their professions or volunteer experiences because they have the ability to motivate others and boost their confidence. People with high IQs but low EQs sometimes destruct themselves because they are unable to relate to their peers, cannot handle stress constructively, and find it difficult to maintain emotional connections. Increasing your EQ can help you access your intrinsic intelligence and increase your empathy, leading to career advancement and better relationships.

### References

1. Rajan, S., Banerjee, A. and Jacob, S., The Impact of Attitude, Behavior and Emotional Intelligence on Performance. *AIMS Journal of Research*, p.18.
2. Uslu, O. and Uslu, M., 2019. The impact of emotional intelligence on employees' attitudes. *Journal of Applied Management and Investments*, 8(1), pp.32-43.
3. Gong, Z., Chen, Y. and Wang, Y., 2019. The influence of emotional intelligence on job burnout and job performance: Mediating effect of psychological capital. *Frontiers in psychology*, 10, p.2707.
4. Kaur, J. and Sharma, A., 2019. Emotional intelligence and work performance. *International Journal of Recent Technology and Engineering*, 8(2), pp.1658-1664.
5. MacCann, C., Jiang, Y., Brown, L.E., Double, K.S., Bucich, M. and Minbashian, A., 2020. Emotional intelligence predicts academic performance: A meta-analysis. *Psychological bulletin*, 146(2), p.150.
6. Saini, S., 2018. Emotional intelligence at workplace. A conceptual study. *International Journal of Management Studies*, 5(3), pp.53-56.
7. Jena, L.K. and Pradhan, S., 2018. Workplace spirituality and employee commitment: The role of emotional intelligence and organisational citizenship behaviour in Indian organisations. *Journal of Enterprise Information Management*.
8. Anwar, M.A., Osman-Gani, A.M., Fontaine, R. and Rahman, M.S., 2017. Assessing organizational citizenship behaviour through constructing emotional intelligence. *Asia-Pacific Journal of Business Administration*.
9. Clark, J.M. and Polesello, D., 2017. Emotional and cultural intelligence in diverse workplaces: getting out of the box. *Industrial and commercial training*.
10. Goleman, D. (1995). Emotional Intelligence: Why It can Matter more than IQ. Retrieved June 10, 2017 from <http://www.affirmativeactionhoax.com/pdfs/Goleman.pdf>
11. Mayer, J.D., Salovey, P., & Caruso, D.R. (2004). Emotional Intelligence: Theory, Findings and Implications. *Psychological Enquiry*, 15(3), 197-215. Retrieved June 10, 2017 from [http://www.unh.edu/emotional\\_intelligence/EI%20Assets/Reprints...EI%20Proper/EI2004MayerSaloveyCarusotarget.pdf](http://www.unh.edu/emotional_intelligence/EI%20Assets/Reprints...EI%20Proper/EI2004MayerSaloveyCarusotarget.pdf)
12. What is Your Emotional IQ? (n.d.). Retrieved June 09, 2017 from [http://www.dallasiaa.org/PDF/What\\_is\\_your\\_emotional\\_IQ.pdf](http://www.dallasiaa.org/PDF/What_is_your_emotional_IQ.pdf).

