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## Emotional Intelligence as a Challenge to Human Resource Managers

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### **Abstract:**

*This paper totally focuses on the emotional intelligence its benefits, how is it going to be useful in the organization. This paper also tries to see emotional intelligence as a challenge to the HR fraternity as a whole. It is published in the Forbes website that Emotional Intelligence is a challenge to the HR managers as they have to have the empathy to watch and lead the employees at the same time. This paper speaks about it as detailed as possible. Mostly this paper tries to address the challenge and tries to give the solution which is feasible.*

**Keywords:** Human resource management, emotional intelligence, psychology

### **1. Introduction**

We have seen and heard many people speak about Emotional Intelligence. We also have been using it since many centuries as a word. Now, I want to ask a question, Is this word any meaningful? Does it do any good to us? Is it any useful in the organizational context? These are the questions scholars of both management and psychology discipline are trying to answer. In order to know the correct answer to these questions we need to first know what Emotional Intelligence is.

#### *1.1. Definition*

Emotional Intelligence is the process or ability by which we can understand, influence and stabilize our emotions as well as others. Well, until 19<sup>th</sup> century the term IQ was given utmost importance and people has been clamoring to posses that quality within them and their children. After the 19<sup>th</sup> and the start of 20<sup>th</sup> century was a turn around as people were suddenly speaking about the concept of EQ which means emotional Quotient. Later people also used that as a synonym to the word Emotional Intelligence. This is how the word Emotional Intelligence came to us, even when dug deep every religion like Hinduism, Christianity, Buddhism, and Islam, speak about achieving this in real life.

So, now we have understood this as an ancient concept with a modern use to it. Now, let us dive deep into this concept. So, this concept has been implemented in Education system, as SEL i.e. Social and Emotional Learning. When students tend to learn socially they started to remember the contents of their lesson and assignment and wee able to reproduce it extraordinarily. When the mind of the student is away from all the distractions of emotions and their disturbances, Students were able to listen and comprehend correctly. Most importantly this concept is used in businesses where it is used in assessing employee personality and leadership development. "The Harvard Business Review has hailed emotional intelligence as "a ground-breaking, paradigm-shattering idea," one of the most influential business ideas of the decade."

### **2. History**

The expression "Emotional Intelligence" appears to be first to have showed up in a 1964 paper by Michael Beldoch, and in the 1966 paper by B. Leuner entitled Emotional Intelligence and emancipation which showed up in the psychotherapeutic diary: Practice of child psychology and child psychiatry. To begin with utilization of the expression "Emotional Intelligence" has been attributed to Wayne Payne's doctoral proposal, A Study of Emotion: Developing Emotional Intelligence" from 1985.

In 1983, Howard Gardner's Frames of Mind: The Theory of Multiple Intelligences presented the thought that customary sorts of insight, for example, IQ, neglect to completely clarify psychological capacity. He presented the thought of different intelligences which included both interpersonal insight (the ability to comprehend the expectations, inspirations and wishes of other individuals) and intrapersonal knowledge (the ability to comprehend oneself, to value one's emotions, reasons for alarm and inspirations). The initially distributed utilization of the expression "EQ" (Emotional Quotient) appears to have been by Keith Beasley in a 1987 article that showed up in the British Mensa magazine. In 1989 Stanley Greenspan set forward a model to depict EI, trailed by another by Peter Salovey and John Mayer distributed around the same time.

In any case, the term turned out to be broadly known with the production of Goleman's book: Emotional Intelligence - Why it can matter more than IQ (1995). It is to this current book's top rated status that the term can trait its prevalence. Goleman has caught up with a few further well known distributions of a comparative subject that strengthen utilization of the term. To date, tests measuring EI have not supplanted IQ tests as a standard metric of insight. Enthusiastic Intelligence has likewise gotten feedback on its part in administration and business achievement.

The qualification between Trait Emotional Intelligence and ability Emotional Intelligence was presented in 2000. There are many models that are used to understand and measures Emotional Intelligence. They are:

### 3. Ability Model

Salovey and Mayer's origination of EI endeavors to characterize EI inside of the limitations the standard criteria for intelligence. Following their proceeding with exploration, their starting meaning of EI was modified to "The capacity to see feeling, coordinate feeling to encourage thought, comprehend feelings and to manage feelings to advance self-awareness." However, subsequent to seeking after further research, their meaning of EI developed into "the ability to reason about feelings, and of feelings, to improve considering. It incorporates the capacities to precisely see feelings, to get to and produce feelings to help thought, to comprehend feelings and enthusiastic learning, and to brilliantly direct feelings in order to advance passionate and scholarly development."

The Ability based model perspectives feelings as valuable wellsprings of data that help one to comprehend and explore the social environment. The model suggests that people change in their capacity to process data of a passionate nature and in their capacity to relate enthusiastic handling to a more extensive comprehension. This capacity is seen to show itself in certain versatile practices.

The model claims that EI incorporates four sorts of capacities:

- ❖ Seeing feelings – the capacity to distinguish and unravel feelings in confronts, pictures, voices, and social antiquities—including the capacity to recognize one's own particular feelings. Seeing feelings speaks to a fundamental part of passionate insight, as it makes all other handling of enthusiastic data conceivable.
- ❖ Utilizing feelings – the capacity to saddle feelings to encourage different intellectual exercises, for example, speculation and critical thinking. The sincerely keen individual can underwrite completely upon his or her changing states of mind with a specific end goal to best fit the current workload.
- ❖ Understanding feelings – the capacity to grasp feeling dialect and to acknowledge confused connections among feelings. For instance, understanding feelings envelops the capacity to be delicate to slight varieties in the middle of feelings, and the capacity to perceive and portray how feelings advance after some time.
- ❖ Overseeing feelings – the capacity to manage feelings in both ourselves and in others. In this way, the candidly insightful individual can saddle feelings, even negative ones, and oversee them to accomplish planned objectives.

The Ability EI model has been censured in the examination for lacking face and prescient legitimacy in the work environment. Be that as it may, as far as build legitimacy, capacity EI tests have extraordinary favorable position over self-report sizes of EI on the grounds that they contrast individual maximal execution with standard execution scales and don't depend on people's support of elucidating explanations about theoretical statements about themselves.

#### 3.1. Measurement

The present measure of Mayer and Salovey's model of EI, the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) depends on a progression of feeling based critical thinking items. Consistent with the model's case of EI as a kind of knowledge, the test is displayed on capacity based IQ tests. By testing a man's capacities on each of the four branches of enthusiastic insight, it produces scores for each of the branches and also an aggregate score.

Integral to the four-branch model is the way to go that EI obliges attunement to social standards. Subsequently, the MSCEIT is scored in an accord design, with higher scores showing higher cover between an individual's answers and those gave by an overall specimen of respondents. The MSCEIT can likewise be master scored, so that the measure of cover is computed between an individual's answers and those gave by a gathering of 21 feeling analysts

### 4. Mixed Model

The model presented by Daniel Goleman concentrates on EI as a wide exhibit of abilities and aptitudes that drive initiative execution. Goleman's model frameworks five primary EI develops

- Mindfulness – the capacity to know one's feelings, qualities, shortcomings, drives, qualities and objectives and perceive their effect on others while utilizing hunches to guide choices.
- Self-regulation – includes controlling or diverting one's troublesome feelings and driving forces and adjusting to evolving circumstances.
- Social ability – overseeing connections to move individuals in the coveted course
- Sympathy - considering other individuals' sentiments particularly when settling on choice
- Inspiration - being headed to accomplish for the purpose of accomplishment.

Goleman incorporates an arrangement of enthusiastic capabilities inside of every development of EI. Enthusiastic skills are not inborn gifts, yet rather learned capacities that should be taken a shot at and can be produced to accomplish remarkable execution. Goleman sets that people are conceived with a general enthusiastic insight that decides their potential for learning passionate competencies. Goleman's model of EI has been condemned in the examination writing as negligible "pop brain science" (Mayer, Roberts, and Barsade, 2008)

#### 4.1. Measurement

Two estimation devices depend on the Goleman model:

- The Emotional Competency Inventory (ECI), which was made in 1999, and the Emotional and Social Competency Inventory (ESCI), a more up to date release of the ECI was produced in 2007. The Emotional and Social Competency - University

Edition (ESCI-U) is additionally accessible. These apparatuses created by Goleman and Boyatzis give a behavioral measure of the Emotional and Social capabilities.

- The Emotional Intelligence Appraisal, which was made in 2001 and which can be taken as a self-report or 360-degree evaluation

## 5. Trait Model

Konstantinos Vasilis Petrides ("K. V. Petrides") proposed a calculated refinement between the capacity based model and an attribute based model of EI and has been adding to the last over numerous years in various distributions. Attribute EI is "a star grouping of passionate self-recognitions situated at the lower levels of personality." In lay terms, characteristic EI alludes to an individual's self-impression of their enthusiastic capacities. This meaning of EI includes behavioral demeanors and self-saw capacities and is measured without anyone else's input report, rather than the capacity based model which alludes to real capacities, which have demonstrated exceedingly impervious to exploratory estimation. Quality EI ought to be researched inside of an identity framework. An elective mark for the same build is attribute enthusiastic self-adequacy.

The quality EI model is general and subsumes the Goleman model examined previously. The conceptualization of EI as an identity quality prompts a build that lies outside the scientific classification of human subjective capacity. This is an essential qualification in as much as it bears straightforwardly on the operationalization of the development and the speculations and theories that are figured about it.

### 5.1. Measurement

There are numerous self-report measures of EI, including the EQ-i, the Swinburne University Emotional Intelligence Test (SUEIT), and the Schutte EI model. None of these survey insight, capacities, or aptitudes (as their creators regularly guarantee), yet rather, they are constrained measures of characteristic enthusiastic knowledge. One of the more complete and broadly looked into measures of this build is the Trait Emotional Intelligence Questionnaire (TEIQue), which was particularly intended to quantify the develop thoroughly and is accessible in numerous dialects.

The TEIQue gives an operationalization to the model of Petrides and partners that conceptualizes EI regarding personality. The test incorporates 15 subscales composed under four components: prosperity, discretion, emotionality, and amiability. The psychometric properties of the TEIQue were examined in a study on a French-speaking populace, where it was accounted for that TEIQue scores were internationally regularly conveyed and solid.

The analysts additionally discovered TEIQue scores were disconnected to nonverbal thinking (Raven's networks), which they translated as backing for the identity attribute perspective of EI (instead of a type of insight). Not surprisingly, TEIQue scores were absolutely identified with a portion of the Big Five identity characteristics (extraversion, appropriateness, openness, and scruples) and in addition conversely identified with others (alexithymia, neuroticism). Various quantitative hereditary studies have been done inside of the quality EI model, which have uncovered critical hereditary impacts and heritabilities for all attribute EI scores. Two late studies (one a meta-examination) including direct correlations of various EI tests yielded exceptionally positive results for the TEIQue.

## 6. General Uses

A survey distributed in the diary of Annual Psychology found that higher passionate insight is decidedly connected with:

- Better social relations for youngsters - Among kids and high schoolers, enthusiastic knowledge emphatically associates with great social collaborations, connections and contrarily corresponds with abnormality from social standards, hostile to social conduct apportioned both in and of school as reported by kids themselves, their own relatives and in addition their instructors.
- Better social relations for grown-ups - High passionate insight among grown-ups is connected with better self-impression of social capacity and more fruitful interpersonal connections while less interpersonal hostility and issues.
- High candidly canny people are seen all the more emphatically by others - Other people see those with high EI to be all the more pleasant, socially talented and empathic to be around.
- Better family and private connections - High EI is corresponded with better associations with the family and personal accomplices on numerous perspectives.
- Better scholastic accomplishment - Emotional knowledge is connected with more noteworthy accomplishment in scholastics as reported by educators' yet by and large not higher evaluations once the variable of IQ is considered.
- Better social relations amid work execution and in arrangements - Higher enthusiastic insight is corresponded with better social progress at work and in addition better arranging capacity.
- Better mental prosperity.- Emotional knowledge is absolutely related with higher life fulfillment, self-regard and lower levels of frailty or gloom. It is additionally contrarily connected with weakness decisions and conduct.

## 7. Challenge to the HR Managers

Emotional Intelligence although used as a grading element for many employees at the time of their recruitment, it is known to be too tough for anybody to cross. Yes, adopting and practicing Emotional Intelligence can take a lot of time but that time is not available with today's young generation before they learn any academic curriculum they are presented with jobs or they are put in a situation where job is compulsory. In this kind of situation we cannot expect them to have much Emotional intelligence. Children who spend time with their family and Parents are more emotionally intelligent than others. In a survey it is derived that women can be

Emotionally Intelligent then men as their natural duties of Mother , Older sister, Younger sister, Daughter , Wife demand her to be Emotionally Intelligent otherwise the family disrupts.

That is why today's companies are favoring women to be in leadership posts rather than men.

But still human are humans there will be a time where we cannot control our emotions and they start bursting out. A healthy emotional outburst like outburst of sadness is very welcome but outbursts of anger that too frequently are considered dangerous to the relationships that we hold dear. Man is a social animal, so, he has to live in the society and be in a relationship with the society. So, in order to put up one relationship another is destroyed leading to emotional instability this is no new to a workplace where people from different backgrounds cultures come and work in teams. Sometimes when put under great pressure even the most stable man breaks, leading to disruption in the workplace. So, maintaining Emotional Quotient of employees is very big challenge for the HR manager. If an employee for administrative reasons is put on another job with fewer responsibilities than now, he/she will deject and stops working in the organization.

Jealousy plays a prominent role especially women employees who when encountered with another talented one goes for power politics and make her leave the organization forcefully. And male employees when cannot keep there feelings of anger and lust in control in workplace they shall lead to sexual harassment. Humans cannot always be expected to be positive, but they can be expected to try to be positive at least learn to be positive about their colleagues. Lack of Emotional Intelligence creates whole lot of unhealthy gossips that are very harmful to the organization

An Hr manager has to have Eyes, ears and nose for all these so, he shall know immediately where to improve the Emotional Intelligence.

### 8. Efforts of HR Managers to Control This

HR manager cannot be expected to accomplish such a huge task within a short period of time. But what a HR manager can do is to conduct training classes for the employees once in a month or two so, they shall be aware of the importance of emotional intelligence. Whenever an employee behaves maturely and displays EQ he /she should be immediately rewarded in order to inspire other employees. Hr managers can go for Job Rotation and Job Enrichment techniques so as to ease the pressure of the employees and give them a chance to make new friends. Jealousy issues are to be dealt with carefully, issues relating to Emotion might seem small but their effect is going to be quiet large. So, Friendship issues marital issues etc; are to be dealt with extreme care and consideration.

HR manager can set an example by being emotionally understanding towards the employees An Inclusive Leadership might help to the employees for encouraging other employees. Mostly HR managers are required to be observant of their emotions as well as employees, because an unintended word or comment may disrupt the relationship forever. It is the duty of the Hr manager to make the management and employees aware of the possible outcomes of the EI.No matter what you do unless the employees and management are ready to accept the process of EI there will never be progress in the organization in the domain of the EI.

Measuring EI is the main constraint as there can be many reasons factors that will influence the EI,in that part of the day. So, the solution for this is constant observation of the employees in regular intervals and in critical tasks then the real EI of the person can be really put to the test. Solving all these issues and overcoming the challenges one by one is a big task to the HR team, so, they should be given sufficient time to meet their goals. As this completely deals with the Human psychology and relations an expert psychologist help is to be welcomed to supervise and decode any data that is too hard for the team to decode.

Finally these are my views on the Emotional Intelligence and Challenges that HR faces with the concept.

### 9. Conclusion

So, in my view the art of Emotional Intelligence can only be gained through practice in time. The HR mangers need to be perseverant and patient along with little tactic the employees will soon be Emotionally Intelligent and the work place stress shall be reduced. I truly understand that it is not as simple as said but with time the level of emotional intelligence in employees shall change.

Then there is big question what about adamant employees who are crooked and shrewd, these employees can be contained and confined so, as to let the poison confined. The HR manager need to see that only EI employees need to have the leadership positions in order for other employees to be motivated in that direction and their stability will pull the organization through catastrophe without any damage.

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