

EMOTIONAL INTELLIGENCE AND SELF MOTIVATIONAL FACTORS FOR MANAGERIAL EFFECTIVENESS IN THE CORPORATE WORLD

Dr. A Chandra Mohan¹ and B V S Prasad²

¹Professor of Management Studies, SRM University, Chennai

Email: dracmohan_mannava@yahoo.com

²Assistant Professor (Sr. Gr.), School of Management Studies, SRM University, Chennai

Email: bvsprasad129@yahoo.com

ABSTRACT

“A good head and a good heart are a formidable combination”

Nelson Mandela

Emotional Intelligence is a dynamic force which acts as a 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 influences a person’s ability to succeed in coping with demands and pressures of the environment. Successful top managers, particularly in multinational organizations, developed high levels of emotional intelligence. Emotional intelligence will help managers to understand the emotion and abilities of their employees. This article has been focused on the role of Emotional Intelligence and self motivational factors for Managerial success in Corporate World. It has been focused on measurement of Emotional Intelligence and Managerial Effectiveness, facial expressions to convey emotions, importance of Emotional Intelligence at work etc. Thus this article will give focus on measure of emotional intelligence and managerial effectiveness in the Corporate World.

Keywords: Emotional Intelligence, Self Motivating Factors, Managerial Effectiveness, Gender and Emotions, Facial Expression, Managers, Effectiveness, Corporate World.

INTRODUCTION

Several studies identified that the person who is having high level of intelligence will develop the positive attitude and varieties of emotional dimensions. Some people have severe difficulty in expressing their emotion and understanding emotion of others. Psychologists call this Alexithymia, meaning 'lack of emotions'. People who suffer from this rarely cry or smile. Thus, such people who are not suitable to sales and managerial positions. But they are suitable and may well be effective performers particularly in fields like information technology.

Emotion refers to a feeling state (including physiological response 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 behavior --- 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.

OBJECTIVES OF THIS PAPER

1. To understand the role of Emotional Intelligence of managers in Corporate world.
2. To study the Emotional Intelligence of Gender and Emotions.
3. To examine the measurement of Emotional Intelligence
4. To analyse five dimensions of Emotional Intelligence
5. To suggest some measures to manage Emotional Intelligence effectively.

METHODOLOGY

This article has been prepared based on primary and secondary data. The researchers have collected information by conducting direct interviews with selected managers working with PSUs, in the city of Chennai. On the other hand secondary data has been collected through / from Text Books / Journals / Websites relevant to Emotional Intelligence. Researchers have done thorough review of literature related to Emotional Intelligence. Thus this article/paper has been prepared mostly based on secondary data.

REVIEW OF LITERATURE

The research or studies in Emotional Intelligence may be dated back to the studies of Charles Darwin, an English anthropologist (1809-1882). In his work on the 'importance of emotional expression for survival and second adaptation', he says emotions are an inert remnant of the primordial bodily preparation for action. In 1930s, Edward Thorndike has put forth the concept of 'Social Intelligence', as the ability to get along with people. In 1940s – David Wechsler suggests that affective components of intelligence may be essential to success in life. 1950s – Humanistic psychologists such as Abraham Maslow describe how people can build emotional strength.

However, the origin of Sociology of Emotion, a school of thought started by American sociologists in around 1975, has thrown much light on sociological implications in emotional expressions. Howard Gardner’s (1983) work on Frames of Mind: The Theory of Multiple Intelligences dealt with interpersonal intelligence and intrapersonal intelligence. Wayne Payne’s doctoral thesis, A Study of Emotion: Developing Emotional Intelligence (1985) threw much light on the importance of emotional management and its productive nature in social situations. Psychologists Peter Salovey and John Mayer (1990) published their landmark article, "Emotional Intelligence," in the journal Imagination, Cognition, and Personality. The concept of emotional intelligence got popularized after publication of psychologist and New York Times science writer Daniel Goleman’s book (1995) Emotional Intelligence: Why It Can Matter More Than IQ.

In the span of a decade, the concept of emotional intelligence overtook applicability Intelligence Quotient in management situations as the emotional intelligence claimed its validity in terms of dealing interpersonal related issues in the process of human engineering.

Self Motivation and Emotional Stability

Motivation emerges through intrinsic and extrinsic agents. Intrinsic agents like inner dialogues and enforcements within, besides confidence about one’s strength and ability to overcome weaknesses may also be a good source of motivation. It is an evident fact that the extrinsic motivating factors like peer group, role models etc. might not be relied upon much since, they are subject to availability. Therefore, a true professional tries to derive the essence of motivation within. A few intrinsic agents of motivation are reflected in E. I. Fig – 1

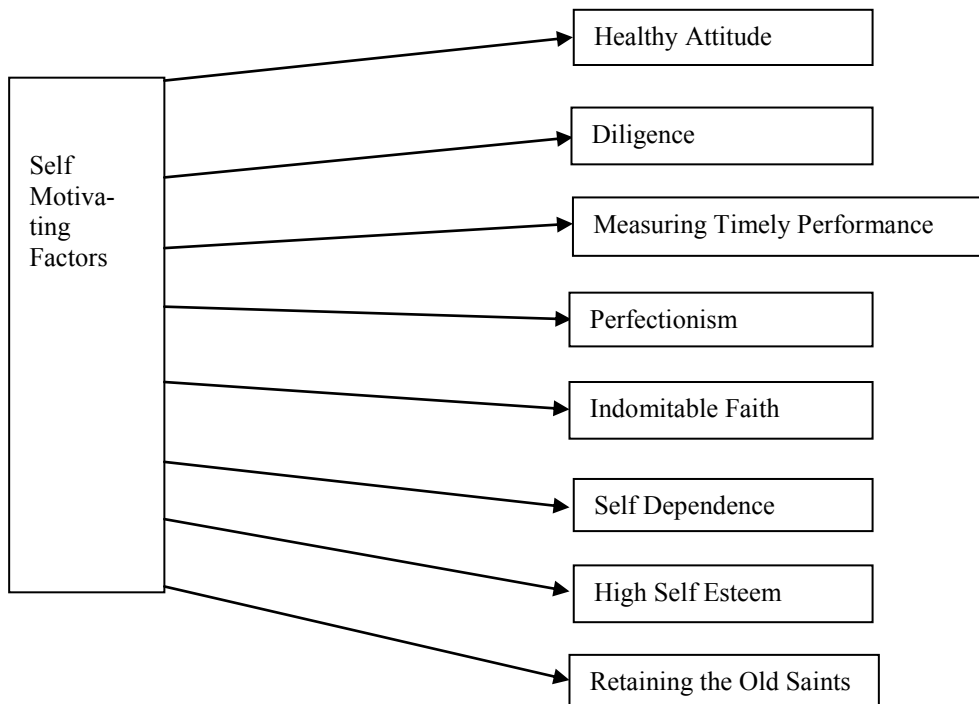


Fig. 1. E.I.

Measurement of Emotional Intelligence

Emotional Intelligence (EI) is the ability to acquire and apply knowledge from your emotions and the emotions of others. You can use the information about what you are feeling to help you make effective decisions about what to say or do (or not to say or not to do) next. EI is NOT about being soft! It is a different way of being smart, having the skills 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 four basic measures of emotional intelligence.

1. Self report measures
2. Ability based measures
3. Behavioral measures
4. Psychological measures

Gender and Emotions

An analysis of emotional intelligence in thousands of men and women found that women, on average, are more aware of their emotions, show more empathy, and are more adept interpersonally. Men, on the other hand, are more self-confident, optimistic, and adaptable, and they handle stress better. In general, however, far more similarities exist than differences.

Compared to men, women are better able to read emotions of others. Women more frequently express both positive and negative emotions. In contrast to men, women also report more comfort in expressing emotions. Therefore, women are better at reading non-verbal communication like gestures compared to 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 may be viewed as a sign of weakness when they show their feelings.

Five Dimensions of Emotional Intelligence for Managerial Effectiveness in Corporate World

Managers have to develop some qualities and skills to perform their jobs in effective manner, 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. According to Daniel Goleman EI consists of a wide array of competencies and skills that drive leadership performance. Goleman's model outlines five main EI constructs (presented in E.I. Box No 1). The first three are intra personal and the last two are interpersonal.

E.I. Box No 1. Goleman's five main constructs of Emotional Intelligence

- Self awareness – being aware of what you are 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 expressions convey 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 managers. Most of the studies conclude that there are six broad categories of emotions, called emotional continuum. The six emotions are presented in E.I. Box No 2.

I.E. Box – 2. Emotional Continuum

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

The above mentioned six emotions are reflected by different facial expressions to convey emotions of both men and women. These expressions can be analysed to understand the situations - the favourable or unfavourable feelings of employees working in the organization.

“People who rise to the top of their field, whether its psychology, law, medicine, engineering, or banking, aren’t just good at their jobs. They are effable, resilient and optimistic.” - Dale Carnegie, 1936

Managers and Role of Emotional Quotient (EQ)

Emotionally astute managers are able to deal with contentious employees, a tyrannical boss, rapid changes in the workplace, and unexpected disappointments and triumphs while keeping a level head and strong sense of self. Their employees and peers depend on them for consistency, good judgment, and the ability to do the right thing at the right time.

Some managers are born made and some are made, but all managers are made when it comes to corporate world. 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 feelings 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 emerges as 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 feelings 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 identify employee who has the skills and at the same time who has innate emotional strength.

Hence companies are laying 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.

According to Joe Jotkowitz, communications consultant for Communication Development Associates, “The true test of a leader’s emotional intelligence is when organizational change occurs, like a shift in the market or a change in organizational direction.”

Daniel Feldman, president of Leadership Performance Solutions and author of *The Handbook of Emotionally Intelligent Leadership*, explains, “Research suggests that effective leaders use their personal power to influence others as much as their position power. Position power is based on the authority from the formal position that one holds. Personal power is based upon one’s relationship with others. Personal power is built through the use of the skills of emotional intelligence.”

Why Emotional Intelligence is important at work

Emotional Intelligence is a set of 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 in any situation helps one to respond and behave in 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 their readiness to contribute their best in their target accomplishment. Knowing one’s emotions and feelings as they occur, and tuning oneself to the changed situation, requires the emotional competency, emotional maturity and emotional sensitivity. Such knowledge determines the success of adaptability and adjustment with the changed scenario. In a work situation, since it involves a group of people with 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 organizations? Why some people show their personality structure that in tune with the organizational expectations. Why some people show their self interest more than organizational interest? In many cases the answer to these questions lies on emotional intelligence than organizational factors.

Bhagavat Gita and Emotional Intelligence

Bhagavat Gita too tells us how a person with a balanced mind can be very effective in taking decisions. Gita calls such a person “Sthitha Pragna”, and enumerates his qualities. ‘Such a person, Gita says, is not elated when there is happiness, nor would feel miserable when faced with sorrow. Such a person is free from any kind of attachments. He knows no fear, and has conquered anger’. Thus, a balanced mind gives a manager the right attitude and right direction when faced with a problem or crisis. Such a person would be putting in his best efforts to perform any job assigned to him in a most effective manner.

Managing Emotions effectively in work place

Managers should manage emotions effectively from time to time depending upon the situation to work effectively and efficiently ultimately to achieve organizational 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.

How to develop Emotional Intelligence

To develop emotional intelligence, we should first develop emotional awareness which consists of two parts

1. Ability to recognize the emotions as and when they arise because emotions are unpredictable and (one can recognize them from the physical sensations in our body, but one has to develop the sensitivity such physical sensations)
2. Ability to handle the emotions without being overwhelmed by them.

Some of the skills that can help develop Emotional intelligence are.

- The ability to quickly reduce stress
- The ability to recognize and manage your emotions
- The ability to connect with others using nonverbal communication.
- The ability to use humor and play to deal with challenges
- The ability to resolve conflicts positively and with confidence.

These appear simple. But mere knowledge and awareness of these skills is not enough. When under pressure, we tend to forget about them and be overwhelmed by the events. These skills should be practiced regularly and internalized, only then they would of any use for us in difficult circumstances.

Suggestions towards Improving Emotional Intelligence

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

- Develop better self awareness
- Be honest with yourself

- Maintain standards of integrity
- Always subject to self criticism
- Be always be sure of self worth and capacities
- Be aware of competencies and skills
- Focus on positive feelings
- Control your negative emotions like anger, irritation, excessive anxiety etc.
- Be always realistic in your observation and understanding
- Always feel responsible for your actions
- Give positive weightage to all your emotions
- Be always empathetic than sympathetic
- Keep you good memories always bright
- Accept others' feelings as you accept yours.
- Be conscious of productive management of emotions
- Do adopt win-win conflict resolution strategies
- Nurture better inter personal relationship
- Control disruptive emotions and impulses
- Keep your mind always optimistic
- Align yourself goals with organizational goals
- Encourage self directed change and learning
- Develop organizational culture that supports learning

CONCLUSION

Many have 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 accepted around the world as a key element in our success in our work life and family life, physical fitness, self esteem and creativity. Research of Bradberry & Greaves (2009) has shown that EI predicts 58% of job performance, but only 36% of people are able to accurately identify their emotions as they happen. Emotional Intelligence is increasingly relevant to organizational development and developing people, because the EI principles provide a new way to understand and assess people's behavior, 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. Deficiency in emotional intelligence may be career limiting for an employee, the same can be a career stopper for managers.

REFERENCES

1. Goleman D. ‘ Working with emotional intelligence ‘ Bantom Books , New York; 1998
2. Howard Gardner. ‘ Frames of mind ; The Theory of Multiple Intelligences’ New York 1983.
3. Weisinger Hendrie. ‘ Emotional Intelligence at work ‘. Wily India (P) Ltd., New Delhi 2006
4. Emotional Intelligence (EQ), FIVE KEY SKILLS FOR RAISING EMOTIONAL INTELLIGENCE, [HTTP://WWW.HELPGUIDE.ORG](http://WWW.HELPGUIDE.ORG)
5. Emotions and Emotional Intelligence for Managerial Effectiveness, published by NHRD Newsletter, March 2007
6. Andrew J Dubrin ,’Leadership Principles’, Cengage Learnings,
7. Daniel Goleman, Richard Boyatzis and AnnieMc Kae, ‘Primal Leadership : The Hidden Driver of Great Performance’ Harvard Business Review Dec 2001
8. David C Mc Clelland and Richard Boyatzis ‘Leadreship Motive and Long Term Success in Management’ Journal of Applied Psychology Dec 1982.
9. Lock and Associates, ‘The Essence of Leadership : Four Keys to Leading Successfully’ (New York : Lexington/MacMilan 1992)
10. Robert W Lucas. ‘ Effective Interpersonal Relationships” Mc Graw Hill, Noida 1994
11. Weisinger, Hendrie ‘ Emotional Intelligence at Work’ , Wiley India (p) Ltd. New Delhi 2006
12. Jonathan H Turner and Jan E Stets ‘ Handbook of the Sociology of Emotions’ Cambridge University Press, London 2006