

EMOTIONAL INTELLIGENCE IN INDIAN ORGANIZATIONS

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ABSTRACT: Emotional intelligence has become an important part of every organization in today's era. It is of utmost importance in the management domain. Organizations these days are demanding a blend of an individual's subjective, passionate and physical talents, thus it becomes all the more essential that individuals know the wise usage of their emotions as and when required. Since organizations involve individuals in different roles, emotional intelligence has become the deciding factor for effective management. The abilities and competencies possessed by individuals at workplace will determine the extent to which they can utilize their emotional intelligence. It assesses how people can effectively manage their thoughts and behaviors to achieve the best outcome. Numerous organizations are on the edge of disaster, extreme downsizing has led to employees getting themselves exhausted and underappreciated. Rivalry in the working environment is fierce and numerous newcomers feel a need to swing to forceful strategies to advance their associates or risk falling behind. Business pioneers are starting to understand that such negative feelings among their workers are not beneficial for the company and its prospects for being successful. Numerous companies are looking for approaches to transform these negative feelings into positive, thus being beneficial for the company. Emotional intelligence affects vital components like leadership in an organization and hence the study of emotional intelligence is essential. Emotional intelligence is not only about you and your emotions it also includes the assessment of other people's emotions. This research has been done to examine the relationship between the emotional intelligence in Indian organizations with the competencies of individuals working in the organization.

INTRODUCTION

Emotional intelligence has been defined as the ability to recognize, manage as well as understand the emotions of oneself as well as the people around us. There is an emotional brain in the human body which is called the limbic system and it is the place of origin of our emotions. It is different from the rational brain but both of them are interlinked and develop together. This implies that a person's power to reason and his feelings are intended to be utilized simultaneously, however because of our brain's design, all the information at first goes into our emotional center and later on to our thinking center.

Emotions precede thought and behaviour. Thus, it has become important to understand what we are feeling, as well as what others are feeling. It is also essential to understand effective management of our feelings and management of relationships with other people in the organization. This is the basis of Emotional Intelligence, which is the complex ability to regulate and manage our impulses, empathize with other people and to be resilient when faced with adversities.

Sometimes the employees react on certain actions and later on regret doing it. This leads to interpersonal conflicts which are mainly due to his inability to manage his emotions.

Emotional intelligence was discovered by James Dozier in 1981. It was a concept that saved his life. Dozier was a U.S. Army Brigadier General and was kidnapped by the Red Brigades, which was an Italian terrorist group. Amid the starting days his captives were euphoric with energy and irrational and he started feeling that his life was in danger.

To save his life, he remembered something he had earlier learned about emotions in an Executive Development Program at a Center for Creative Leadership in North Carolina. He recalled how an individual can influence the emotions of a group by modelling. For achieving this, at first, he had to get his own emotions under control. He thus tried to calm himself and display his calmness to his captors through his behavior and actions. He observed that after his captors noticed how calm he was, they also became calm and rational. When Dozier looked back on this incident he realized that it was emotional intelligence that saved his life. The term "emotional intelligence" wasn't coined until 1981. It was only after an actual experience that James Dozier had, that he explained it as "the ability of perceiving and expressing emotions, assimilating emotions in thoughts, understanding and reasoning with emotions and regulating emotions in oneself and other people".

Research demonstrates a strong correlation between emotional intelligence and job performance of an individual. By emphasizing on the concept of emotional intelligence in hiring as well as teambuilding and training programs, the senior management and human resource professionals can improve in terms of decision making, problem solving as well as the ability to cope with change among its employees. Emotionally intelligent companies maximize the potential for their success and thereby increase productivity

OBJECTIVES OF THE STUDY

This study has the following objectives:-

- To assess Emotional Intelligence in Indian organizations.
- To identify the weak areas of Emotional Intelligence in employees for the purpose of identifying their Training Needs.
- To ascertain the relationship between Emotional Intelligence and Job Stress.

Emotional intelligence is a concept based on series of researches as well as theories on personality and social psychology. The three most commonly used approaches in the field of emotional intelligence were given by Reuven BarOn, Daniel Goleman, and Jack Mayer, Peter Salovey and David Caruso. While the theories and practices of emotional intelligence continue to evolve, the central idea that social and personal competencies are essential for a productive life remains a common idea in every model. Furthermore, research about EI keeps on showing EI's significance to both people and associations

PILLARS OF EMOTIONAL INTELLIGENCE

- **Self-Awareness:** People who have a strong sense of self-awareness can be described as "comfortable in their own skin." These individuals have a sense of understanding about their qualities, shortcomings, feelings, and their impact on others. A true judgement of an individual's self-awareness can be seen in the way he responds to productive criticism.
- **Self-Regulation:** The emotionally intelligent individuals not only recognize their emotions, but also show a sense of maturity and control in display of their emotions. They don't squash their emotions, rather they communicate them in a way that demonstrates a high degree of judgment and control.
- **Relationship building abilities:** Sincerely wise administrators are generally regarded by their supervisors, companions, and workers. They like individuals and are sufficiently adroit to recognize what makes them tick. Their capacity to rapidly build a sense of compatibility and trust with those on whom they depend comes naturally to them.
- **Motivation:** Emotional intelligence involves interrelated aspects of motivation which are, at first being self-motivated and then motivating those around you. These people who stay in high spirits perform exceptionally at their workplace and earn recognition among their associates.
- **Empathy:** It is incorrect to say that managers with empathy are easy on their employees. However, they do possess the qualities of compassion and understanding of other individuals that helps them to connect emotionally with other people.

MEASUREMENT OF EMOTIONAL INTELLIGENCE

The Bar-On Emotional Quotient Inventory (EQ-I®) is the first ever scientifically developed measure of emotional intelligence.

Reuven Bar-On is an globally recognized expert and pioneer in emotional intelligence and has defined, measured and applied various aspects of this concept since 1980. He termed "EQ" ("emotional quotient") in 1985 to describe his approach to assess emotional and social competence of individuals and created the EQ-i, that was the first test of emotional intelligence to be published that too by a psychological test publisher (1997).

Today EQ-I tests are the most commonly used measure of EI in the world, approaching 2 million copies which have been distributed worldwide, thus making it among the most popular psychological tests.

The EQ-I gives data to every person on five composite scales and 15 subscales:

- Intrapersonal Scales: self-respect, mindfulness, confidence, freedom, self-realization
- Interpersonal Scales: sympathy, social obligation, interpersonal communication
- Adaptability Scales: reality testing, adaptability, critical thinking
- Stress Administration Scales: stress resistance, control over impulses
- Mood Scales: confidence, satisfaction

SELF REPORT - A few tests use the self-report technique. Self-report is the most widely recognized approach to gauge personality traits in an individual. These traits include warmth, sympathy, empathy etc.

OTHER REPORT - Emotional Intelligence is mostly about people skills, this method takes into consideration what other people think of us. This seems to be a justified method of testing emotional intelligence.

ABILITY TESTS – Emotional intelligence comprises of a set of abilities. Therefore, it can be measured like other abilities.

CHALLENGES FACED BY ORGANIZATIONS

- Adapting to the massive change that is taking place in the work environment.
- Workers should be more imaginative keeping in mind the end goal which is to drive development.
- Managing enormous amounts of information effectively.

- Improving client faithfulness.
- Employees must be committed and motivated towards their work.
- Use of employee's talent at the right place and time.
- All employees must be encouraged to work together.
- The company needs to distinguish potential pioneers in its positions and motivate them to excel.
- The company needs to recognize and enlist top performers.
- The company needs to use sound judgment about new markets, items, and vital cooperation's.
- The company needs to get workers willing to do overseas assignments.

These and numerous more concerns are faced by organizations these days, both public and private. Since a dominant part of these concerns include individuals in various job positions, emotional intelligence must turn into a deciding component for their powerful administration. Also, in practically every case, emotional intelligence must assume an imperative part in handling such concerns. To be compelling in offering their associations some assistance with managing change, pioneers ought to know about and oversee sentiments of tension and instability of their representatives. They additionally ought to have the capacity to value the enthusiastic responses of different workers and help them to adapt up to change. Other than the pioneer, alternate individuals from the association ought to be likewise ready to screen and deal with their own particular emotional response and also of their partners. Eventually it is these social and enthusiastic skills that we have to recognize and measure, it is then that we will have the capacity to anticipate execution at working environment thus bringing about its viability.

ROLE OF EMOTIONAL INTELLIGENCE IN ORGANIZATIONS

A developing research demonstrates the fact that emotional intelligence is a superior indicator of "achievement" than conventional measures of psychological insight also called IQ. The workplace gives an ideal environment for individuals to develop their social as well as emotional skills, as people are motivated to enhance those capabilities to achieve success. The idea is just as essential to managers, as their primary concern which is profitability, lays on the emotional intelligence of the entire company. When employees work to improve their capabilities in the areas in which they are weak, it is beneficial for the entire organization, as it helps in improving communication and increasing productivity.

The EQ-I helps to make a profile of a person's emotional intelligence, reflecting both the areas of strength as well as weakness. People can use this data in areas that need to be improved. Organizations can use the profiles to show if a potential hire would make a beneficial addition to the team. An activity arrangement can be created once an individual or association has this data, which supports growth in desired areas.

Emotional intelligence allows individuals to think all the more inventively and use their feelings to tackle problems. In achieving the success of personal relationships, empathy and communication skills along with social and leadership skills are thought to be most critical variables. Another dimension of emotional intelligence is the capacity to oversee emotions and handle stress. Empathy is a critical part of emotional intelligence as feelings are more effective in work as well as in social life. A manager is an individual who has to manage the moods of the entire organization. Successful corporate leaders accomplish this by using a blend of various psychological abilities and skills also known as emotional intelligence. A manager must be self-aware and empathetic towards people. With the goal that he can read and manage his own emotions while spontaneously gauging how others feel.

Emotional intelligence will vary for various kinds of jobs. For instance, success in the field of sales requires the ability to gauge a client's state of mind and the interpersonal expertise to choose when to pitch an item and when to stay silent.

In business related decision making, emotions must be kept at a lower level and each and everything must be based on information and logical reasoning, with emotions at a bare minimum.

STRESS AT WORKPLACE

Unwell state of mind or wear and tear of brain due to pressure is known as stress. Stress is also famously known as when the pressures on us are more than the resources available at our disposal. We all agree that some level of positive stress is required in our lives so that we meet all our deadlines. Individuals experience the stress under certain situations which are out of his control and difficult to handle. Humans have a tendency to resist change and when they are encountered with changes they experience level of stress. In 21st century the external environment is changing so rapidly in terms of global warming, technology upgradations, terrorism. Stress is increasing and time for self and fun time is reducing. Various body parts affected because of stress are heart, immunity, problems related to stomach and gas, infertility and various skin related problems.

One of the major challenges to the employee's health is Stress. It is brought about by pressure at home and at workplace which is a problem to the company and its employees. Stress has been classified in two important categories personal and organizational. Stress comes from various sources like the work-related pressures or problems in personal life. Individuals who are perfectionists and who have expectations which they can't meet also experience stress. Poor emotional intelligence also is the reason for stress. Environmental factors like pollution and excessive temperatures result in individuals not able to cope with it. For the best type of

stress avoidance in an organization then there ought to be a decent administration and a sound workplace. If employees are stressed then their managers must be aware of their stress and must help them to overcome it.

Employers cannot help employees in case of personal issues but they surely can help them in case of any stress from the organization. Job related stress is the reaction of the employees when they face challenges to cope with stress at work. Stress is a slow killer. If stress is not controlled it turns into depression. Stress happens in an extensive variety of work circumstances however is frequently aggravated when representatives feel that they have little backing from administrators and associates, where they have little control over work pressures. Stress results from conflict between their work interest and pressures on one hand and their insight and capacity on the other. It challenges their capacity to adapt to the work. Stress comprises of not only the situations wherein work stress exceeds the employee's ability to cope but also wherein the employee's knowledge and abilities are insufficiently utilized. The work environment has become a highly stressful one in which organizations cut across industries. Employees experience enormous level of stress due to various factors such as high workload, tight due dates, high targets, sort of work, absence of employment fulfilment, long working hours, pressures to perform, etc. Interpersonal clashes at the work, such as supervisor-subordinate relationships and relationship with peer groups, are also an important source of stress. Experts say that the dysfunctional components of stress directly impact on an organization's output and also employee wellbeing. Stress at the work leads to non-attendance, higher loss, and diminished efficiency. Stress prompted exhaustion, crabbiness, poor correspondence, and quality issues by employees. Increased stress levels also influenced the motivation and confidence of the employees.

Increased exposure to stress in absence of effective coping mechanisms may lead to many physical and mental issues. For example, stress may lead to stress-induced stomach problems, acidity, insomnia, depression, heart attacks, etc. Stress could induce the victim towards high risk behaviors such as smoking and drinking. Stress-related illness leads to increase in employee absenteeism and attrition, thus affecting the profits of the company. Organizations are gearing up in providing its employees a stress-free and healthy environment. The endeavors to address this issue were more affirmed in a few commercial enterprises than others. Experts feel that, though stress at workplace is a phenomenon experienced globally, professionals in few industries are more susceptible to experience stress than others.

STRATEGIES FOR COPING WITH STRESS AT WORKPLACE

- Employees should be taught time management.
- Organizations can ensure that employee health management is done properly.
- Optimistic approach should be adopted rather than pessimistic approach to problem solving.
- Employees should learn to strike right balance between work and personal life.
- Various employee training and wellness programs should be organized.
- Organizations should aim at providing a healthy work environment to the employees.
- Job Design should be such where in various roles and responsibilities are properly explained.
- Organizations should organize career counselling session and provide various assistance to the employees.
- Team building should be the focus of the organization.

STRATEGIES FOR COPING STRESS AT INDIVIDUAL LEVEL

- At individual level, one should do physical exercise because healthy mind resides in healthy body and vice versa.
- Physical exercises include walking, jogging, cycling, swimming, aerobics.
- Yoga, pranayama and meditation are the best relaxation techniques for the mind and body.
- Individuals should improve their social support system that is make good friends and socialize more.
- Individuals to manage time properly and take out time for themselves.
- One should apply 80-20 principle in life which states that eighty percent attention should be paid to things which are most important and twenty percent attention on things which don't matter.
- In three situation decisions should not be taken by an individual when aggressive rash decisions should not be taken, when too much excited decisions should not be taken and never give written communication when angry.
- One should listen to songs and read inspirational books.
- Be optimistic, stay positive and face all situations as it comes.

STRESS IN INDIAN ORGANIZATIONS

In India, organizations are resorting to methods like teaching the employees dance and music, adventure sport, etc., to reduce the level of stress at workplace. Tata Consultancy Services (TCS) Ltd. has different clubs such as Bibliophile Club, Theatre Club, Sanctuary Club, Adventure Club, Fitness Club, Music Club, Community Services Club, etc.

Infosys Technologies Ltd. concentrated on expanding awareness on stress and gave the representatives direction on the best way to adapt to stress through a progression of workshops by specialists. Other than conducting workshops on stress management, companies were also conducting off-site picnics, inter-departmental competitions and games. Some organizations use a system of mentors and also promote open communication to improve workplace interactions.

Employees of most of the established organizations have access to in-house counselling department. Some companies also employed nutritionists for healthy food at office canteens and also counsel their employees on healthy eating habits and a good lifestyle. A few organizations were likewise considering utilizing therapists to advise their workers.

Experts feel that organizations must resort to creative and innovative ways to handle stress effectively. It's a well-known fact that humans work under pressure but too much of pressure becomes stress and can harm the overall ability of the worker to perform well. Every individual needs to manage stress in the best way possible. Many companies have identified ways to reduce the level of stress at workplace and make the work interesting and less challenging. Now a day's employees face problem to strike a right balance between their personal life and work life. It is more of work and less of time for family. Companies also organize the annual general meetings in beautiful location so that the employees get time for recreation and fresh themselves.

Many organization fails to realize that when one target is met by the employee other bigger and more challenging target is given which further increases pressure and level of stress because the employee couldn't relish the achievement of the target rather new and more difficult targets are given. Organizations can also the principle of management by objective wherein the employees should take self-initiatives and set target by themselves. As this will increase the accountability of employees towards organizations. Without rewards and recognition no individual will be motivated to work. Kiranmazumdar Shaw the CEO of Biocon devised a method of motivating employees to work hard by stating that whatever business they bring a certain percentage of profits will be rewarded as bonus to the employees and this ensured that the employees work hard because it was directly proportional to the rewards.

It's the need of the hour for all big players to identify the factors that affect the performance of the employees and try to device methods to reduce stress at work and provide right training so that employees are emotionally strong and they can handle all task at hand with full productivity.

LINK BETWEEN EMOTIONAL INTELLIGENCE AND AN INDIVIDUAL'S COMPETENCIES

As man makes a move from the value-based system to a transformational way to deal with closeness of individuals around him, the quality of emotional intelligence turns into a reality. The resultant bond between the people help both sides to build up trust taking into account their common interest, objectives, and mission, making the essential conditions for accomplishment of individual and authoritative objectives. Essentially, for connecting with people, the individual has to have a blend of certain personal, organizational and social competencies in a mutually acceptable combination to achieve organizational excellence. Thus, emotionally intelligent behavior of individuals addresses the basic issues to bring about workplace effectiveness and also helps in attaining superior levels of organizational growth. This helps in the process of developing a friendly work environment in the company, leading to efficiency and development thereby enhancing the worth of human capital.

With the opening up of Indian economy through liberalization, privatization and globalization and a thrust towards data innovation, the job of Indian business officials has turned out to be all the more demanding. The difficulties get increased when the Indian administrators need to work in diverse work groups. The diversity in workforce has not only given emotional stability to the employees and executives but has also influenced leadership behavior and effectiveness of the organizations. Technology and innovation only represents 5% of the transformation process; while the other 95% of a company's transformation is reflected in the changes that occur in organizational behavior and culture which are the heart of leadership.

Emotional intelligence is a solution to majority of the problems that organizations face today. Every individual needs to understand that only possessing the intelligent quotient is not enough in today's world. One who is emotionally strong has can withstand all the hindrances which comes in their way. The main reason why a lot of individuals commit suicide is because they lack emotional quotient or the emotional intelligence and they give up on life so easily. One may possess intelligence, leadership quality, physical strength but if an individual is emotionally weak then all the rest qualities are of no use.

There is a need to build up the most elevated standard of leadership skills, ever increasing demands of consumers for good quality of goods and services, drastically changing business environment, and escalating costs. What organizations need is individuals who have both technical knowledge, social and emotional competencies which would enable them to please the customers. Personal competencies influence the emotional intelligence of executives and employees in every organization.

The dimensions of personal competencies taken into account are :-

- People success
- Task success
- System success
- Self-success

People Success - This competency includes understanding individual behavior in interpersonal context, wherein people want to connect with others to attain and maximize common goals. Interaction denotes inter-relationship that exists among people and states how people relate to one another. Emotional intelligence is crucial in the context of every individual's behavior within the

organization. With the flattening of organization structure these days, the span of control has now become larger for the leader who must display emotionally intelligent behavior for generating people success. It is found that relationship measurement of individual conduct is critical to be a compelling leader and adds to his prosperity. Emotional intelligence is directly related to group performance and emotions also contribute directly to team performance.

Task Success - This refers to the skill of an individual to focus upon the task in hand and try completing it with efficiency and accuracy. This also involves the use of creative thoughts and innovation to complete the task justifiably. There are certain aspects of emotional intelligence which are related to challenge and better performance, and also increase task success. Employees who are high on emotional intelligence get greater merit increases and have a higher company rank than their associates. They also received better supervisor ratings of interpersonal help and stress tolerance. There is a strong relationship that exists between emotional intelligence and the performance of employees which leads to task success.

System Success - A link between emotional intelligence and a work place measure of effectiveness will enhance system success.

Self-Success - It consists of self-awareness that determines how an individual will take decisions in his life.

FINDINGS AND CONCLUSIONS

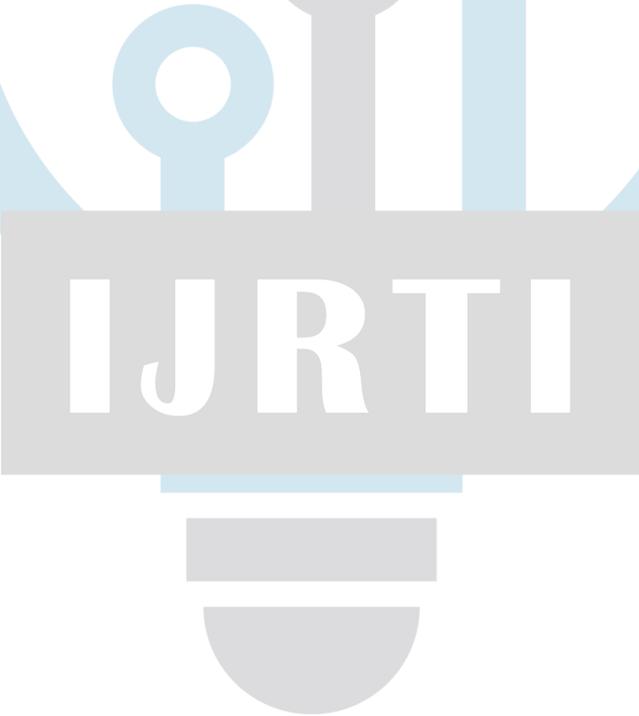
- The study indicated that Emotional Intelligence is essential in Indian Organizations and that it is lacking in the individuals of our country.
- The youth of our country are driven by emotions, and there is a need to bring about a balance of emotions in the young minds of India.
- This study on emotional intelligence at workplace has identified that, if the employee manages his emotional intelligence, it has a direct impact on his job.
- In Indian company's people are unable to stay positive in hard times and this adversely affects their work.
- The employees are unable to perform in stress and this is a major problem. To succeed, one must be able to effectively manage stress.
- Most individuals cannot set challenging goals for themselves because they want to follow the conventional ways and not take any risk.
- People also fail to admit their mistakes rather they should step up and take full responsibility of their doing as this would only increase their credibility.
- Emotional intelligence is related with better performance in management, pulling people at ease at work, balance between personal and professional life, straight forward behavior and confronting problems of employees.
- Most of the companies nowadays are taking those employees who are emotionally intelligent, so that they can face problems easily and can be an asset to the organization by enhancing productivity.
- Emotionally intelligent organizations can only be made through effective organizational strategies, increased self-awareness and self-management, enhanced leadership skills as well as development programs.
- In the current scenario, the organizations have started giving more importance to the emotional intelligence than IQ because they require those employees who are emotionally stable. Hence, for success of any company emotional intelligence plays a vital role.

SUGGESTIONS AND RECOMMENDATIONS

- In earlier times, importance was only given to IQ of an individual whereas emotional intelligence was not given importance but nowadays the scenario has changed and organizations have started giving more importance to emotional intelligence than IQ.
- Man is influenced by various needs and cultures. Earlier organizations used to give tangible benefits to their customers but these days customers want something more, they want fulfilment of their emotional needs. Organizations must maintain customer reliability and behave in a compassionate way with their customers.
- Organizations prefer hiring employees with high emotional intelligence because they have an emotionally stable frame of mind and hence are able to focus more.
- Organizations must give training to their employees for emotional intelligence because emotional intelligence can be learnt at any age by any individual.
- Employers should test the level of emotional intelligence from time to time and provide employees feedback and thus get better performance from them because when there is effective communication between them, there will be increased productivity and performance.
- Emotional intelligence is crucial to success of any organization. It can be developed by exposure and training.
- Personal competencies of individuals must be developed.
- There must be open sharing of ideas and thoughts in an organization.
- Employees must be encouraged to work upon their social skills which would lead to their being accepted by their colleagues thereby smoothening the work and bringing about success in the organization.
- Management has to encourage its employees to experiment with the system and processes, thus leading to personal as well as organizational growth.

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