

The Role of Emotional Intelligence in Building Effective Workplace: A Quantitative Study

Himanshu Kargeti

Associate Professor, School of Management, Graphic Era Hill University, Dehradun
Uttarakhand India

Doi: 10.48047/jcdr.2021.12.04.347

Abstract:

The significance of emotional intelligence (EI) in fostering a productive workplace is a very hot topic nowadays. “The ability to recognize, understand, and manage one's own emotions as well as those of others is known as emotional intelligence”. People with high EI are able to empathize with co-workers, resolve conflicts amicably, and sustain a positive work environment. Employees can better manage stress, adapt to change, and work as a team when they have developed emotional intelligence. Additionally, it gives them the opportunity to show empathy, develop stronger bonds with co-workers and superiors, and create a friendly and inclusive work atmosphere. As they inspire and drive their teams, executives with high EI also experience higher work satisfaction and employee engagement. Organizational communication, employee retention, and productivity all improve when emotional intelligence development is prioritized. As a result, promoting emotional intelligence at work benefits both individual individuals and improves performance and productivity across the board. The researcher had considered 184 people from different organizations to know the role of emotional intelligence in building effective workplace. The study concludes that there is significant role of emotional intelligence in building effective workplace.

Keywords: Emotional intelligence, Organization, Effective Workplace, Co-workers, Workplace environment

Introduction:

Any organization's ability to establish a successful and harmonious work environment is essential to its success in today's fast-paced and internationally connected world. While technical expertise and certifications are definitely important, maintaining a good and productive work environment also requires emotional intelligence. “Emotional intelligence, also referred to as EQ”- “is the capacity to understand, regulate, and express one's own emotions as well as to discern and respond to the emotions of others”. Its significance in work, where it affects collaboration, communication, and overall organizational effectiveness, cannot be overstated.

One of the fundamental elements of emotional intelligence is self-awareness. Highly self-aware employees are conscious of their feelings, abilities, weaknesses, and social impact. They have better self-control and resilience because they can effectively assess their own behavior and make the appropriate modifications. Because they are aware of their own triggers and demands, people who are self-aware are better equipped to handle conflicts, conquer challenges, and keep a positive attitude at work. Employees must be self-aware enough to understand their own motivations and goals in order to connect their activities to organizational goals, boost productivity, and enhance employee satisfaction.

“Empathy is a critical component of emotional intelligence because it allows people to comprehend and empathize with the emotions of others”. The ability to encourage and mentor co-workers at work, as well as the ability to actively listen and be open-minded, are some examples of how this skill presents itself. Leaders may create an inclusive and collaborative organizational culture by encouraging trust and connection via empathy. Additionally, managers with empathy are better able to recognize and respond to the unique needs and issues of their team members, which leads to raises employee happiness, motivation, and retention within the organization. Furthermore, employees are more inclined to contribute their best work when they feel appreciated and understood, which improves team chemistry and overall performance.

The effectiveness of communication is highly impacted by emotional intelligence. The ability to communicate ideas, settle conflicts, and build effective working relationships all depend on being clear and sympathetic. People with strong emotional intelligence have the capacity to respectfully and assertively voice their thoughts while remaining receptive to the viewpoints of others. They are exceptional at facilitating consensus, navigating challenging conversations, and constructively resolving problems. In addition to fostering innovation and creativity within teams, effective communication also avoids misunderstandings and encourages teamwork. People are more inclined to share a variety of perspectives and ideas when they are comfortable and unjudged, which improves problem-solving and decision-making processes.

Additionally, a leader's ability to lead a team effectively is significantly influenced by their level of emotional intelligence. A productive atmosphere can be created by leaders who have the emotional intelligence to inspire and motivate their workforce. They are able to help their workers by giving them constructive criticism, praise, and encouragement because they are

aware of their needs and aspirations. These leaders are able to establish a sense of purpose, passion, and loyalty in their team members by exhibiting empathy and emotional intelligence. Additionally, emotionally intelligent leaders are excellent at controlling their emotions in stressful circumstances, modeling restraint, and serving as role models for others. The organization feels stable and confident as a result of its emotional fortitude and composure in the face of challenges.

In conclusion, developing emotional intelligence is essential for creating a productive work atmosphere. Effective communication, self-awareness, empathy, and leadership abilities are all considerably improved by emotional intelligence. Employers who value and foster emotional intelligence in their staff members foster a culture that fosters cooperation, creativity, and productivity. Organizations may promote a culture of emotional well-being, engagement, and prosperity by investing in the development of emotional intelligence abilities.

Literature Review:

The idea of emotional intelligence (EI) has received a lot of attention and become a hot topic recently in the discipline of organizational psychology. “Emotional intelligence (EI) is the capacity to be aware of, comprehend, and control one's own emotions as well as those of others”. The purpose of this research study is to investigate how emotional intelligence contributes to productive workplace culture. This review attempts to offer useful insights into the significance of emotional intelligence for individual and organizational success in the workplace by analyzing the existing studies.

Through their innovative work, **Mayer and Salovey (1997)** established the foundation for the idea of emotional intelligence. They presented a model that outlined the basic elements of emotional intelligence and possible effects on social and personal functioning.

Goleman (1998) elaborated on the idea of “emotional intelligence and its importance in the workplace”. He examined the relationship between emotional intelligence and successful leadership, harmonious team dynamics, and general workplace productivity in his book. Furthermore, a meta-analysis by **Joseph and Newman (2010)** confirmed the link between emotional intelligence and job success across a range of occupations. The marginally favorable association they found supports the significance of emotional intelligence in the workplace.

R. Bar-On (1997) created the popular self-report tool known as the “Emotional Quotient Inventory (EQ-i) to measure emotional intelligence”. The emotional intelligence of people has been evaluated and understood by academics and professionals using this questionnaire.

In their article, **Ashkanasy, N. M., and Daus, C. S. (2005)** defend emotional intelligence in the workplace in response to detractors. The authors examine how emotional intelligence might improve teamwork, job performance, and leadership effectiveness.

A study was done by **Côté, S. (2005)** to determine how emotion management strategies and emotional intelligence affect outcomes in the workplace. The study concentrated on “the significance of emotional intelligence in successfully managing emotions”, which reduces workplace stress and enhances well-being.

Jordan (2002) examined the idea of emotional intelligence in workgroups and its relationship to goal-setting and teamwork in his study. The study found that teams with higher degrees of emotional intelligence typically perform better when it comes to accomplishing goals than teams with lower levels.

A study by **Mikolajczak (2015)** examined the effect of emotional intelligence on the link between stress perception and outcomes related to mental health. The results showed that those with higher levels of emotional intelligence are better able to handle stress, which lessens psychological suffering and improves well-being.

Among senior managers, **Carmeli and Josman (2006)** investigated the relationship between emotional intelligence and work-related attitudes, behaviors, and outcomes. The findings showed a link between good corporate citizenship, a commitment to the organization, work happiness, and overall organizational efficiency.

A thorough summary of emotional intelligence in the workplace was offered by **Cherniss and Goleman (2001)**. They also offer helpful advice on choosing, assessing, and enhancing emotional intelligence in people, groups, and organizations. The essay investigates the possible advantages of courses in emotional intelligence and how they affect obtaining professional success.

Emotional intelligence, interpersonal relationships, and professional learning behaviors are all examined by **Carmeli (2009)**. The study emphasizes the value of emotional intelligence in developing a successful workplace that encourages learning and innovation. According to the

study, emotional intelligence enables people to build dependable relationships, which promote cooperation and knowledge sharing.

The scientific study of emotional intelligence and its effects on workplace productivity is covered in **Grewal and Salovey's (2005)** book. The authors examine how emotional intelligence affects decision-making, negotiation, and leadership. They contend that people with high emotional intelligence are more likely to have trustworthy relationships with co-workers and make wise decisions.

A thorough review of the conceptual and measurement issues relating to emotional intelligence is provided by **Cherniss (2010)**. The article discusses numerous models and frameworks while emphasizing the need for agreement and clarity in this area. The author also discusses the role of emotional intelligence in various workplace outcomes, such as job performance and organizational culture.

Boyatzis (2002) examines how emotional intelligence affects effective leadership in his study. According to the authors, leaders who possess high levels of emotional intelligence can excite and inspire their workforce, promote teamwork, and develop creativity.

Objective: To ascertain the role of emotional intelligence in building effective workplace.

Methodology: The researcher had considered 184 people from different organizations to know the role of emotional intelligence in building effective workplace. The survey was conducted with the help of a questionnaire. The researcher had collected the primary data through random sampling method and analysed it using mean and t test statistical tools.

Findings

Table 1 Role of Emotional Intelligence in building effective workplace

| S. No. | Statements | Mean Value | t value | Sig. |
|--------|--|------------|---------|-------|
| 1. | Emotional Intelligence help to understand co-workers, resolve conflicts, and sustain a positive work environment | 3.14 | 1.932 | 0.027 |
| 2. | Emotional Intelligence help to manage stress, adapt to change, and work as a team | 3.12 | 1.667 | 0.049 |
| 3. | Emotional Intelligence gives opportunity to show empathy, develop stronger bonds, and create a friendly | 3.16 | 2.258 | 0.013 |

| | | | | |
|----|--|------|-------|-------|
| | work atmosphere | | | |
| 4. | Emotional Intelligence help to experience higher work satisfaction and employee engagement | 3.13 | 1.798 | 0.037 |
| 5. | Emotional Intelligence improves organizational communication, employee retention, and productivity | 3.15 | 2.108 | 0.018 |
| 6. | Emotional intelligence at work improves employee performance and productivity | 3.17 | 2.349 | 0.010 |

Table above is showing different role of emotional intelligence in building effective workplace. The respondent says that emotional intelligence at work improves employee performance and productivity with mean value 3.17, gives opportunity to show empathy, develop stronger bonds, and create a friendly work atmosphere with mean value 3.16 and also improves organizational communication, employee retention, and productivity with mean value 3.15. The respondent also says that emotional Intelligence help to understand co-workers, resolve conflicts, and sustain a positive work environment with mean value 3.14, help to experience higher work satisfaction and employee engagement with mean value 3.13 and help to manage stress, adapt to change, and work as a team with mean value 3.12. The value under significant column for all the statements related to role of emotional intelligence in building effective workplace are significant with value below 0.05 after applying t-test.

Conclusion:

In conclusion, cultivating emotional intelligence is essential for creating a successful workplace. This calls for the capacity to grasp, comprehend, and control both our own and other people's emotions. Increasing emotional intelligence within an organisation can help to foster a happy work atmosphere, improve teamwork and collaboration, and ultimately boost overall productivity. Self-awareness, which enables people to recognize their own strengths, flaws, and triggers, is a key component of emotional intelligence. Individuals who have this understanding are better able to control their emotions, which lowers the risk of confrontations and promotes open and honest communication. Employees with high emotional intelligence are also better able to understand their co-workers, promoting a positive environment where problems may be discussed openly. Social awareness, which entails recognizing and comprehending other people's emotions, is another essential element. When individuals properly address the needs and viewpoints of their co-workers,

relationships, and teamwork can be improved. By putting emotional intelligence first at every level, leaders can create an inclusive and respectful workplace environment that celebrates diversity and promotes employee engagement. In the end, emotional intelligence is essential for creating a positive work atmosphere and for improving communication, teamwork, and empathy. This fosters an environment where workers may flourish and give their all. Organizations can reap a variety of advantages that boost long-term performance by recognizing the value of emotional intelligence and actively cultivating it within their staff.

The study was conducted to know the role of emotional intelligence in building effective workplace and found that emotional intelligence at work improves employee performance and productivity, gives opportunity to show empathy, develop stronger bonds, and create a friendly work atmosphere and also improves organizational communication, employee retention, and productivity.

References:

- Khalili, A. (2012). The role of emotional intelligence in the workplace: A literature review. *International Journal of Management*, 29(3), 355.
- Love, P., Edwards, D., & Wood, E. (2011). Loosening the Gordian knot: the role of emotional intelligence in construction. *Engineering, Construction and Architectural Management*.
- Poskey, M. (2006). The importance of emotional intelligence in the workplace, why it matters more than personality. Retrieved April, 17, 2006.
- Sarwar, H., Nadeem, K., & Aftab, J. (2017). The impact of psychological capital on project success mediating role of emotional intelligence in construction organizations of Pakistan. *Journal of Global Entrepreneurship Research*, 7, 1-13.
- Chin, S. T. S., Anantharaman, R. N., & Tong, D. Y. K. (2011). The roles of emotional intelligence and spiritual intelligence at the workplace. *Journal of Human Resources Management Research*, 2011, 1-9.
- Saini, A., & Soni, N. (2016). Role of emotional intelligence in construction industry: A review. *International Journal of Civil Engineering and Technology*, 7(4), 339-344.
- Arora, B. (2017). Importance of emotional intelligence in the workplace. *International Journal of Engineering and Applied Sciences*, 4(4), 257492.
- Cooper, R. K. (1997). Applying emotional intelligence in the workplace. *Training & development*, 51(12), 31-39.

- Zeidner, M., Matthews, G., & Roberts, R. D. (2004). Emotional intelligence in the workplace: A critical review. *Applied Psychology, 53*(3), 371-399.
- Rosete, D., & Ciarrochi, J. (2005). Emotional intelligence and its relationship to workplace performance outcomes of leadership effectiveness. *Leadership & Organization Development Journal, 26*(5), 388-399.
- Cherniss, C., Goleman, D., Emmerling, R., Cowan, K., & Adler, M. (1998). Bringing emotional intelligence to the workplace. *New Brunswick, NJ: Consortium for Research on Emotional Intelligence in Organizations, Rutgers University*, 1-34.
- Liptak, J. J. (2005). Using emotional intelligence to help college students succeed in the workplace. *Journal of employment counseling, 42*(4), 171-178.