

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/322982679>

# Developing a Framework for emotional Intelligence (eI) based Functions in a small organisation

Article in Indian Journal of Public Health Research and Development · January 2018

DOI: 10.5958/0976-5506.2018.00029.3

---

CITATIONS

2

---

READS

247

2 authors, including:



Vasantha Shanmugam

SAVEETHA ENGINEERING COLLEGE

226 PUBLICATIONS 1,042 CITATIONS

SEE PROFILE

# Developing a Framework for Emotional Intelligence (EI) based Functions in a Small Organisation

Manas Ranjan Rath<sup>1</sup>, S Vasantha<sup>2</sup>

<sup>1</sup>Ph.D. Research Scholar; <sup>2</sup>Professor & Research Supervisor, School of Management Studies, Vels Institute of Science, Technology & Advanced Studies (VISTAS), Chennai, India

## ABSTRACT

**Introduction:** It is well established that effectiveness of any organization is driven & determined by effectiveness of its core HR functions like recruitment, teamwork, talent retention, employee morale, employee engagement. Emotional Intelligence significantly influence these key HR function and hence is a major driver of organizational effectiveness. The paper tries to recommend methods to institutionalize EI in a small organization.

**Purpose:** The paper explore to prepare a model framework for EI based functions in organization. Integration of EI into the processes and functions of companies is in the interest of both organization and individual. EI in an organization can be developed to cater to career based EI competency requirement of individuals for higher organizational effectiveness.

**Material & Method:** The study has taken into cognizance earlier theories available in the field and has suggested a small Questionnaire for administration on Likert scale developed a which can be analysed and be used for introduction of EI based HR functions.

**Findings & Implications:** The paper reinforces the high importance of EI in organization and its relevance with critical HR based function in small organization. Implication of the paper is to facilitate small organization to develop their own model framework for integrating EI into critical HR functions so as to enhance ability of employee to improve interpersonal relationships for higher organizational effectiveness

**Keywords:** Emotional Intelligence, job performance, EI competency, Employee coaching.

## INTRODUCTION

Emotional Intelligence (henceforth referred to as EI) is a social intelligence which can be defined as one's ability to be aware & monitor his own as well as emotion of others so as to differentiate them and utilize such information for thinking and decision.

According to Daniel Goleman, a pioneer in the field of EI, it is composed of five inter-related and crucial elements. They are

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social Skills<sup>1</sup>

EI can be defined as the ability to (Fatt, 2002):

- Accurately perceive, evaluate and express emotion - Perception, evaluation and expression of emotion involve the ability of individuals to correctly identify emotions and emotional content. Maturity of an individual is the ability to monitor internal feelings and recognize not only his/her own feelings but also that of others.

---

### Corresponding author:

**Ms. S. Vasantha**

Professor & Research Supervisor, School of Management Studies, Vels Institute of Science, Technology & Advanced Studies (VISTAS), Chennai, India, E.mail vasantha.sms@velsuniv.ac.in

- To understand how well emotion can facilitate thought and intellectual processing and generate the correct emotion. The ability to anticipate how one will feel can facilitate the decision making process while an individual ventures into new territories,

- The competence to evaluate emotions and utilize emotional knowledge. It will help in recognizing & acknowledging presence of different contradictory emotions with varying level of depth & complexity as well as their influence on thought & action.

- For development of emotional & intellectual growth through conscious regulation of emotions, engagement and disengagement from emotions appropriately, managing emotions to enhance the positive emotions and reduce negative ones.<sup>2</sup>

### **Job performance & Emotional Intelligence:**

Main reasons for which EI is increasingly being considered as important in the workplace are :

- For Outstanding performance in every field as per research, EI is twice as important as cognitive abilities. 90% of success is attributable to EI for success at high levels.

- In a competitive environment, it is important to have a balance between rational and emotional aspects for any strategy involving organization & employee to have a competitive advantage.

- IQ alone is not the determining factor to account for the different level of success of individuals in any organizational.

Effectiveness of managers as indicated in many studies is influenced by true understanding of their own and other's emotions, and ability to use that understanding to effectively engage with people. Managers who don't understand emotions at workplace are comparatively less effective.<sup>3</sup>

EI helps in performance and provides career advancement opportunities in organizations. (Dulewicz & Higgs, 2003). According to Cherniss (1997), remarkable empathy is shown by leaders having high EI and they make others feel understood, empowered, rewarded

Supported and trusted.<sup>4</sup>

Researchers also suggests that behavior of emotionally competent people is rational and emotionally balanced since they possess competencies which can be classified into two broad categories (Mayer, Goleman, Barrett, & Gutstein, 2004) (Salovey, Bedell, Detweiler, & Myer, 1999) :

- In simple terms, personal competence can be defined as understanding and managing one's own self. Emotional intelligence is based on the idea that one must first become aware of our emotions before one is able to alter one's behavior for better results. Studies show that managers who maintain a high level of self awareness posses more aspects of EQ and are therefore rated as more effective by both superiors and subordinates than those who are not self-aware. Knowledge about the nature of one's personality is vital to making sound decisions. In other words, its the ability to take a step back from the situation to become aware of what's happening rather than become immersed in it and lose control. Self-awareness is not getting carried away with emotions, but rather objectively identifying them in order to take control of the subsequent actions resulting from these emotions.<sup>5</sup>

People who have a high degree of self-awareness recognize how their feelings affect them, other people, and their job performance. Thus, a self aware person who knows that tight deadlines bring out the worst in them, plans their time carefully and gets their work done well in advance. Another person with high self awareness will be able to work with a demanding client.

- Social competence is the ability of a person to gain psychological insight into the others' emotion and to use the knowledge as well as interpersonal relationship skill to generate desirable behavioral outcomes both for themselves and for others.<sup>6</sup>

### **Objectives: Developing EI based functions in organization**

Emotional intelligence is being seen as a strategy for organizational interests. Hess and Bacigalupo (2010), in the context of knowledge-based organizations, have stated that EI can be used as an organizational development initiative for imbibing the mission & vision of organization in employees throughout the organization, which gets extended to the customers resulting in enhanced service to the customers.<sup>7</sup>

According to Cherniss (Cherniss, Emotional Intelligence and Organizational Effectiveness, 2001), effectiveness of any organization is driven & determined by effectiveness of its core HR functions like recruitment , teamwork, talent retention , employee morale , employee engagement . Emotional Intelligence significantly influence these key HR function and hence is a major driver of organizational effectiveness.<sup>8</sup>

It also needs to be understood that a different set of Emotional Intelligence competencies are required for various jobs and services. A career-based requirement of EI competencies has been created by Book and Stein (2006). Some examples are presented below:

Nature of Work	EQ factors/ competencies
Accountants	Problem-Solving, Empathy, Social Responsibility
Business Managers.	Stress Management , Self-Actualization Optimism, Happiness, Self-Regard,
Corporate Trainers	Self-Regard, Interpersonal Relationships, Assertiveness, Self-Actualization, Happiness
Customer Service Representatives	Self-Actualization, Reality Testing, Optimism, Happiness, Interpersonal Relationships
Engineering and Related Technologies	Problem-Solving, Social Responsibility, Optimism, Self-Actualization, Empathy
Financial Management	Self-Actualization, Self-Regard, Stress Tolerance, Optimism, Independence
Homemakers	Problem-Solving, Stress Tolerance, Optimism, Emotional Self-Awareness, Self-Regard
Lawyers	Emotional Self-Awareness, Reality Testing, Assertiveness, Interpersonal Relationship, Stress Tolerance
Personnel and Human Resources Administrators	Empathy, Happiness, Optimism,
University Professors	Independence, Assertiveness, Problem-Solving, Flexibility, Self-Actualization <sup>9</sup>

EI is being inducted in many organizations. Employers are now taking up notice as various studies are time and again proving the comparing worth of EI in predicting business performance as against employee skills, knowledge and expertise. Growing realization of importance of EI in organizations can be observed by implementation of EI based initiatives lie use of emotional intelligence in performance reviews & management training in Avon, leadership development programme based on EI in Boeing, Kodak, FedEx , BMW and impact of EI training in increase of sales performance of managers in pharmaceutical company Sanofi-Aventis are indicative .<sup>10</sup>

As the above examples demonstrate, EI has been proved to be a performance booster in various firms. It also positively impacts upon the work environment, resulting in better organizational results, lower employee turnover and various related aspects.

Therefore, such examples present a strong case for the integration of EI into the processes and functions

of companies. In order to develop EI at workplace, it is imperative to have an preliminary assessment of perception of employees regarding Emotional Intelligence and its Correlation With Job competence & Performance.

## METHOD

### Employee perception study

In order to study the perception of employees with regard to concept of emotional intelligence & its correlation, a survey amongst employees may be done after formulating a questionnaire. The sample may be based on random sampling or stratified sampling depending upon the job categorization or level of employees. The response may be sought on a five point likert scale with the following indicators.

- 1- Strongly Disagree
- 2- Disagree

- 3- Neutral
- 4- Agree
- 5- Strongly Agree

The questionnaire may be divided into three segments pertaining to various aspects relating to the organization, EI and performance. However, the questions can be put in a random manner basically to cover two parts i.e. Correlation of EI with various factors and indicators and Elements of EI and Performance in context of specific organization as well as job functionalities.

Some of the sample critical questions seeking responses which may be included in the Questionnaire are given below:

- EI is a major determinant of the performance of the employees.
- Managerial EI is positively related to profit performance.
- For career advancement & elevation in senior & middle level managerial positions, EI should be a far more important criterion than managerial skills & intellect.
- The weightage of EI related elements in the performance appraisal system should be increased.
- EI should be more closely integrated in the performance management system
- EI should be more closely integrated into the recruitment system of organization
- EI is one of the most crucial elements in the path to organizational development.
- Organisation should start formal training programs for EI.

#### **Analysis of Findings & Implementation :**

Analysis may be made on perception of employee regarding EI impacting performance (such as interpersonal relationships, stress tolerance levels, optimism, empathy, self-regard, assertiveness impact performance at workplace) based on the response.

In the workplace to inculcate EI into the employees, a five stage model for developing EI (or

Social and Emotional Learning, abbreviated as SEL) by Cherniss and Goleman (2001) can be adopted. Pre-contemplation, Contemplation, Preparation, Action and Maintenance are the main stages indicated in the model.<sup>8</sup>

Developing a conducive environment encouraging and supporting the process of change is a primary requirement which must be ensured by the organization to make the model implementable. The next important stage is to assess the change preparedness and readiness of the learners. In case the employees are already motivated, they would be able to set goal for themselves without external interventions. If the level of change preparedness is not at a desirable level, efforts have to be made through organizational interventions to motivate them for inducing the desired change.

This desired motivation can be induced by:

- Facilitate Learners to recognize advantage of EI
- Giving feedback & facilitate Learners to evaluate their competence both Emotional and Social
- Self learning
- Help in imbuing a sense of optimistic Expectations to Succeed

In the preparation phase, goal Setting is one of the primary activities. Goals must be manageable, measurable, specific & time bound. Various researchers have suggested that making the goal public or putting it in writing can enhance the motivation.<sup>11</sup>

The next task is to use models of desired skills that the individuals are comfortable with. A crucial factor here is that simple workshops of a few days may not work in the long run. It is necessary that the momentum is sustained. The sustained effort may stretch over a significant period of time and may require regular practice of the acquired behavior by the learners. Repetition of the behaviour in diverse situational context is crucial for success of SEL in any organization.

#### **DISCUSSION**

After the individual has learned and picked up the skills, it is necessary to be applied to the work environment. However, in various scenarios things may not go accordingly and the individual might have

to encounter a setback and may doubt the necessity and usability of the learned skills. In this situation, making the learners mentally prepared in advance for such setback is very effective to deal with the problem. Various techniques for preventing such setback are available like relapse prevention, which helps learners to anticipate setback and to prepare effective ways to counter the setback so that the relapse doesn't occur and is prevented.

It is also paramount that follow up support is available to the individuals even after the solutions for setbacks. A large part of this is organizational support. In order to help the learners to maintain their pattern of thoughts and actions, which they have newly acquired through SEL, methods like stimulus control & contingency management are quite effective.

In stimulus control, learners provide cues themselves or are provided externally by others so as to induce desired response. The environment is accordingly revamped to increase such cues which can induce the desired behaviour. In Contingency management technique, the learners are given reward to encourage use of new skills and are given punishment for discouraging display of undesired behavior. The reward works as a positive reinforcement for the new skill whereas the punishment has negative reinforcement effect on learners not using new skill. Another important element is coaching which can enhance performance through designed and structured interactions.<sup>12</sup>

## CONCLUSION

For a conducive work environment and high levels of employee motivation, EI based HR functions is imperative and is a good strategy to induce a performance oriented environment.

The paper has reinforced the high importance of EI in organization and its relevance with critical HR based function in small organization. Through analysis of response of employee perception study on EI as well as five stage implementation model, a small organization can develop its own model framework for integrating EI into critical HR functions so as to enhance ability of employees for higher organizational effectiveness & competitive advantage.

**Conflict of Interest :** There is no financial or other

substantive conflict of interest which may influence the results or interpretation of the paper.

**Sources of Funding:** There is no involvement of funding from any sources for preparation of the paper & sourcing is by self only.

**Ethical Clearance :** The procedures followed are in accordance with the ethical standards of the responsible committee on human experimentation (institutional and national).

## REFERENCES

1. Cherniss, C. (2001). Emotional Intelligence and Organizational Effectiveness. In C. Cherniss, & D. Goleman, *The Emotionally Intelligent Workplace: How to Select for, Measure and Improve Emotional Intelligence in Individuals, Groups and Organizations* (pp. 3-12). San Francisco: Jossey Bass.
2. Fatt, J. P. (2002). Emotional Intelligence: For Human Resource Managers. *Management Research News*, 57-74.
3. Kunnanat, J. T. (2008). Emotional Intelligence: Theory and Description. *Career Development International*, 614-629
4. Dulewicz, V., & Higgs, M. (2003). Leadership at the Top: The need for Emotional Intelligence in Organisations. *International Journal of Organizational Analysis*, 193-210.
5. Mayer, J., Goleman, D., Barrett, C., & Gutstein, S. (2004). Leading by feel. *Harvard Business Review*, pp. 27-39.
6. Salovey, P., Bedell, B., Detweiler, J., & Myer, J. (1999). Coping intelligently: emotional intelligence and the coping process. In C. Snyder, *Coping: The Psychology of What Works* (pp. 141-164). New York: Oxford University Press.
7. Hess, J., & Bacigalupo, A. (2010). The Emotionally Intelligent Leader, the dynamics of knowledge-based organizations and the role of emotional intelligence in organizational development. *On the Horizon*, 222-229.
8. Cherniss, C., & Goleman, D. (2001). TRAINING FOR EMOTIONAL INTELLIGENCE: A Model. In C. Cherniss, & D. Goleman, *The Emotionally Intelligent Workplace: How to Select for, Measure, and Improve Emotional Intelligence in*

- Individuals, Groups, and Organizations (pp. 209-233). San Francisco: Josey Bass.
9. Stein, S., & Book, H. (2006). *The EQ Edge: Emotional Intelligence and Your Success*. Ontario: Jossey Bass.
  10. Garris, L. (2013). UNC Kenan-Flagler Business School. Retrieved June 5, 2015, from UNC Kenan-Flagler Business School: Shaping Leaders and Dirving Results: <http://www.kenan-flagler.unc.edu/~media/files/documents/executive-development/emotional-intelligence-white-paper>
  11. Druskat, V., Sala, F., & Mount, G. (2005). *LINKING EMOTIONAL INTELLIGENCE AND PERFORMANCE AT WORK: Current Research Evidence with Individuals and Groups*. New Jersey: Lawrence Erlbaum.
  12. Gardner, L., & Stough, C. (2013). Examining the relationship between leadership and emotional intelligence in senior level managers. *Leadership & Organization Development Journal*, 68-78.