

A Review On Employees Emotional Intelligence At The Workplace

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ABSTRACT

Goal: This paper aims to analyze to which extent the emotional intelligence (EI) may play a major role in employees' emotional experiences at work.

Design / Methodology / Approach: This study conducts a systematic literature review and 342 results were retrieved, of which 52 were selected for the analysis. The results containing emotional intelligence at workplace and the productivity after bringing emotional intelligence (EI) to the workplace.

Results: The analysis provides an overview of the "super salespeople" who had an incredible capacity to discern what consumers cared about and build a trusting relationship with them. This study finds that business leaders realised how important these "emotionally intelligent" individuals are to a company's success as emotional intelligence is crucial in the workplace. While cognitive talents are thought to help people find jobs, emotional intelligence is seen to help people advance in their careers. It is seen to be twice as valuable as analytical and technical skills in the job.

Limitations of the investigation: The systematic literature review is restricted to the Elsevier SCOPUS database. SCOPUS has excellent coverage regarding relevant journals for this study. Despite SCOPUS being a prominent scientific database, other databases might reveal additional studies and further insights.

Practical implications: The findings of this study provide insights on how emotionally intelligent individuals are to a company's success

Originality / Value: In recent years, emotional intelligence (EI) has seen a growing interest by scholars. To the best of the authors' knowledge, the number of published literature reviews on Emotional Intelligence (EI) is scarce. This study provides an overview of how emotional intelligence help business at workplace.

Keywords: Emotional intelligence; workplace; productivity; emotional competence; Systematic Review;

INTRODUCTION

Emotions are produced by both inner and exterior human life. Emotions pervade human social affairs and can have a substantial impact on people's work experiences, affecting their

well-being, motivation, job satisfaction, and performance. Emotions, on the other hand, have been pitted against reason in a Cartesian duality because of their irrational, physical origin. Emotional labour is the manifestation of those emotions in the job that are judged acceptable by the community in order to meet

organisational standards. Employees may be required, if not forced, to adjust their emotional expressions in the workplace as part of their professional job to improve the organization's task, performance, and efficiency.

However, studies have shown that positive individual outcomes are also important. Employees may engage in and acquire automatic responses with little participation of cognitive functioning and effort as a result of a gradual and ongoing learning experience in the workplace. Thus, EI may play a major role in employees' emotional experiences at work, not only because it can allow effective workplace functioning and positive outcomes, but also because it can assist people improve their self-identity by meeting the expectations that come with it (Carminati, 2021).

Emotional intelligence

"The ability to accurately perceive, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth," according to the definition of emotional intelligence. Later, Goleman (1998) defined it as "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships." (Dirican & Erdil, 2020).

Due of its importance in the workplace, emotional intelligence has become a common topic among educators, counsellors, and business leaders. Specifically, accurate self-assessment and conflict management are just two examples of major emotional intelligence influences in organisations that might result in increased organisational effectiveness(Ashkanasy et al., 2003).



Figure 1 : **Emotional Intelligence model by Daniel Goleman**(Goleman, 1995)

Motivation, empathy, sociability, warmth, and optimism are all mentioned in popular definitions of EI (Mayer et al., 2001). Approaches to EI can be divided into two categories: (2) mixed models (Mayer & Salovey, 1997); and (1) ability models (Mayer et al., 2001). EI is conceptualised in ability models in a similar way to cognitive intelligence (i.e., IQ). EI is thought to grow during time, be connected with IQ tests, and be measured through a performance-based test (Rosete & Ciarrochi, 2005).

Emotional Competencies

The Emotional Intelligence Quotient is a set of skills that demonstrate the capacity to recognise one's own actions, feelings, and urges and to control them appropriately in different situations. Emotional empathy, attention to, and discrimination of one's emotions; accurate recognition of one's own and others' moods; mood management or control over emotions; response with appropriate (adaptive) emotions and behaviours in various life situations (especially to stress and difficult situations); and balancing of honest expression of emotions against courtesy, consideration, and respect are all considered to be part of "emotional intelligence" (i.e., possession of good social skills and communication skills). The five emotional intelligence qualities such as social competencies, personal competencies, self-discipline, motivation and self-expectation have been shown to contribute more to job success than technical skills, cognitive capacity, and traditional personality attributes combined (Posky, 2017).

METHODS

The systematic review method proposes to map and assess a specific body of literature to recognize potential research gaps and produce a reliable knowledge stock (Tranfield et al., 2003). No geographical restrictions were used,

and the considered period for data collection was papers published until January 2021.

The academic databases selected were Science Direct, Scopus and Web of Science. To achieve the highest level of applicability, only peer-reviewed complete articles written in English and published in International Journals were selected, whereas master and doctoral dissertations, notes, conference papers were excluded in this review. The inclusion criteria were papers that contained on the title, abstract or keywords one or more of the emotional intelligences. The results were downloaded in RIS format, and the RIS data was exported to Zotero bibliography software, as the remaining procedures were carried out there.

In all, 342 articles were collected, 52 were selected for the analysis. We examined the content of each paper as a means to ensure that the article helps to answer the main research question of how emotional intelligence helps in the workplace atmosphere.

RESULTS AND DISCUSSION

Emotional differences among gender

Emotional intelligence (EI) is said to have a lot to offer businesses in the twenty-first century, including better performance and productivity. EI predicts group performance and organisational civic behaviour, for example. Its popularity has changed workplace perspectives on effective management methods, and EI competencies are taking centre stage in staff selection, according to the thriving management consultant business.

Medicine, nursing, pharmacy, the legal profession, leaders, managers, executives, and students, to name a few industries and professional groupings, all offer EI training. Emotion is no longer seen as an irrational force, but rather as something that can be managed and made functional with the right training. EI can be measured in test-like and self-report situations to produce a score that can be used to guide competency training, team building,

learning and development programmes, and career development planning. In psychological accounts, differences in emotional intelligence between men and women have been examined. Women appear to be winning in the EI game since the notion challenges more masculinized, male-dominated industries. However, because psychological framing has dominated EI research, a more sophisticated sociological perspective that recognises structural issues has been overlooked. To yet, sociological critiques of EI have focused on a variety of topics, but gender has been overlooked. For example, accounts have looked into the commodification and instrumentalization of EI at work, its potential for being used in more manipulative ways, its elitist position, which undercuts people's subjective experiences and emotional valuations, its cultural insensitivity, and incursion into identity formation as a form of self-surveillance(Thory, 2013).

Workplace

The workplace is a relational setting in which positive and negative behaviours are displayed, each having a different impact on the business and its people. The topic of "Can employee's emotional intelligence influence these behaviours?" has picked researchers' interest. Because emotions are one of the most fundamental factors influencing human behaviour, emotional intelligence may have a significant impact in employee behaviour. Emotional intelligence has been found in other studies to improve employees' positive discretionary behaviours while reducing their negative discretionary behaviours in the workplace(Dirican & Erdil, 2020).

Workplace Environment

The workplace environment is always changing, reflecting its fluidity and unpredictability. Not only in terms of age, but also in terms of nationality, the workforce is becoming increasingly diversified. A more productive workplace is associated with a better

working environment. Workplace unity builds a stronger organisation that can survive the rigours of today's fast-paced corporate climate. Psychologists, educators, leadership theorists, and business executives are all interested in Emotional Intelligence. Workplaces now have a diverse workforce as a result of globalisation. People are formed in the workplace. There must be relationships between persons. Employees with strong interpersonal skills should be valued as such. When it comes to the workplace, emotional intelligence refers to the ability to recognise, express, analyse, and manage emotions in a professional and successful manner; the workplace has evolved into a place where individuals or employees can find their entire sense of purpose(Chin et al., 2011).

Individuals, leaders, and teams' EI has emerged as a significant determinant in workplace performance. A company's ability to respond to customers or other stakeholders with more creative and innovative products and solutions is enhanced by diversity. EI is essential in each situation where people interact. Differences in beliefs, language, behaviour, tastes, and customs are constantly bombarding people everywhere they encounter, but especially in the workplace. The ideal workplace is one that is guided by deliberate actions that are enriched by purpose, contributions, and meaning(Gardenswartz et al., 2010).

The workplace is a place where feelings are abundant. Several studies have found that emotionally intelligent people have a favourable impact on several parts of the workplace. Workplace EI appears to be the deciding factor. Several social scientists have conducted empirical study on organisational, group, team, and individual job performance, and found that all of the aforementioned components of the workplace are positively connected to EI. The study of emotion in organisations focuses on the individual's emotion as well as the emotions that are noticed in the workplace and the environment in which they are exposed. We talked about facial

expressions expressing various emotions in various cultural situations. As a result, EI appears to be a crucial factor in determining workplace success. The study of emotion in the workplace focuses on the individual's emotions as well as the emotions that are seen in the workplace and the environment in which they are exposed(Thomas & Kamalanabhan, 2012).

Workplace learning

Workplace learning refers to learning that occurs while performing a job or that occurs predominantly within the framework of the workplace. This term refers to a variety of non-formal learning techniques, both planned and unplanned, such as mentorship, coaching, team learning, special tasks, expanding job scope and challenge, self-directed learning, and the abundance of incidental learning that occurs from ordinary work experience. As a result, it has been discovered that workplace learning is particularly crucial for developing the wide variety of abilities required in today's workplace, particularly in respect to problem-solving, creativity, and teamwork. Most importantly, such methods are said to be better than traditional training approaches in facilitating the transfer of tacit and procedural knowledge, which are crucial components of job performance, among organisational members.

The artificial separation that has frequently defined approaches to both learning and employment is challenged by workplace learning, so that involvement in the workplace and learning are regarded as integrally interwoven within the same process. Individuals make sense of emotional knowledge by continuing reflection on emotional experiences and discourse within various workplace social structures, according to the research. Sharing and conveying work-related tales is recognised as a key strategy for strengthening social bonds and enhancing individual and collective learning in the subject of workplace learning(Clarke, 2006).

Emotions at workplace

Although culture has been shown to be a significant force in businesses, as it has the ability to alter people's beliefs, behaviours, and emotions at work. Emotional intelligence (EI), a construct that may give a realistic means of studying how the emotional capacities of teams and people contribute to workplace outcomes, has recently been the focus of research on the relevance of emotions in the workplace(Downey et al., 2011).

Stress relationship with EI

The Organizational Stress Screening Tool (ASSET), a new organisational screening tool that is an enhanced version of the well-known and widely used Occupational Stress Indicator, was used to assess workplace stress (OSI). However, OSI is designed largely for use with white-collar and managerial personnel, and it takes a long time to complete. Additional measures to cross-validate findings of the association between EI (e.g., observers' evaluations, 360 degree feedback), workplace stress (e.g., electro-physiological markers of stress) and organisational commitment will be beneficial in future studies (e.g., absenteeism, turnover, etc.)(Nikolaou & Tsaousis, 2002). Today, one of the most common reasons people seek executive coaching is to improve their emotional intelligence: strong EQ abilities may provide one a competitive advantage in the office and make work life significantly more enjoyable(Fernandez, 2007).

Bringing Emotional Intelligence to the Workplace

When the book Emotional Intelligence was first published in 1995, many business leaders recognised that personal traits like tenacity, self-control, and the ability to get along with others have a significant impact on performance. They could point to "super salespeople" who had an incredible capacity to discern what consumers cared about and build a trusting relationship with them. They might point to customer service representatives who excelled in calming irate consumers and helped

them be more reasonable about their complaints about the product or service. They could also point to bright executives who excelled at everything but getting along with people, or managers who were technically smart but couldn't handle stress, and whose careers were blocked as a result of these flaws.

Business leaders realised how important these "emotionally intelligent" individuals are to a company's success. But what about the

numerous employees who lack these crucial emotional skills? Is it feasible for people to improve their social and emotional skills? This is a question that many company leaders are unsure about. When asked about the value of emotional intelligence at work, the dean of a prominent business school, for example, warmly agreed. Hundreds of experts are now selling workshops and seminars to assist people improve their emotional and social skills (Adler et al., 1998).

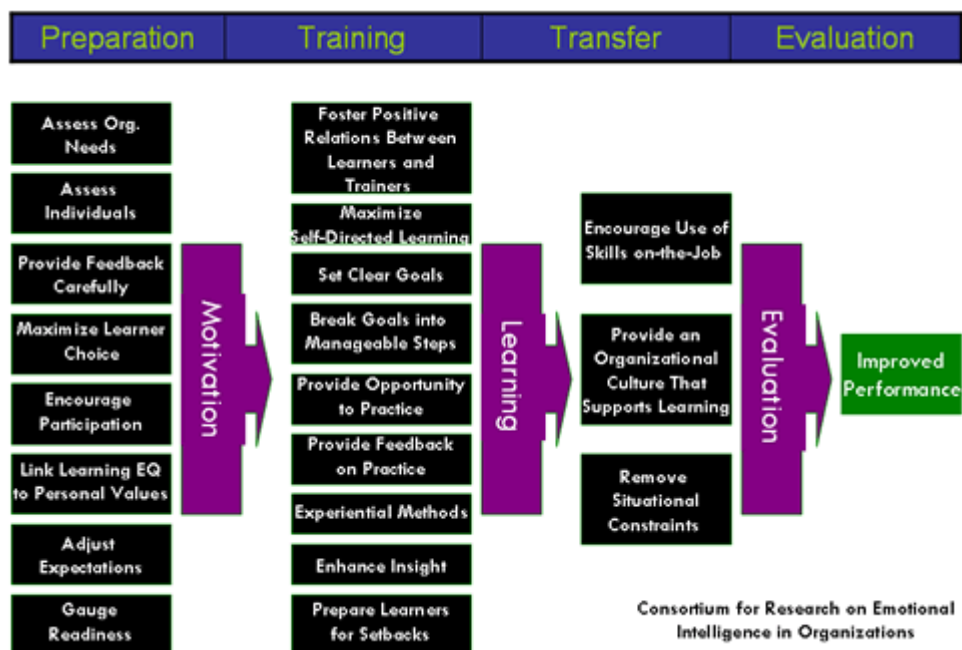


Figure 2 : Bringing Emotional Intelligence to Workplace

Sources : (Adler et al., 1998).

CONCLUSION

Emotional intelligence is crucial in the workplace while cognitive talents are thought to help people find jobs. Emotional intelligence is seen to help people advance in their careers. It is seen to be twice as valuable as analytical and technical skills in the job. EI has the potential to make a huge difference in our work lives. That is why it is critical to comprehend what it is and how it affects the workplace. People differ in their personalities, emotional capacities, and strengths, and these differences

can have a significant impact on how they perform. As a result, it appears that EI has an impact on a growing number of workplace behaviours, including stress management. Individual differences have also been highlighted in research on more recent and emerging workplace challenges such as occupational stress and organisational transformation. Workplace EI, is about attaining one's goals "through the ability to control one's own feelings and emotions, to be attentive to and influence other critical individuals, and to balance one's motives and

drives with conscientiousness and ethical behaviour." EI may play a moderating impact in aggressive behaviours and job stress.

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