

# EMOTIONAL INTELLIGENCE AT WORK PLACE

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**1.0 Introduction:** One of the buzz words, in the field of education is 'Emotional Intelligence'. Emotional intelligence is not just 'book smart' but 'heart smart'! In fact, the real importance of emotional intelligence has been thoroughly brought out by Goleman (1996). And, true to say, that, now-a-day, people are judged not merely by their academic qualifications but they are judged by a peculiar yard stick i.e. how well they can handle others as well as themselves, and this yard stick is, in reality, has become useful in the decisions related to employees promotion, retention, etc. Hence very truly it has been stated by the eminent educationist that today in the competitive world a person's recruitment takes place on the basis of his or her intelligent quotient (I.Q), but his or her promotion take place on the basis of his or her emotional intelligence (E.Q.). Now, it should be made clear here that, the term E.Q. denotes 'Emotional Quotient; and it is used interchangeable with 'Emotional Intelligence', a term that is derived from the term 'intelligence quotient'.

**Greek Philosopher Aristotle** has once Remarked "Anyone can become angry that is easy. But to be angry with right person, to the right degree, at the right time, for the right purpose, and in the right way-that is not easy."

People who have a control over their life can manage and know their feelings well and read and deal effectively with other people's feelings, while the people who cannot have control over their emotional life fight inner battles that sabotage their ability to focus on work and think clearly (Goleman, 1996). To be intelligent is to solve new problems and to deal with diverse situations. Until recently, we have been led to believe that a person's general intelligence measured as I.Q. or intelligence quotient in any walk of life-academic, social, vocational or professional. However, researches and experiments conducted in the 90's onwards have tried to challenge such over-dominance of intelligence and its measure I.Q. by replacing it with the concept of Emotional Quotient (E.Q), revealing that a person's emotional intelligence measured through his E.Q. May be a greater predictor of success than his or her I.Q. Hence, there is a need to bring intelligence to Emotion.

Emotional Intelligence is grounded primarily in psycho- biology and modern neuroscience. Harvard psychologist, Howard Garden was the first one to point out the distinction between intellectual and emotional capacities and introduced his theory of Multiple intelligence (1983) including interpersonal intelligence and intrapersonal intelligence.

Later on Sternberg (1988) also carried out the concept of social intelligence in the name of contextual intelligence through his Diarchic theory of intelligence. This component of one's intelligence relates with one's capacity of making adjustment to various contexts with a proper selection of contexts so that one can improve one's environment in a proper way. As a follow-up study it was later on discovered that without having a high I.Q. one can have high contextual intelligence i.e., the ability to lead one's life successfully (Zimbardo & Gerring, 1996). However, historically speaking, the phrase 'emotional intelligence' was first introduced in 1990 by two American professors, Dr. John Mayer and Dr. Peter Salovey in their attempt to develop a scientific measure for knowing the differences between people's ability in the areas of emotions.

Family is the first institution of a child, but with the breakdown of joint families and the advent of a high living index both parents are out for work leaving the child with very little time to spend with the parents. Moreover, parents are not always in a position to cope with or dispense with the necessary emotional skills. This makes the role of schools particularly of the teachers in nurturing emotional skills in children even more crucial. Scientific research on functioning of the brain in particular indicates that the information of emotional skills is much easier in "formative years" i.e., from birth to the late teens. But the fine line between childhood and adulthood is disappearing due to massive media exposure, too much of stress on performance and cut-throat competition. Thus, there is a rise in juvenile delinquency, children indulging in alcoholism, smoking, adolescent pregnancies, child suicides and many other antisocial activities which make us realize that something is lacking somewhere.

**1.1 Definition :**

According to Steve Hein, "How to separate healthy feelings from unhealthy one and how to turn negative feelings into positive once means emotional intelligence."

Peter Salovey and John Mayer (1980) have defined saying emotional intelligence is subset of social intelligence that involves the ability to monitor one's own and other's feelings and emotions to discriminate among them and to use this information to guide one's thinking and actions (1980)". However, later on, these authors revised their definition by saying as follows : "The ability to perceive emotion, integrate emotion to facilities thought, understand emotions to promote personal growth (1997).

When we come across the writings of Goleman Daniel, we see the definition given by him as follows :-

"Emotional Intelligence is the capacity for recognizing one's own feelings and those of others for motivating ourselves and in our relationship" Goleman said that IQ accounts for only about 20% of a person's success in life, balance can be attributed to emotional intelligence (E.Q)

According to Kaven stone Mc Cown, "Emotions are our responses to the world around us and they are created by the combination of our thoughts, feeling and actions. What is more important for all of us is to learn that we create our own emotion. Our response are shaped by our thoughts and, we clarify our understanding of our own belief and also we learn that we are in reality selecting our own lives. We take responsibility of our thoughts, feeling and actions, we become accountable."

Singh Dalip (2003) "Emotional and ability Intelligence means an awareness of an individual to appropriately and successfully respond to a wide variety of emotional stimuli being elicited from the inner self and immediate environment."

Reuven Bar (1997) "Emotional Intelligence means to reflect one's ability to deal with daily environment challenges and help predict one's success in life, including professional and personal pursuits."

In fact, E.L. Thorndike had long identified a dimension of intelligence and named it as social intelligence and described it as the ability to understand and manage men and women, boys and girls to act wisely in human reactions. This is an ability which shows it self abundantly in the nursery, on the play ground, in factories and sales rooms.

By going through the above given definition by the eminent personalities, it may be concluded then that, emotional intelligence is all about the capacity to reason about emotions and therefore it becomes essential to know about enhancement of emotional and the necessity of the same.

**2.0 Necessity of Enhancing Emotional Intelligence :**

Knowledge of person's own emotions is the basic element of emotional intelligence. It has been found out by the researchers that people with high emotional intelligence are happier, healthier and more successful in their relationships. Such people strike a balance between emotion and reason and are aware of their own feelings, show empathy and compassion for other and have high self esteem. Emotional intelligence can be instrumental in many situations in the workplace and can help to achieve organizational effectiveness. It is a fact to note that emotional intelligence is needed for making the right decisions as well as solving problems. People having high emotional intelligence have the benefit of increased productivity and improved responsiveness. High emotional intelligence is very much helpful in creating and enthusiastic work environment, in reducing the stress levels and in resolving past issues. Emotionally intelligent person can help himself or herself in resolving his or her conflicts and is able to attain goals at all levels and also is able to improve all the psychological abilities like clarity of thinking, memory and decision making.

The emotional make-up of a person is the product of his or her learning experience.

Emotional competencies, abilities and concepts are learnt through role model i.e. teaches, parents, celluloid model, etc. It is by observing these model, the person learn how to analyse and cope with life. So also, a person can learn from his or her own experiences and also by attending workshops, seminars, etc and personality development. Research in neurosciences has shown that human beings operate from two minds- Emotional mind and rational mind. Emotional mind is the source of basic emotion like anger, sadness, fear, lust, surprise, disgust etc. whereas, the rational mind is the source of learning, memory, thinking, reasoning etc. The harmony between these two minds is what constitutes emotional intelligence and more fulfilling the life. But sad to note that our children in schools are made to work hard to develop there intelligent quotation (IQ) and ignore the aspect of emotional intelligence (EQ). Almost all over the world, most children spend ten to fifteen year of their life learning to develop their academic skills and emotions are largely ignored and there is no effect to inculcate them in personal and professional life. Hence it is a sad state of affair to witness that no conscious effort is made to raise emotional skills in the unripe minds!

Life is full of psychological stress at present. Time is running fast and technology has made human beings very active all the time, an individual is too much stressed. Every event of an individual's personal life is expressed in some emotional colouring. Behind every emotion there is a feeling, and these feelings are described as emotions. Emotions play a significant role in directing a person's behavior. Solovey substitutes the definition of emotional intelligence by saying,

"Emotional Intelligence is the process of learning to understand our own emotions, learning to understand the emotions of others, gaining proficiency in positive emotional responses in oneself and recognizing and accepting the emotional responses of others."

It is taken for granted that emotional intelligence is something which can be learnt in any way and within any time and therefore there is no urgent need to acquire it right way! but, the fact is emotional intelligence must be taught in the educational institution in the early state of life. Unfortunately, more stress is on the academic factors and there is not much realization that emotional factors are as important as academic factors. True things to note is that our children must be made emotionally literate!

It means, we must make our children know about those skills to overcome stress, anxiety, frustration, anger, disappointment, Hurst and despair. Children must be taught to improve their self esteem and enable them to handle life in their own terms.

### **3.0 Concluding Remarks :**

Emotional Intelligence refer to emotional awareness. It is that skill which provided the ability to balance and reason. Emotional intelligence describes the capacity to perceive, assess and manage the emotions of one's self and that of others. It has been increasingly recognized today that intelligent Quotient (I.Q.) account for only about 20% of a person's success in life. But the remaining 80% depends largely on person's emotional intelligence (E.Q.)

Goleman has very rightly concluded by saying that 'Emotional Intelligence includes self-control, zeal, persistence and the ability to motivate oneself. Emotional intelligence once developed, can create the avenue for a productive, rewarding and fulfilling life.' How very true! Emotional intelligence links strongly with

(1) Concept of love (2) Concept of spirituality and (3) Concept of multiple intelligence theories.

Intelligence quotient (IQ) tends to be the traditional measure of intelligence ignoring essential behavioral elements. People who are academically brilliant may be socially and interpersonally inept. This because of the reason that the mere possession of high IQ rating does not ensure automatically. Emotional intelligence is increasingly relevant to organizational development and the developing human resources as the emotional quotient. Principles provide a new way to understand and assess behavior, attitude, interpersonal skills and potential. Emotional Intelligence is three times more powerful than intelligent quotient. In working situations too E.I. helps more than I.Q. The knowledge about one's emotional intelligence in terms of his or her emotional quotient has wider educational and social implications for the welfare of the individual and the society.

To progress and let others progress, to live and let others live, are the ultimate goal of any education or training provided for developing one's potential of emotional intelligence. The hallmarks of EI are self-awareness, self-management, social awareness and social skills. Those with high E.Q. are motivated, self-disciplined, aspire to excel, continually seek re-skilling and learning and values; they have a strong understanding of their values and beliefs, possess clear goals and visions, self-confidence and acceptance of both their strengths and vulnerabilities. The true definition of education is the development of the Individual according to his or her needs and demands of society. The following measures may prove helpful in this direction.

(1) Develop the ability, to correctly perceive feelings both in oneself and others. (2) Develop self-awareness of the feelings and emotions in all situations. (3) Develop the qualities of a good listener, for understanding others and their feelings. (4) Understand that anger, fear, sadness, the so-called negative emotions are as healthy as the positive emotions peace, courage and joy. (5) Learn the art of managing the feelings and emotions as they unite the heart, mind and body.

If proper education, opportunities and efforts are made for the training of emotions and development of proper emotional intelligence potential among the children right from their childhood, then it will surely help in bringing mutual emotional understanding, empathy accompanied with right actions and behaviors on the part of the individuals and groups for leading a better life with peace and cooperation.

Emotional intelligence is a mixture of both the Head and the HEART. There should never be any suppression of emotions because that may lead to any other psychological problem. Interpersonal conflicts, stress, job dissatisfaction, frustration, anger, anxiety etc. are just some of the factors that affect the productivity of one self and that of the other too.

Emotional intelligence is the key determinant of success in the work place. It influence the day to day problem solving behavior. Emotional intelligence can be instrumental in many areas of professional life and also

helps to achieve organizational development. It is also helpful to create enthusiastic work environment. Emotional intelligence can facilitate in resolving past issues it has been concluded by the researchers that higher emotional intelligence is related to many aspects of life success, particularly if the child is brought up in an emotionally intelligent environment.

Why we behave and how we behave is very much controlled, directed and guided by an intelligent and synthesized functioning of our own emotions and mind, known by a relatively new phrase: emotional intelligence. It helps us to make use of or manage our emotions in an intelligent way and thus may prove a big helping hand in meeting the present situation as well as seeking needed harmony with the self and others. It can thus prove a great boon, way and approach in the direction of maintaining peace or seeking one's harmony with his self and others. Let us see how.

Emotions, known as an excited or agitated state of our mind, are responsible to mold and melt one's actions or responses to the stimuli present in one's environment in a particular way depending on the nature and intensity of the emotions felt at one or the other times.

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