

# The Impact of Emotional Intelligence on Managerial Effectiveness

Aditya Kumar\*

Student, Kirit P. Mehta School of Law, Narsee Monjee Institute of Management Studies, Mumbai, India

**Abstract: Purpose:** This research paper aims to understand how emotional intelligence can affect managerial effectiveness and the work environment, and provide strategy-driven solutions to promote an emotionally intelligent work environment. **Design/Methodology/Approach:** This research paper attempts to analyze the impact of emotional intelligence on the managerial effectiveness of executives in an organization, by carrying out an exhaustive review of existing literature. **Findings:** According to the findings of this study, emotionally intelligent managers are more likely to have a positive influence on their organization's employees than managers with a lower emotional quotient. It is crucial for an organisation to implement strategies to improve emotional intelligence in the workplace. **Research Limitations:** The research presented is purely theoretical, and may not always apply to real-life scenarios because the management styles of managers are varied across organizations. The study is qualitative and not backed by quantitative data as emotions are not practically quantifiable but can be observed. **Practical Implications:** Emotionally intelligent managers should be viewed as key elements in driving an organization forward, in order to maintain a healthy work environment for themselves and their subordinates. Emotional intelligence should be considered one of the key factors that must be evaluated as criteria for selecting candidates for management positions in an organisation. **Originality/Value:** The present study illustrates the necessity of emotional intelligence in management. It highlights the importance of an emotionally intelligent work environment and also provides strategically driven solutions to inculcate emotional intelligence in the workplace.

**Keywords:** Emotional intelligence, management, subordinates, manager, leader.

## 1. Introduction

Emotional Intelligence is described as “the ability to recognize, understand and manage one’s own and others’ moods and emotions” (Salovey and Mayer, 1990). The quality of an individual’s personal and professional life is greatly influenced by their ability to control emotions. Academic abilities and technical expertise are not enough to succeed in a person’s professional responsibilities; they must also practice self-management and maintain strong interpersonal relationships in order to reach desired objectives. Well-developed emotional intelligence in a manager allows them to implement effective leadership techniques on their subordinates to improve their performance in the workplace and maintain efficiency.

In the present organizational climate, the work environment has become incredibly stressful because of the COVID-19 pandemic. Individuals experience worsened working conditions, deteriorated mental health, and reduced social interactions with others. A balance of emotions allows us to deal with different situations effectively, which is why it becomes necessary to strategically implement emotional intelligence in the workplace. Emotional intelligence has been subject to the growing amount of research in the area of industrial-organizational psychology. Researchers have examined the role of emotional intelligence in managerial effectiveness in several studies.

RQ: Does emotional intelligence positively affect employees in an organisation?

## 2. Literature Review

Sadovyy, et al. (2021) in their study found out that employees with high emotional intelligence had demonstrated much higher levels of efficiency and the fewest counterproductive behaviors, as opposed to those with lower emotional intelligence who exhibited greater levels of stress at work during the COVID-19 pandemic. The results of their study proved a relationship between COVID-related work stress, performance, and emotional intelligence. The authors’ findings confirm the significant role of emotional intelligence in the impact of the stress of the pandemic on work performance.

Lehner (2020) in his study indicates that emotional intelligence skills are crucial to the success of organizations. His research shows that behavioral and situational interviewing methods are effective personnel selection tools for identifying emotionally intelligent candidates. Research indicates that these skills can be taught to existing personnel as well, so organisations may not always look toward external recruitment. The organizational culture needs to be changed to acknowledge the importance of teamwork skills and emotional intelligence and to value them as highly as individual competencies.

Yang, et al. (2021) in their research attempted to analyze the effect of emotional intelligence on innovation. The ability to have emotional intelligence has been demonstrated to be an active ability that adds to an individual’s overall success. Emotional intelligence should be considered in intervention programs aimed at improving employee innovation. Multiple

\*Corresponding author: [aditya.kumar2315@gmail.com](mailto:aditya.kumar2315@gmail.com)

factors, including confidence, work happiness, and efficiency, were employed in the study to give insights into the connection between innovation and emotional intelligence.

Furnham & Taylor (2020) aimed to investigate the relationship between emotional intelligence and numerous occupations such as service, sales, and management. Emotional intelligence does predict work success, according to the study. These findings have implications for education, management, and practice. It also identifies which aspects of emotional intelligence are most closely connected to certain occupations, allowing for more efficient and evidence-based evaluation and selection.

Edelman & van Knippenberg (2018) in their study looked at the link between emotional intelligence and leadership effectiveness. Their findings state that leaders with a higher emotional intelligence score are better able to recognise and understand the emotions of their subordinates, allowing them to respond to them more effectively. Ability tests can be utilized in the recruitment and selection process of managers. Their findings may also serve as a useful foundation for future advancements to improve leadership development programs.

### 3. Research Objectives

1. Analyzing the need for emotionally intelligent managers in an organisation.
2. Analyzing the impact of emotional intelligence on employee behaviour and their efficiency in the work environment.
3. Highlighting the need to strategically implement emotional intelligence in the workplace to fulfill organizational goals and also understand subordinate behaviour.

### 4. Research Methodology

This research paper tries to assess the impact of emotional intelligence on managerial effectiveness in an organization. The data used in this research paper is obtained from secondary sources, which include journal articles. These journal articles were accessed through Google Scholar by searching for the aforementioned keywords; emotional intelligence, management, subordinates, manager, leader. To ensure the authenticity and validity of data, only Scopus-indexed papers are used in this study. Key aspects of these studies as well as expert opinions were reviewed and incorporated. Insights on the effects of emotional intelligence are discussed after a thorough understanding of the available literature. All sources of data were collected through the internet. No primary sources of data were used.

### 5. Findings

#### A. *The Importance of an Emotionally Intelligent Work Environment*

Managers who are emotionally intelligent are better equipped to recognize their emotions during a given situation and thus manage them without resorting to anxiety-induced behavior. In situations where subordinates are stressed or suffering from other negative emotions, emotionally intelligent managers tend to be more supportive and helpful. The ability to

solve conflicts within the workplace, and learn from previous interpersonal mistakes makes them more adaptable to all kinds of unpleasant emotions, as opposed to managers with lower levels of emotional intelligence who are not able to identify and comprehend their own emotions and their subordinates' emotions. A manager might face severe difficulties in identifying their emotional state and coping with the overall stress of the workplace when their emotional intelligence is low. Their ability to manage their stress levels may deteriorate and they may find themselves incapable of avoiding its varied consequences. Employees with high emotional intelligence demonstrate higher levels of work performance and the fewest counterproductive behaviors, in contrast to those with low emotional intelligence who exhibit greater levels of stress at work. In recognition of the evident relevance of emotional intelligence in modern organisational environments, initiatives to promote emotional intelligence as a key attribute for selection processes have emerged. These efforts have looked at many dimensions of emotional intelligence to evaluate prospective employees' ability to read people and recognise the influence of their actions on others. Recruiters may learn more about a candidate's personality, thought process, and work ethic by using behavioral interview questions.

Modern research in the field of emotional intelligence has offered a valuable critical review of the importance of emotional intelligence in the workplace. Research shows that managers with a high level of emotional intelligence are better at conveying their thoughts, intentions, and aspirations. Emotionally intelligent managers can effectively detect what their subordinates feel and need, as well as be more motivating and helpful, according to the researchers. Higher levels of emotional intelligence appear to prevent the formation of disruptive work behaviors. There is a significant link between managers' emotional intelligence and the subordinates' performance. The manager's self-development is essential to the organization's growth, because it links to improved worker performance, and a structured self-managed growth program for managers to improve their emotional intelligence can be used to improve staff performance. Each employee represents a significant investment for a firm, and as such, each employee must provide a significant return. Success generally enables us to assess an individual's worth in an organization. Direct and efficient communication is essential for increasing staff efficiency, even though it can be difficult for both managers and employees to receive negative feedback, but a cohesive and strong interpersonal atmosphere is imperative.

Emotional intelligence tends to produce more self-motivated people. The need for achievement, affiliation, and power is higher when one's emotional intelligence is high. People who perform poorly will feel the effect of an emotionally intelligent management more strongly, and people with better performances will not feel the effects as much. A person with less achievements is influenced more by a manager's emotional intelligence and appears to require a higher level of emotional awareness. Success comes more readily to individuals who are more self-assured, emotionally intelligent, and self-motivated. It is well known that individual work and teamwork produce

significant results for employee productivity. Employees can effectively manage workplace stress by utilizing emotional intelligence and it produces positive effects when it comes to enhancing the effectiveness of one's interpersonal relationships. Therefore, an efficient approach to assessing emotional intelligence will be required to address work stress through self-management and management of subordinates. Decisions made by an organization are often dependent on the emotional patterns of its employees, which may affect its final outcome both positively and negatively. Although the positive aspects of these emotions can bring group unity and focus on the task at hand, however, their negative impacts can cause conflict within the group working to accomplish the same goal, based on the emotions expressed and the way they are interpreted by the others. Consequently, an emotionally resilient workplace will be the norm in the future.

### *B. Strategically Improving Emotional Intelligence in the Work Environment*

Today, emotional intelligence plays an increasingly significant role in job performance, and the importance of emotional intelligence is more relevant today. A successful approach to enhancing emotional intelligence in the workplace would be to encourage the development of a community of practice. This would offer mutual support and provide opportunities for participants to practice and test new skills. The literature on learning emotional intelligence frequently mentions coaching as a training intervention. Coaching interventions usually aim to improve some aspects of emotional intelligence, like social skills training, interpersonal skills training, and soft skills training. The emotional quotient is relatively easy to increase with deliberate practice and training, as opposed to the intelligent quotient, which is difficult to change. Coaches with appropriate qualifications and skills are required to implement a coaching program to boost emotional intelligence. One-on-one coaching is very beneficial but is a potentially costly, time-consuming training intervention.

The management practices of organizations should be employee-friendly, to facilitate the promotion of employee work outside the scope of their regular duties, which will give the organization a competitive edge in the market. A supportive work environment encourages a positive work attitude. A work environment that fosters mutual trust and confidence drives an emotionally intelligent atmosphere, which in turn increases the adaptive and situational awareness of employees. Efforts should be made to make employees feel part of the success of the organization for employees to grow and realize their potential. Implementing an appropriate intervention mechanism to facilitate the alignment of personal goals with organizational goals will result in a highly engaged and committed workforce. Organizations today need to recognize that new generations of professionals don't necessarily look at their job from the perspective of reward mechanisms, but also from the perspective of a work-life balance. The level of commitment and retention of workers needs to be enhanced through appropriate policies. Engaged, emotionally intelligent employees who lead balanced lives are the ones who can go

above and beyond what is expected of them to achieve the company's vision and long-term business objectives.

An emotionally intelligent approach within a toxic work environment may alleviate unintended consequences. Disagreements between individuals and groups at work often result in conflict. An emotionally intelligent manager can play an essential role in bringing a toxic work environment under control by providing counseling, interventions, and even one-on-one conversations to alleviate stress. This will allow for better communication channels and an expression of emotions pertaining to the matter at hand.

## **6. Discussion and Conclusion**

The concept of emotional intelligence in an organization carries great significance, irrespective of position, qualifications, skills, or abilities. The present study has shown a positive relationship between an emotionally intelligent manager and the effectiveness of the management process on subordinates. Although technical and general intelligence is necessary to accomplish a task, emotional intelligence surpasses these abilities. Employees with high emotional intelligence demonstrate more efficient performance and the fewest disruptive behaviors, in contrast to those with low emotional intelligence who exhibit greater levels of stress at work. Success comes more readily to individuals who are more self-assured, emotionally intelligent, and self-motivated. Efficient approaches to assessing emotional intelligence to address work stress through self-management and management of subordinates will create an emotionally resilient workplace.

According to research, the ability to have emotional intelligence has been demonstrated to be an active ability that adds to an individual's overall success. New generations of professionals don't necessarily look at their job from the perspective of reward mechanisms, but also from the perspective of a work-life balance. Behavioral and situational interviewing methods are effective personnel selection tools for identifying emotionally intelligent candidates for management positions. Coaching interventions which usually aim to improve some aspects of emotional intelligence with deliberate practice and training can be implemented in an organisation to encourage an emotionally intelligent work environment. A manager can play an essential role in bringing control by providing counseling, interventions, and even one-on-one conversations to alleviate stress. The growing amount of research in organisational psychology has found emotional intelligence to be one of the most important abilities in a manager.

## **References**

- [1] Barreiro, C. A., & Treglown, L. (2020). What makes an engaged employee? A facet-level approach to trait emotional intelligence as a predictor of employee engagement. *Personality and Individual Differences, 159*, 109892.
- [2] Clarke, N., & Mahadi, N. (2017). The significance of mutual recognition respect in mediating the relationships between trait emotional intelligence, affective commitment and job satisfaction. *Personality and Individual Differences, 105*, 129–134.

- [3] Cui, Y. (2021). The role of emotional intelligence in workplace transparency and open communication. *Aggression and Violent Behavior*, 101602.
- [4] Dartey-Baah, K., & Mekpor, B. (2017). The leaders' emotional intelligence. *African Journal of Economic and Management Studies*, 8(3), 352–365.
- [5] Dasborough, M. T., Ashkanasy, N. M., Humphrey, R. H., Harms, P., Credé, M., & Wood, D. (2021). Does leadership still not need emotional intelligence? Continuing "The Great EI Debate." *The Leadership Quarterly*, 101539.
- [6] Edelman, P., & van Knippenberg, D. (2018). Emotional intelligence, management of subordinate's emotions, and leadership effectiveness. *Leadership & Organization Development Journal*, 39(5), 592–607.
- [7] Ezzi, F., Jarbou, A., & Zouari-Hadji, R. (2020). Exploring the relationship between managerial emotional intelligence, R&D and CSR performance: A mediated moderation analysis. *The Journal of High Technology Management Research*, 31(2), 100387.
- [8] Furnham, A., & Taylor, N. (2020). The relationship between emotional intelligence and occupational personality scales in senior management. *Personality and Individual Differences*, 154, 109647.
- [9] Grover, S., & Furnham, A. (2021). Does emotional intelligence and resilience moderate the relationship between the Dark Triad and personal and work burnout? *Personality and Individual Differences*, 169, 109979.
- [10] Jena, L. K., & Pradhan, S. (2018). Workplace spirituality and employee commitment. *Journal of Enterprise Information Management*, 31(3), 380–404.
- [11] Jie, H., Martínez, O. S., & Crespo, R. G. (2020). The influence of employee emotional intelligence on enterprise innovation performance using an adaptive mathematical modeling of emotions. *Aggression and Violent Behavior*, 101538.
- [12] Khosravi, P., Rezvani, A., & Ashkanasy, N. M. (2020). Emotional intelligence: A preventive strategy to manage destructive influence of conflict in large scale projects. *International Journal of Project Management*, 38(1), 36–46.
- [13] Kotsou, I., Mikolajczak, M., Heeren, A., Grégoire, J., & Leys, C. (2018). Improving Emotional Intelligence: A Systematic Review of Existing Work and Future Challenges. *Emotion Review*, 11(2), 151–165.
- [14] Lehner, J. A. (2020). Teamwork, Emotional Intelligence, and the Skills Organizations Need Now. *Advances in Library Administration and Organization*, 143–156.
- [15] Liu, M., Balamurugan, S., & Seetharam, T. G. (2021). Impact of stress on software developers by moderating the relationship through emotional intelligence in a work environment. *Aggression and Violent Behavior*, 101609.
- [16] Loi, N., Gollidge, C., & Schutte, N. (2021). Negative affect as a mediator of the relationship between emotional intelligence and uncivil workplace behavior among managers. *Journal of Management Development*, 40(1), 94–103.
- [17] Ma, J., Zeng, Z., & Fang, K. (2022). Emotionally savvy employees fail to enact emotional intelligence when ostracized. *Personality and Individual Differences*, 185, 111250.
- [18] Makkar, S., & Basu, S. (2017). The Impact of Emotional Intelligence on Workplace Behaviour: A Study of Bank Employees. *Global Business Review*, 20(2), 458–478.
- [19] Sadovyy, M., Sánchez-Gómez, M., & Bresó, E. (2021). COVID-19: How the stress generated by the pandemic may affect work performance through the moderating role of emotional intelligence. *Personality and Individual Differences*, 180, 110986.
- [20] Supramaniam, S., & Singaravelloo, K. (2021). Impact of Emotional Intelligence on Organisational Performance: An Analysis in the Malaysian Public Administration. *Administrative Sciences*, 11(3), 76.
- [21] Treglown, L., & Furnham, A. (2020). Birds of a feather work together: The role of emotional intelligence and cognitive ability in workplace interaction and advice networks. *Personality and Individual Differences*, 158, 109833.
- [22] Udayar, S., Fiori, M., & Bausseron, E. (2020). Emotional intelligence and performance in a stressful task: The mediating role of self-efficacy. *Personality and Individual Differences*, 156, 109790.
- [23] Wen, J., Huang, S. S., & Hou, P. (2019). Emotional intelligence, emotional labor, perceived organizational support, and job satisfaction: A moderated mediation model. *International Journal of Hospitality Management*, 81, 120–130.
- [24] Yang, R., Díaz, V. G., & Hsu, C. H. (2021). Use of emotional intelligence to promote innovation among employees in the work environment through qualitative and quantitative analysis. *Aggression and Violent Behavior*, 101589.
- [25] Zhang, S., & Shi, Q. (2017). The relationship between subjective well-being and workplace ostracism. *Journal of Organizational Change Management*, 30(6), 978–988.