

Emotional Intelligence – Survival tool for HR

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Abstract:

The Covid-19 pandemic has provoked social stigma and the people who have been in contact with the virus are labelled, discriminated against, treated separately, or stereotyped (WHO, 2021). Many people suffered losses to their jobs, own & family health, loved ones, opportunities, etc. which raised depression, anxiety, and stress level. Organizations are used to considering such issues seriously during Covid-19 and promoted access to emotional intelligence (EI) as a key tool for supporting their employees and family members. It has been revealed that organizations adopted multiple initiatives in various hierarchies, and adopted EI to support employees during the pandemic crisis period (Busto, 2021). This research aims to study the use of EI, as a survival tool for HR to tackle an uncertain crisis. Secondary sources of data are considered for my research paper i.e. from website publications, online journals, and online research papers. There are many scopes for future research with primary data and specific organizational context for use of EI effectively and efficiently during the period of a pandemic, war, or normal working environment.

Keywords: Covid-19, Emotional Intelligence, Social Stigma, Depression, Anxiety, Stress

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I. Introduction:

Emotional intelligence (EI) is the use of emotional information to promote better thinking, improve behavior, and the ability to sense self and others' emotions and tag them accordingly (Oxforduniversitypress, 2021). Emotional intelligence (EI) can also be defined as the ability to recognize emotions, regulate emotions, express emotions well as motivate and influence emotions (Alnjadat & Al-Rawashdeh, 2021). Many writers pointed out that emotional intelligence (EI) was initiated in the 1970s-80s by psychologists called Howard Gardner, John Mayer & Peter Salovey. "A Study of Emotion: Developing Emotional Intelligence." is a dissertation written by Wayne Leon Payne in 1985 where EI appeared first (Kannaiah & Shanthi, 2015). Further, EI appeared in 1990 & 1993 in academic articles series written by John D. Mayer & Peter Salovey. of authored by These publications generated little attention. Subsequently Daniel Goleman's "Emotional Intelligence: "Why It Can Matter More Than IQ" became a best seller in 1995 and caught attention with another book "Working with Emotional Intelligence" in 1998 (Kannaiah & Shanthi, 2015).

A person having the skill of emotional intelligence is well aware of self and others' emotions. The Human Resources department (HRD) of the organization is now concentrating on developing employees' emotional intelligence to become more productive for themselves and the organization. Different studies reveal that processing good emotional intelligence practices, reduces the stress of employees, promotes good relationships and harmony, and finally reduces conflict (Serrat, 2009). Emotional intelligence can help to improve interpersonal & organizational relationships, better understanding & collaboration. EI helps to empathize with other people's feelings by putting ourselves in other's positions. EI can be acquired by training the brain. Although EI is a key skill for human resources (HR), many agreed that most leaders lack it (Busto, 2021).

Scope of the study:

The scope of the study is to understand the importance & effective use of emotional intelligence as most organizations and their employees are going through different stages of mental stress in their workplace. So, the study can help to provide basic guidelines for the importance of EI as an HR tool.

Need for the study:

A person having EI is capable to think creatively and use own & others' emotions to problems. Emotional Intelligence probably overlaps to some extent with general intelligence. EI is one of the key characteristics of a leader to promote trust and integrity, mental & financial assurance for employees in an organization. So, the EI technique can easily recognize, understand and manage the panic situation creates between employees or organizations. EI helps to boost the mental strength of employees and increases organizational productivity.

The objective of the study:

The basic objective of the study is to understand the use of emotional intelligence in the workplace. It is also tried to highlight the importance of EI at the workplace as well as how HR can use it as a tool for the benefit of the employees and as the whole organization.

Review of literature:

Emotional intelligence (EI) is a wide concept and can be utilized as per the requirements of individual managers per individual organization. But what may be the implementation of EI, always gives a positive impact on the organization. So, HR is taking this skill as a vital tool to promote creativity, task-accomplishing capacity, interpersonal relationship, business competitive advantage, efficiency, financial profitability, etc. So, some of the pieces of literature are reviewed below to understand the basic concept of EI in general.

(Fuge, 2014) “Emotional Intelligence In the Workplace”: For harnessing EI in the workplace, a person needs to acquire self-awareness ability so that their own emotion can understand and recognize the impact to better guide their own decision. The ability to change own feelings and behavior as per circumstances & environment requirements is also one of the key requirements for EI in the workplace. The ability to influence, inspire, and bond with others is the required managerial skill for EI. Lastly, the capability to understand and feel others' emotions, needs, and concerns and feel comfortable is also a part of EI skills. EI helps to reduce conflict by improving communication skills, managerial skills & leadership skills.

(Arora, 2017) “Importance of Emotional Intelligence in the Workplace”: “Emotional intelligence” (EI) & “Intelligence Quotient” (IQ) are two different indicators for humans. A person having a good IQ indicates a better ability to learn or understand and perform better academically. But EI is purely linked with self & others' emotions and how fast and better ay one can understand, identify, assess, and manage. An EI-capable person performs better in the workplace. EI helps all levels of employees in their workplace. Many experts believe the importance of EI in the workplace is double the importance of skills like analytical and technical. The emotional intelligence of a person can promote career development, leadership quality & team building ability in the workplace which may be summarized as an increase in human output & productivity.

(Kannaiah & Shanthy, 2015) “A Study on Emotional Intelligence At Work Place”: Emotional Intelligence is comprised of both intelligence as well as emotion. Many testing instruments are developed to measure the extent of emotional intelligence through different approaches & contents. Some researchers refer to EI as inborn talent and some researchers refer to it can be adopted through learning & strengthening. EI is being smart on own movement and impact on other intelligently.

(Supramaniam & Singaravelloo, 2021) “Impact of Emotional Intelligence on Organisational Performance: An Analysis in the Malaysian Public Administration”: Emotional Intelligence (EI) is adopted to help the workforce by attaining their pre-defined objectives and organizational goals through high performance by promoting moral and mental boosting. In the last Covid-19, it was experienced by most organizations for survival, and it is must require to perform to the highest with limited resources. The global economic strength and position of a country is one of the vital factors to determine its performance. Not only the organization, but even many countries during the Covid-19 crisis also faced challenges and gave priority to providing training to attain higher mental & emotional maturity and realization to sail in an economic storm.

(Drigas & Papoutsis, 2019) “Emotional Intelligence as an Important Asset for HR in Organizations: Leaders and Employees”: Due to globalization, today's managers are facing more challenges and getting intense pressure to survive in the global competition. They are forced to adopt new technology, adjust to job demands, maintain productivity, increase efficiency & profitability, work with a reduced man force, maintain work-life balance, work with teams, have good intrapersonal & interpersonal skills, etc. In this context, emotional intelligence (EI) provides the support & framework to find the best way creatively and tackle such challenges

effectively. A manager having emotional intelligence can easily influence themselves & others positively as well as creatively find faster & economic ways to accomplish a difficult assignment.

(Pandita, 2012) “*Emotional Intelligence for Workplace Leaders*”: Needs and implementation of emotional intelligence (EI) in modern organizational workplaces gradually increasing to provide a competitive advantage, provide sustainable & manageable solutions, and promote positive impact in today’s uncertain global competitive environment. Emotional intelligence is a component that affects both personal, social & organizational life positively. Many types of research show that a manager having EI is much more capable to influence coworkers, peers, and bosses toward the organizational goal and improving recruiting, sales, productivity, and efficiency. EI managers can control and monitor properly their own and others’ feelings as well as emotions and thus can handle and plan in well advance any problem that arises.

(Ngwenya, Aigbavboa, & Thwala, 2019) “*Mapping out research focus for emotional intelligence in human resource management in the construction industry*”: Emotional intelligence (EI) can influence better performance for both individuals and organizations. Many studies revealed that HRM is giving importance to increasing employees’ creativity. Innovative ideas are cultivated and an organization having ingenious thinkers can provide long term benefit to the organization in terms of quick and positive response to a particular challenge. However, to achieve such a workforce, and to create diverse psychological manpower, emotional intelligence (EI) comes into the existence and got the attention of the organizational community.

Factors related to Emotional Intelligence (EI):

Some of the factors or variables which impact the emotional relationship are discussed below. (Kannaiah & Shanthi, 2015)

1. Relationship factor: The effect of relationships in both personal and professional fields impact all humans. A good relationship creates a positive environment, reduces stress & anxiety, improves productivity, reduces conflict, etc. but may promote biases. On the other hand, a bad relationship impacts negatively what a good relationship positively impacts. So, a good relationship in the workplace promotes team spirit between coworkers and strengthened bonding between customers, relevant groups, vendors, etc. which may further help in promoting productivity, profitability as well as business relation.

2. Adaptability factor: Flexibility always help to adjust in any situation and makes the way easy. Concrete rigidity increases conflict; promotes unfair situation, make unhappy, induces stress, etc. In today’s dynamic work, an employee can’t put on a single job assignment or direction. To become a multi-tasker, an employee has to acquire adaptability by nature to make their comfort zone within the organization or work by adjusting to job demands. EI person is more adaptable and a good mentor who can easily accommodate organizational changes or rules and finds a way creatively encourages others. So, adaptability is a key factor, and have the character of an emotionally intelligent manager who has a better chance of survival in a dynamic and complex situation.

3. Responsibility factor: A responsible employee is an integral part of the overall success of an organization. He can take responsibility not only from management but also from team members by enabling them in the involvement of goal achieving work. A responsible employee manages to make the workplace dynamic, discrimination-free, and friendly atmosphere and tries to protect others’ needs.

4. Leadership factor: A good leader is guiding and motivating others and getting the work done with a compelling vision. Leadership is a skill that can be earned or acquired or developed and it influences individuals as well as groups to achieve organizational targets. Leadership influences individuals to work as a team, not hesitate to compliment others, appraise good works, find innovative ideas for a solution, etc. Moreover, a person having leadership qualities gets respect & response from others which is a positive factor to accomplish any task. The leadership factor gives the faith or sense of initiation and takes the lead to initiate.

5. Loyalty factor: Loyal employees are the main asset to the organization. Due to loyalty towards the job, and organization, they always try to promote the betterment of co-workers, and organizations by sharing expertise, reducing conflict, reducing loss, and thinking of further improvement with innovative ideas.

In addition to the above factors, emotional intelligence promotes managers for

1. Taking initiative & participate actively.
2. Thinking & taking optimistic decisions.
3. Increase co-operation & team building works.
4. Empathy towards both employee & employer without bias.

5. Influence emotional sacrifices for organizational core values.
6. Improve communications.
7. Accurate evaluation of self-awareness & self-assessment.
8. Self-confidence & better conflict management.

Models for Emotional Intelligence (EI):

Some of the proven models for emotional intelligence (EI) are as follows (Ngwenya, Aigbavboa, & Thwala, 2019):

1. The Bar-On mixed model.
2. Daniel Goleman's mixed model.
3. Petrides and Furnham model.

II. Findings & conclusions:

Most people have confusion regarding emotional intelligence, whether it is inborn talent or a learned skill. Although there is no single answer, truth is that some are god-gifted and others are learned (Serrat, 2009). Emotional intelligence is a self-developing skill that individuals become successful in stress management, emotion management, and conflict management and boost harmony, cooperation, productivity & profitability. Emotional intelligence is the force that can replace the “Can do” ability with “Will do” determinants. So, EI can be treated as must require skill in today's organizational scenario and must be included by HRD. In the present challenging world with uncertainty, only the fittest can survive. To make the organization fittest, the human resource should be strong enough having EI and thus EI is a must needed factor. Hope, considering the basic conceptions of my paper, organization HRD will understand the need for EI in their field to performance improvement of their employees else they will face difficulties to survive competitors and may diminish in the race of time. So, EI is a tool for HR to learn the art of not only survival but also living as a leader.

Limitations & future scope of the study:

This paper is very basic information to understand the requirement & implementation of emotional intelligence in today's global completion. This paper is based on secondary data only and not targeted to any particular organization or individuals and tried to give a general concept. The requirement of EI for particular fields of employees or organizations may be targeted in future research to get a clear picture of the gaps of the organization compared with their competitors for proper future planning by the concerned HRD.

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