
INTEGRATING EMOTIONAL INTELLIGENCE INTO HRM PRACTICES FOR IMPROVED LEADERSHIP EFFECTIVENESS AND EMPLOYEE OUTCOMES

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ABSTRACT: The capacity to comprehend and incorporate feelings and emotional information is known as emotional intelligence (EI). The consequences that the subject has on the effectiveness of the company, as well as on the people who are employed by the organization and the executives who oversee them, have piqued the interest of HR specialists and scholars. The purpose of this essay is to examine the concepts of emotional intelligence (EI) and to provide research findings that illustrate the substantial connections that exist between EI, managers, and workers. We suggest that several possible avenues for additional research related to the function of emotional intelligence (EI) in the workplace be explored.

Keywords: Human Resources, Emotional Intelligence, Organizations, Leadership, Employees, Team, Performance, Effectiveness.

1. INTRODUCTION

The capacity to be aware of, analyze, and manage one's own and other people's emotions is known as emotional intelligence (EI). An important aspect of this idea is the necessity of linking perception, thought, and metacognition.

Rising expectations and fierce rivalry are hallmarks of today's workplaces, brought about by the interconnectedness of globalization and the speed with which information can be shared and processed. Success in today's corporate world requires managers and executives to thrive in an environment of intense competition, high organizational standards, and strong internal and interteam ties. Human resources professionals consider emotional intelligence (EI) to be a set of skills crucial for enabling employees to boost their efficiency and productivity on the job. When a company has emotional intelligence, it can capitalize on its people's strengths and find effective ways to solve difficulties. Administrators and employees alike need strong collaborative skills, the capacity to inspire others, and the imagination to think beyond the box when faced with challenges.

An individual's level of trust, commitment, and confidence in others can be enhanced via the practice of emotional regulation. When people, teams, and companies value emotional intelligence (EI), it can boost their efficiency, productivity, and originality. According to Reynolds and Vince (2004), workplace emotions are crucial. "All organizations are human constructs dependent on human effort and aimed at fulfilling human needs, thereby creating emotional environments." When building and maintaining a system, emotions play a role. Reconstruction is an ongoing process in both individuals and organizations due to the prevalence of emotional avoidance and response in the workplace.



Emotional intelligence is just as important as technical knowledge for leaders and employees in every kind of organization. Emotionally intelligent (EI) leaders are experts at reading their teams, finding solutions to challenges, fostering an inclusive work environment, and making rational decisions based on their ability to rein in their emotions.

Expectations for the company's performance are reasonable given the current situation. By showing empathy and establishing an environment that encourages higher levels of engagement, happiness, and productivity, leaders with emotional intelligence (EI) are able to effectively motivate and assist their team members. People who work for companies that value emotional intelligence (EI) tend to be more adept at managing their relationships, adapting to new situations, and integrating with others. All of their productivity at work has gone up thanks to these upgrades. Along with this, they have become much better at dealing with stress and discovering things that make them happy.

The purpose of this research is to examine studies that find a correlation between high levels of emotional intelligence (EI) and team performance. This research aims to examine the significance of EI in the business world. We provide a model for evaluating an organization's efficacy and link Emotional Intelligence (EI) to the two factors listed above. This paves the way for us to clarify why EI may be so valuable on the job.

2. THE MODEL OF EMOTIONAL INTELLIGENCE

A person's emotional intelligence can be shown in various ways. Some examples of models are mixed models (also called emotive models), social competence models, ability models, and trait models.

Everyone seems to agree that Mayer's abilities model best captures the essence of emotional intelligence (EQ). While GIQ and EI are closely connected, Mayer and Salovey contend that the terms should not be used interchangeably. In order to be emotionally intelligent, one must be able to do four separate things: (1) perceive emotions in other people, objects, and situations; (2) integrate emotional information into cognitive processes; (3) understand and make sense of emotionally charged information; and (4) regulate their own emotions, according to Mayer, Salovey, Caruso, and Sitarenios. The hierarchical structure and function of perceptual emotion in controlling emotions make it crucial to the cognitive process. All of the aforementioned categories are based on ground-level skills that, as time goes on, get more complex. The framework for evaluating emotional intelligence was defined through an objective assessment of competencies. The MEIS examination was developed in 1999 by Mayer, Salovey, and Caruso to bolster the emotional intelligence concept they were proposing. We are aiming for this to be a preliminary assessment. An improved version of the MSCEIT test was developed in 2002. Their concept is made up of four distinct parts, and the four segments represent that.

A large range of alternatives is available from Bar-On. Psychology states that a person's emotional intelligence is influenced by their social abilities, which in turn influence their behavior in various situations. In Bar-On's view, "emotional-social intelligence" is the sum of a person's emotional intelligence development-promoting traits and their talents in relation to social settings. The interdependence of these parts allows them to mesh into a unified whole.



Their ability to facilitate communication, improve understanding, and resolve issues makes them indispensable to our day-to-day lives. The following competencies are included in Bar-On's (2006) proposed framework: self-awareness, understanding, expression, and regulation of strong emotions and impulses; the ability to connect with others, participate in those relationships, and understand them; flexibility in the face of change; and the capacity to address both individual and societal problems. Before concluding, Bar-On proposed the "Emotional and Social Intelligence (ESI) Bar-On model." Adaptability, social competence, stress management, and an optimistic outlook are the four pillars upon which the program rests. In 1992, Bar-On developed the groundbreaking Bar-On EQ-i, a self-report assessment tool for evaluating emotional intelligence. He then proceeded to improve it.

According to Daniel Goleman's 1998 mixed model, emotional intelligence (EQ) is the capacity to understand and manage one's own and other people's emotions, to take charge of one's life, and to control one's own and other people's emotions. Though it differs from IQ in some important ways, emotional intelligence is a necessary set of skills. Incorporating social and emotional abilities into their paradigm, Boyatzis and Goleman highlighted how important these skills are for professional success. Furthermore, the framework was subdivided into four sections, namely self-awareness, other-awareness, interpersonal interaction management, and self-management. One way to measure emotional intelligence is with the Emotional Competence Inventory (ECI), a 72-question test. Anyone can utilize it, from individuals to large corporations. Petrides and Furnham initially proposed the idea of trait emotional intelligence in 2001. An individual's emotional experiences and their self-perceived level of emotional competence form the foundation of the personality hierarchy.

The values of the variables are determined using rating scales and questionnaires. A person with high emotional intelligence (EI) is self-aware and can articulate their emotions effectively. Emotional self-efficacy is supported by the topic in question. Individuals with high emotional intelligence are very attuned to and knowledgeable about their own feelings. Additionally, children learn healthy ways to handle their emotions, which contributes to the development of desirable character traits. Some people may have more joy in their life than others, and that could be true. The full spectrum of human emotion must be included when defining emotional intelligence (EI). Those who are emotionally intelligent disagree with the notion that one could be smarter by consciously suppressing their emotions. There are fifteen distinct parts to the adult trait emotional intelligence (EI) sample area. Some impulsivity is okay, but you also need good social awareness, the ability to deal with stress, intrinsic motivation, self-esteem, empathy, health, and optimism.

3.

EMPIRICAL STUDIES: REPORTED POSITIVE RESULTS FOR APPLYING EMOTIONAL INTELLIGENCE IN LEADERS AND EMPLOYEES

Emotional intelligence is crucial to a company's growth and its employees' performance, say experts who research its potential applications in the workplace. Highly intelligent leaders are masters at inspiring their followers to work harder and reach their goals. The majority of



companies aim to improve employee performance in the long run, and this is closely tied to that. Countless quantitative research articles from a wide range of companies and organizations made up the literature review.

a. The Impact of Emotional Intelligence on Leadership Effectiveness

The ability to motivate subordinates to devote substantial resources toward the common goal of the organization is an essential leadership quality, as stated by Hogan et al. (1994). Everyone on the team and in the company benefits from this. A leader's principal roles are to teach, inspire, direct, help, and oversee the work of their subordinates. A leader's deeds and words aren't the only things that matter; there are many more. Possessing high levels of emotional intelligence is crucial for effective leadership, say Goleman and colleagues, especially in team settings. Knowledge, drive, self-awareness, people skills, and self-control are the five attributes that make for a good leader, according to Daniel Goleman's 2003 thesis. According to Goleman (1998), leaders with high Emotional Intelligence (EI) are better able to connect with their audiences and accomplish their goals.

The term "emotional intelligence" refers to a person's capacity to understand and control their own emotions in addition to other people's emotions. Having emotional intelligence helps people succeed in many contexts, but it really shines in the workplace, where following unspoken rules is paramount.

Because it allows one to comprehend, value, and respond to the needs, talents, emotions, and viewpoints of others, empathy is a crucial part of many leadership styles. Furthermore, it boosts output and equips workers with the tools they need to work together effectively and achieve common goals.

When a controller has enough emotional intelligence and understanding, neural connections make managing a person easier. Recent brain research suggests that managers make a big difference to their employees when they show empathy and emotional intelligence (EI). After that, the supervisor can set an example of caring and support, motivate and inspire their staff, and give them the self-assurance to effectively handle problems and conflicts.

Ramchunder and Martins (2014) looked at 107 police officers and found that EQ, self-efficacy, and leadership effectiveness were positively correlated. In 2013, Batool investigated the topic of emotional intelligence and its connection to successful leadership in Pakistan's governmental and private finance sectors. A research with fifty participants found that emotional intelligence is significantly correlated with leadership style. Gardner, Stough, and coworkers in 2002 carried out a survey. They interviewed 250 top executives using questionnaires. Four hundred and ten people who took the survey found that high levels of emotional intelligence (EI) are significantly associated with revolutionary leadership.

Castro et al. (2012) sought to determine whether there was a correlation between employees' EQ and their desire to be creative on the job. The purpose of this research was to collect data from people who worked in or had managerial roles at hospitals by having them answer two questions. Results from these two parts turned out well. Both the company and its employees benefit from executives with high levels of emotional intelligence (EI), according to a number of real-world studies.

b. The Impact of Emotional Intelligence on Team Effectiveness



Working together as a team can lead to significant benefits in many situations. Every member of a team contributes in their own unique way to meet the goals, duties, and obligations set out by their bosses. Collaborating effectively requires not only technical expertise but also a high degree of emotional intelligence. Emotionally intelligent (EI) teams outperform their less intelligent counterparts in terms of output, efficiency in teamwork, and originality. In addition to fostering a positive work atmosphere, these individuals are open to new ideas, flexible in their approach, skilled at resolving conflicts and overcoming obstacles, and able to recognize and appreciate the unique contributions of every team member. Teams with high levels of emotional intelligence are masters at controlling their feelings, playing to everyone's strengths, and striking a healthy balance between the group's emotional and task-oriented aspects.

Team members with high levels of emotional intelligence (EI) are better able to comprehend, accept, and trust one another, which boosts engagement and collaboration. A high emotional intelligence (EI) level is associated with more success, more deliberate decision-making, creative problem-solving, and enhanced work conditions. Emotional intelligence is a common trait among those who are good at working with others. With the support of additional management initiatives, the team can enhance their emotional intelligence.

A high degree of emotional intelligence is significantly associated with productive teamwork in the workplace, according to research by Appolus et al. (2016). Being in tune with and in command of one's own emotions and other people's emotions is essential for productive teamwork. Teams with members who are emotionally intelligent also have a better chance of winning (Aslan et al., 2008).

The research concluded that team members' levels of self-management significantly impact the effectiveness of the team's collaborative functioning. How well the group worked together was positively and significantly correlated with how well the group understood social interactions. Jordan and Lawrence (2009) set out to determine whether there was a correlation between team performance and participation in programs that cultivate emotional intelligence. Several experts in the field have shown that a high level of emotional intelligence is positively correlated with interpersonal skills, including Chang et al. (2012), Luca and Tarricone (2001), and Elfenbein et al. (2006).

Executives and workers alike can benefit from increased efficiency and output when they exhibit emotional intelligence, which has many practical applications. By combining these two sets of information, the company can boost its output and efficiency (see Figure 1).

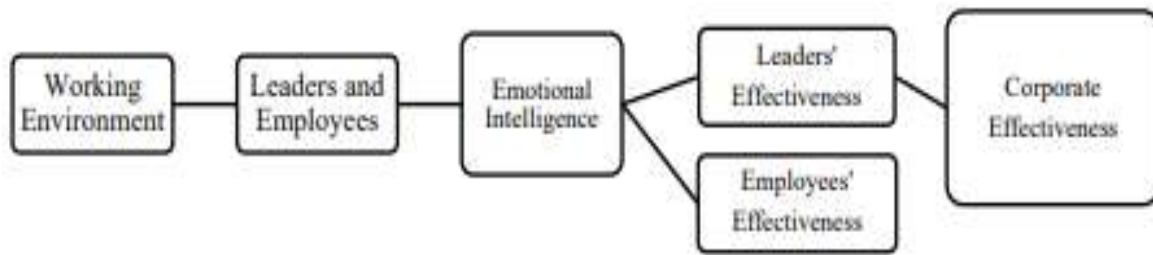


Fig.1. A proposed framework of Emotional Intelligence in Organizations

4. DISCUSSION

Every day, people go through a range of emotions, some of which may remain with them forever. Detaching oneself from one's own convictions is an impossible goal to achieve. Understanding and controlling people's behaviors requires a higher level of emotional intelligence than IQ, which is still an important consideration. Our emotional intelligence develops naturally as we become older and learn more about ourselves and our feelings. Working on your capacity for empathic understanding, attentive listening, and emotional management will increase the likelihood that you will attain your desired results.

Researchers concluded that Emotional Intelligence (EI) has a major role in the success of businesses and their workers. Employers are seeking applicants with excellent communication and people skills in addition to those with the requisite technical expertise. A company's ability to attract and keep top talent, boost productivity, inspire employees, and create a positive work environment is directly correlated to the level of emotional intelligence (EI) its executives possess. Employees are becoming better at working together and communicating with one another. Many businesses, clubs, and organizations currently employ people from different generations, and they often collaborate, so this is something to think about. Giving employees with high emotional intelligence and empathy a safe space to talk about how they're feeling helps them deal with both good and bad emotions. But having said that, they can make the workplace better by helping coworkers get along better.

The importance of smart people working together to strengthen democracy was something that Dewey stressed at length. For this reason, he frequently uses the phrase "cooperative intelligence." Emotional intelligence and joint intelligence are two ideas that businesses can use. The idea behind teamwork is that it boosts productivity and efficiency in the workplace by enhancing relationships and communication.

Based on research, emotional intelligence has the ability to make managers more productive, which might be good for businesses. Companies can do more to help their employees develop higher levels of emotional intelligence (EI) by drastically changing their operations and implementing extensive training programs for current workers, managers, and job candidates. It is also possible to help people develop their emotional intelligence through the use of software, apps, and virtual environments.

Improving interpersonal and group dynamics in the workplace will lead to higher output, more satisfaction in one's work, and more success in the long run. To fully understand emotional intelligence at work, further studies with bigger samples of people from other countries, companies, and groups need to be conducted. More precise goal-setting and better strategic planning would help EI's attempts to integrate. Learning to be emotionally intelligent and socially adept requires a substantial investment of time and energy. Everyone will come out ahead in the end, both the group and the individuals who make up the group.

5. CONCLUSION

Emotional intelligence is a must-have skill for HR managers, executives, and workers in today's fast-paced business world. By doing so, people are better able to express themselves, strengthen relationships with coworkers, and face difficulties on the job with tact and professionalism. Increased awareness of one's own feelings A welcoming work environment can be fostered by human resources directors who promote teamwork and trust among employees. Afterwards, workers are better able to handle stress, adjust to new situations, and generally become more resilient. By finding a happy medium between logic and emotion, Emotion-Driven Leadership improves the caliber of decisions. As businesses adjust to constant, fast change, emotional intelligence helps foster an environment where everyone feels welcome and safe. Overall, it makes workers happier on the workplace, reduces friction, and encourages them to be more involved. In the end, emotional intelligence has a huge effect on how well businesses and individuals do. Consequently, developing emotional intelligence at all levels of an organization is crucial for establishing resilient, people-centric organizations.

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