

BACKCLOTH AND CHRONOLOGICAL DEVELOPMENT OF THE CONSTRUCT OF EMOTIONAL INTELLIGENCE AND ITS RELEVANCE IN CONTEMPORARY ORGANIZATIONAL ISSUES: A COMPREHENSIVE LITERATURE REVIEW

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Abstract

The construct of Emotional Intelligence has created a revolution in the analysis of human beings' thoughts and emotions. The term was started with the concept of social intelligence and later in years it has been popularized as "Emotional Intelligence". Emotional intelligence is distinguished from cognitive intelligence by its focus on feelings and behaviors rather than on facts and knowledge. Emotional intelligence includes a collaboration of personal and social competencies that include the ability to recognize one's own personal feelings and emotions and those of others and to use that information to resolve conflict problems and improve interactions with others. In the present study an attempt had been made to demonstrate the history and chronological evolution of the concept of "Emotional Intelligence" comprehensively. Researcher has also endeavored to put the thought of various prominent scholars regarding the issue of Emotional Intelligence and tried to clarify the construct of Emotional Intelligence. In literatures, evidences exists that Emotional Intelligence is also associated with different organizational issues i.e. Organizational Commitment, Employee Turnover, Leadership Effectiveness, Employees' Performance and Organizational Productivity. By reviewing the literatures, it was concluded that Emotional Intelligence had a significant relationship and impact on the mentioned issues which states that Emotional Intelligence is the issue of great importance for organizations.

Keywords: Emotional Intelligence, Leadership Effectiveness, Organizational Commitment, Organizational Productivity

INTRODUCTION

Every human being experiences emotions, individuals markedly differ in the extent, to which they experience, attend to, identify, understand, regulate, and use their emotions and those of others. The construct of emotional intelligence (EI) has been proposed to account for this variability (Mayer & Salovey, 1997). “Emotional Intelligence” represents a revolution in the analysis of human beings' thoughts and emotions. Emotional intelligence is distinguished from cognitive intelligence by its focus on feelings and behaviors rather than on facts and knowledge. Emotional intelligence includes a collaboration of personal and social competencies that include the ability to recognize one’s own personal feelings and emotions and those of others and to use that information to resolve conflict problems and improve interactions with others.

Emotional Intelligence provides a new way of understanding and assessing people's behaviors, management styles, attitudes, interpersonal skills, and potentials; so, it is increasingly relevant to the development of both organizational and personal levels (Goleman, 1995, 1998). The role of emotional intelligence has assumed greater implications in wake of emerging globalization, diverse work forces, inconspicuous leadership styles, demanding portfolio of job satisfaction and ever evolving benchmarks for performance evaluation of individuals as well as organizations (Singhal et al., 2014). Although, the concept of Emotional Intelligence came into focus in 1980s, it possesses a long emerging history. Emotional Intelligence is also very important and burning issue in organizational setup nowadays and many researches are in progress regarding this concept. It possess own relevance and significance on many important area of concern.

EMOTIONS, INTELLIGENCE AND EMOTIONAL INTELLIGENCE

What are Emotions?

Emotions are internal events that coordinate many psychological subsystems including physiological responses, cognitions, and conscious awareness. Emotions typically arise in response to a person’s changing relationships (Mayer, Caruso and Salovey, 1999). As an emotion emerges, it entails coordinated changes in physiology, motor readiness, behavior, cognition, and subjective experience (Izard 1993; Parrott 2002). According to Wiegand (2007) emotions can be defined as “highly subjective, positively or negatively feelings that arise in response to either an internal or external event. Emotions are not general characteristics of one’s personality, they are specific reactions that the person develops in response to an action. This veracity is what differentiates emotions from moods or traits. Emotions involve excitement of mind, feelings, and passions (Robbins and Coulter, 2005).

Meaning of Intelligence

Intelligence is a type of mental ability that concerns the handling of and reasoning about information of various sorts (Carroll 1993). General intelligence (“g”) refers to “a person’s overall capacity for adaptation through effective cognition and information processing” (Roberts et al. 2001). It is sometimes seen as a general competence of the mind (mental ability) or higher order faculties such as understanding, reasoning, problem solving, and learning (cognitive ability) (Brody, 1992).

Understanding the Construct of Emotional Intelligence

Emotional Intelligence is an arrangement of non-cognitive skills, capabilities, and competencies that influence a person’s ability to succeed in coping with environmental demands and pressures. Daniel Goleman defined emotional intelligence as the ability of an individual to recognize his own feelings and those of others, for motivating oneself and for properly managing the emotions of oneself and the relationships. It is person’s ability of self-awareness, self-confidence, self-control, commitment and integrity, and ability to communicate, influence, initiate change and accept change (Goleman, 1995, 1998). Emotional Intelligence is the ability to perceive accurately, 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. (Mayer & Salovey, 1997). Emotional intelligence corresponds to emotional abilities that get someone to explain and express emotions in a correct way, integrate them into cognitive processes, understand emotions and their effects on different situations. Shortly, it gives one a chance to manage his emotions (Law & Wang, 2004). Bar-On termed Emotional Intelligence as an array of non cognitive capabilities, competencies and skills that influence one’s ability to succeed in coping with environmental demands and pressures” (Bar-On, 1988). Lusch & Serpkenci (1990) dignified that the ability to govern feelings and handle stress is another robust side of emotional intelligence that advances to the success of the individual. Dalip Singh (2003) defined Emotional Intelligence as the ability of an individual to appropriately and successfully respond to a vast variety of emotional stimuli being elicited from the inner self and immediate environment. Emotional Intelligence constitutes three psychological dimensions: emotional sensitivity, emotional maturity and emotional competency, which motivate an individual to recognize truthfully, interpret honestly and handle tactfully the dynamics of human behavior. Ravi Bangar (2005) defines Emotional Intelligence to create optimal results in your relationships with yourself and others. Jitendra Mohan (2003) describes Emotional Intelligence as a positive combination of a deep insight into one’s emotional and cognitive capacities and a charming flair

of communication, empathy and motivation leading to personal optimism, inter-personal confluence and organizational excellence.

HISTORY AND CHRONOLOGICAL DEVELOPMENT OF THE CONSTRUCT - “EMOTIONAL INTELLIGENCE”

Charles Darwin's work “*The Expression of Emotions in Man and Animals*” is assumed as the earliest research work on the issue of Emotional Intelligence. Darwin concluded in his study that emotional expression is essential for proper adaptation of species. According to Darwin, emotions are useful because they motivate people to engage in actions that are important for survival (Darwin, 1899). Later in the year 1920 E.L. Thorndike proposed the concept of social intelligence that has been considered as the basic for the development of the theory of emotional intelligence. E. L. Thorndike's (1920) seminal article, “Intelligence and Its Uses,” that is often credited as the origin of the theory of social intelligence, he recommended three distinct types of intelligence: (1) abstract or scholastic intelligence, defined as the ability to understand and manage ideas; (2) mechanical or visual spatial intelligence, defined as the ability to understand and manipulate concrete objects; and (3) social or practical intelligence, defined as the ability to understand others, manage people, and act wisely in social contexts. Some year later, in 1940, David Wechsler discussed the concept of intelligence that encompasses both elements of the intelligence quotient of cognitive (intellectual) and non-cognitive intelligence (emotional).

David Wechsler (1940) viewed intelligence as an effect rather than a cause and believed that assessments of general intelligence is not adequate but also non-intellectual factors, such as personality, influence the development of an individual's intelligence. In the 1950s Humanistic psychologists such as Abraham Maslow describe how people can build emotional strength by acknowledging and satisfying their emotional needs. The term “emotional intelligence” first appeared in a book by Van Ghen (1961) and soon after it was also discussed in an article authored by Leuner (1966). The book by Van Ghen (1961) was unrelated to psychology (Emotional Intelligence is an issue of psychology) Leuner article was in German Language , therefore it not became famous and was largely unnoticed by the people. In 1983, Howard Gardner's *Frames of Mind: The Theory of Multiple Intelligences* introduced the idea of multiple intelligences which included *Interpersonal intelligence* (the ability to understand the intentions, motivations and desires of other people) and *Intrapersonal intelligence* (the ability to understand oneself, to appreciate one's feelings, fears and motivations; Gardner (1983). In Gardner's view, traditional types of intelligence, such as IQ, fail to fully explain people's cognitive ability. Professor Howard Gardner's study in the field of human intelligence has

established a theory that explains the various intelligence quotient of the number owned by men. He discovered the existence of seven types of intelligence. Among the seven types of intelligences, two types of intelligence known as intrapersonal intelligence and interpersonal intelligence is a component that is included in emotional intelligence. Intrapersonal intelligence is the ability of someone to control himself through knowledge and understanding of feelings, desires, needs and personal goals. With the abilities of this, one can motivate himself, impulse control and bad faith, lack of acting hastily. While interpersonal intelligence is the ability and emotional sensitivity to the psychological state of others. This ability helps a person to choose an adequate response, to feel empathy and communicate well with others. Clearly seen that the person who has these both intelligence and will be shaping a high emotional intelligence.

The first definitive application of the term appeared in a doctoral dissertation by Wayne Payne (1986). Payne, however, did not publish his theory, so the article published in 1990 by Salovey and Mayer (1990) is generally regarded as the wellspring of thought on this topic. In 1980, Dr. Reuven Bar-On began research to determine the success and the ability of a person in his life than anyone else. From the results of his research, he found a lot of intelligence and non-cognitive factors have contributed to the success of a person in his life. Later in 1988, Dr. Reuven Bar-On in his landmark dissertation, *The Development of a Concept of Psychological Well-Being*, coined the phrase “Emotional Quotient” or EQ (Emotional Quotient) to reflect the approach in the assessment of general intelligence. He describes the emotional intelligence reflects one's ability to negotiate well with others and control over their own sense of self. He also displays emotional intelligence reflects one's ability to negotiate with the daily environment challenges and helps predict the life of him , including career and personal affairs. He also suggested there was a scale of five components of emotional intelligence is intrapersonal, interpersonal, stress control, the ability to adapt and general mood. Bar-On (1988) based his construct on positive psychology literature, examining attitudes that paralleled traditional intelligence in explaining psychological well-being (Stein & Book, 2006).

The term Emotional Intelligence was introduced worldwide in 1990 by two American University professors Dr. Peter Salovey from University of Yale, and Dr. John Mayer, from the University of New Hampshire who are frequently cited as the originators of the modern Emotional Intelligence construct in their seminal *Research in Higher Education Journal of Social and Emotional Development*, Page 5 article, ‘Emotional Intelligence’ in *Imagination, Cognition & Personality* (1990). Salovey & Mayer (1997) based their construct on the social intelligence literature which provided the theoretical justification for the narrower Emotional Intelligence construct. Salovey and Mayer (1990) originally defined EI as “the subset of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate

among them and to use this information to guide one's thinking and actions". After that the credit of popularizing the concept of emotional Intelligence goes to another American psychologist Daniel Goleman, who has contributed extensively to this issue. The model which has become the most widely recognized as accurately describing the concept of emotional intelligence was Daniel Goleman's model in his book "Emotional Intelligence: Why It Can Matter Than IQ" published in 1995. It was after the publication of this bestseller that the term "Emotional Intelligence" becomes widely used and became a hot topic of concern among the policymakers, managers, academicians and researchers.

However, the chronological development of Emotional Intelligence construct can be briefed as the table below:

Table: 1 Chronological Development of the Construct "Emotional Intelligence"

Year	Author Name	Terminology	Description of Terminology
1920	Edward Thorndike	Affective components	Social intelligence as the ability to get along with other people
1940	David Wechsler	Affective components	Affective components of intelligence may be essential to success in life
1950	Abraham Maslow	Humanistic psychologist	Describes how people can build emotional strength
1975	Howard Gardner	The Shattered Mind	Introduces the concept of multiple intelligences.
1985	Wayne Payne	Emotional Intelligence	"A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain and desire (theory, structure of reality, problem-solving, contraction/expansion, tuning in/coming out/letting go)."
1990	Peter Salovey & John Mayer	Emotional Intelligence	Focused on Imagination, Cognition, and Personality
1995	Daniel Goleman	Emotional Intelligence	Emotional Intelligence: Why It Can Matter More Than IQ.

Source: Pahuja & Sahi (2012)

RELEVANCE OF EMOTIONAL INTELLIGENCE IN DIFFERENT ISSUES OF ORGANIZATIONS

Emotional Intelligence is a burning topic for the business as well as other organizations in which the employees are considered to be the backbone of the concerns. Below some issues are mentioned in which the role of Emotional Intelligence had been confirmed very important for the organizations:

Emotional Intelligence and Leadership Effectiveness

In their study Bass & Avolio (1994) identified two types of leaderships as transformational leadership and transactional leadership. Transformational leader encourages a different outlook on the work, creates awareness of the aims of the organization, helps in developing people to higher abilities and motivates people to consider the interests of the group over individual interests. The transactional leader incentivizes people on the basis of performance. Transactional leaders adhere to work standards, task completion and compliance while depending on rewards and punishments to enhance employee performance. Daniel Goleman (1998) suggested that emotional intelligence is a reasonably better differentiator for effective leadership than intelligence quotient. Emotional intelligence can guide effective individuals to deal with various problems and issues in an organization even when they have issues in themselves or from others working in the same organization. Emotional intelligence should be considered as the prerequisite for the revitalization of effective leadership or for developing future leaderships.

Emotional intelligence level of a leader can ascertain whether a leader is able to perform in stressful and competitive setups effectively. Emotional intelligence can substantially differentiate among persons aspiring to be future leaders and shortlist the ones who have the leadership material. He also proposed that leaders with high emotional intelligence are important to organizational success as they can sense employee's feelings in work environments, can intervene in situations and problems, can manage own emotions to gain the trust of employees and can understand the political and social resolutions within an organization. A leader with high emotional intelligence can impact organization performance by establishing a supporting work environment for encouraging results (Goleman, 2001). The work of Cooper & Sawaf (1997) exhibits that leaders with higher emotional intelligence have reasonably elevated self confidence, better concentration with respect to goals, and are victorious in assigned jobs. These leaders are also efficient with their leadership styles and cause greater influence on their employees' performances while motivating them. Palmer et al. (2012) suggested that various aspects of emotional intelligence correlated with attributes of effective leaders and these could be broadly used in the selection criteria for identifying and developing effective leaders. They also made suggestions about additional researches on emotional intelligence and effective leadership which can identify new sets skills based on emotional intelligence to be used in future leadership training and development programs to enhance leadership effectiveness.

Emotional Intelligence and Organizational Commitment

Emotional intelligence has a meaningful relationship with job outcomes such as organizational commitment (Aghdasi, et.al 2011). A study by Nikolaou and Tsaousis, (2002) showed a strong relationship between some components of emotional intelligence and organizational commitment. The results of the study revealed that the use of emotions in emotional intelligence had strong links with organizational commitment in spite of the weak and average links between the control of emotions and understanding emotions with organizational commitment. The researchers also stated that emotional intelligence is a key factor in increasing organizational commitment. Finally they concluded that employees, who cannot appraise and regulate their emotions, have less organizational commitment and individuals with high emotional intelligence are more committed to their organizations and have high performance at work. Carmeli (2003) conducted a study to find out the relationship between Emotional Intelligence and affective commitment. In his study he found that affective commitment had positive relationship with emotional intelligence. Employees with high emotional intelligence had higher levels of affective commitment and attachment to organization. Furthermore, they also found a negative relationship between emotional intelligence and continuance commitment with decreased level of continued commitment of person the persons who possess high emotional intelligence.

Emotional Intelligence and Employee Turnover

In a study, the association between emotional intelligence and turnover intension of employees has also been seen in a company of hotel industry. The study concluded that few aspects of emotional intelligence forecast the positive impact on the employees' relationship with the industry and not with the particular company (Wolfea & Kim, 2013). The study conducted by Trivellasa et al., (2013) reveals a strong relationship h between emotional intelligence and turnover intension which was carried out on nurses of few organizations providing the health care services in Greece. The findings of the survey show a negative influence of self-emotional appraisal and use of emotion on turnover intensions. In one of the research carried out in a company reveals that the positive and or negative relationship between followers and leaders also intervene and play an important role and influence on subordinates' decision and contribute in between emotional intelligence of employees turnover rate (Jordan & Troth, 2011). The research conducted by Siddiqui (2013) indicates insignificant association between emotional intelligence and employees' turnover rate. Their analysis shows strong impact of low emotional intelligence with increased employee job turnover rate.

Emotional Intelligence and Employees' Performance

In the present challenging global environment, relationship between emotional intelligence and employee performance is very essential for organizations to achieve their ultimate objectives. In this context, Emotional intelligence is considered as a crucial factor for performance and growth of organizations as they are dependent on employees for achievement of goals. Emotional Intelligence assumes an important role for helping the employees to cope with this vibrant change and achieve goals. A research conducted by Rangarajan & Jayamala (2014) for assessing the impact of emotional intelligence on performance of employees concluded that emotional intelligence acts as good predictor of performance of employees. Another study carried out to assess the correlation between emotional intelligence and service performance of frontline employees of Australasia casino concluded that emotional intelligence is a significant predictor of the service performance of employees of casino (Prentice & King, 2011). Another research conducted on call center employees of UK also supported the positive impact of emotional intelligence on performance of employees (Higgs, 2004). As a result of a study carried out by Kiyani (2013) concluded that managers with high emotional intelligence who can easily recognize and handle the emotions enhance job performance of employees. A research conducted to find out the impact of emotional intelligence on job performance of the department managers and employees from four districts in China concluded that emotional intelligence of employees have significant and positive correlations with job performance (Yao et al., 2009). In the work of Ahuja (2011) carried out on call center employees of India, it was concluded that dimensions of emotional intelligence i.e. Assertiveness, Optimism, Emotional Control, Flexibility and Self Regard act as predictors of performance of call center employees. The research further highlighted that employees with right level of emotional intelligence will be able to engage customers positively and contribute towards success of the call center through improved performance. Emotional intelligence has significant impact on professional success of employees. Emotional intelligence positively impacts the performance of individuals and teams causing organizational effectiveness and competitive advantage (Deepa, 2008). Shahzad et al. (2011) evaluated the impacts of self awareness, self management, social awareness and relationship management (aspects of emotional intelligence) on performance of employees of telecom sector in Pakistan. The results of the study revealed that self awareness is significantly correlated with performance of employee but is a weak predictor of performance of employees. Self management was found to be significantly correlated with performance of employees but was not found to be a strong determinant of performance of employees in telecom sector. Social awareness demonstrated significant relationship with performance of employees and was also found to be a strong determinant of performance of employees. Relationship management was

significantly correlated with performance of employees and was identified as strong determinant of performance of employees.

Emotional Intelligence and Organizational Productivity

In a research conducted by Rahim & Malik (2010) to assess the relationship between emotional intelligence and organizational performance in banking sector of Pakistan was concluded that emotional intelligence will not cause high profits or improved productivity of the organizations on its own. The findings of the research further reveals that the way people work together equipped with necessary skills while networking with team members can conquer bottlenecks and ultimately help organizations in achieving better performance. better emotional intelligence acts as catalyst leveraging intellectual capital in achieving competitive advantage and higher productivity for organizations. Another research finding done by Jones & Holt (2005) suggested that emotional intelligence impacts organizational productivity. A study held by Wiete (2014) concluded that organizations using emotional intelligence achieve success in leadership development leading ultimately to enhance financial performance. Steps involved in leadership development create a high performance culture in an organization positively impacting the financial performance.

CONCLUSION

The concept of Emotional Intelligence is an issue of importance in organizations nowadays. The concept was originally developed from the issue of social intelligence and later it came into focus as Emotional Intelligence. Emotional Intelligence is the ability of an individual to perceive, appraise, express and manage emotions so that one can successfully tackle the situational demands. The concept of Emotional Intelligence has a significant role in current organizations especially in business organizations. With the help of various literatures it has been demonstrated that Emotional Intelligence is essentially related to Leadership Effectiveness, Organizational Commitment, Employee Turnover, Employees' Performance and Organizational Productivity and it also has a significant impact on these issues which are indispensable for any of the organizations today. Finally it can be concluded that in current cut throat competitive environment organizations should put emphasis on the Emotional Intelligence phenomenon for betterment of their workforce so that organizations could develop the competence for competitive situations, reach to excellence and to make itself capable to achieve its ultimate goal.

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