ABSTRACT

Much of the literature pertinent to management indicates that managers with high emotional intelligence are morale boosters in their workplaces. Previous studies offer limited evidence regarding the impact of manager’s emotional intelligence on workplace psychology, productivity and job satisfaction. This research examines the awareness level of the concept of emotional intelligence, the emotional intelligence level of managers across the organizations, whether managers use emotional intelligence competencies to enhance their leadership skills and do managers recognize emotions of different stakeholders in designing their policies. This was done through a quantitative study and these constructs were operationalised by means of a pre-designed questionnaire. The correlation and regression results seem to indicate that managers are aware of emotional competencies, managers have moderate level of emotional intelligence and they use these competencies to enhance their leadership skills.

Keywords: Emotional Intelligence, Leadership Skills, Self Awareness, Self Management, Social Skills

INTRODUCTION

The primary purpose and contribution of this original research is “to assist corporate sector within Mumbai in developing their present and future business executives, while offering academics and researchers further insight into understanding Indian managers holding various levels of leadership within organizations.” Academic investigation relating emotional intelligence to organizational outcomes are scarce (Côté & Miners, 2006; Law, Wong, Huang, & Li, 2008; Wong & Law, 2002). Emotional Intelligence is an exciting topic, which at face value seems to hold a great deal of promise for the practice of leadership, and the enhancement of individual, group, and organizational effectiveness. Unfortunately, the role of emotional intelligence in individual performance outcomes is often unknown or overstated. While the most widely recognized and available literature on emotional intelligence comes from popular management books and magazines, emotional intelligence is increasingly the subject of scientific research. These results are frequently published in peer-reviewed scientific journals and books. To the author’s knowledge, no independent studies have measured the emotional intelligence of managers in Mumbai. To date, the research in this area is inconclusive. Despite the growing amount of literature on emotional intelligence,
little is known about the perceptions of managers and senior executives on the influence and importance of emotional intelligence in organizations in Mumbai.

What does intelligence mean? Intelligence surrounds everybody. According to the research Cognitive Science by Luger (1995), Intelligence is present all the time, “more than the occurrence of artistic and creative brilliance, present in the moment-to-moment adaptation of systems to complex environments, in the recognition of patterns, and even in the retrieval of old memories.” It seems that even in the outlines of the modules and their aims it is implicit.

Individuals differ from one another in their ability to understand complex ideas, to adapt effectively to the environment, to learn from experience, to engage in various forms of reasoning, to overcome obstacles by taking thought. In fact, intelligence concepts are efforts to explain and organize this complex set of intelligence. Theories of intelligence have evolved through a model succession to understand and measure intelligence, but some theories explain that emotions and feelings influence intelligence. Also, the psychologists found a distinction between intelligence and knowledge in the area of cognition (i.e. IQ). The researches demonstrate that IQ is a reliable measure of cognitive capacity, and is stable over time. Thus, Daniel Goleman clarifies: “IQ washes out when it comes to predicting who, among a talented pool of candidates within an intellectually demanding profession will become the strongest leader;” so traditional measures of intelligence, such as the IQ test, fail to fully explain cognitive ability.

The psychologist, Cherniss and Goleman in their article “Correcting common misconceptions about emotional intelligence” published in Educational Psychologist page 242; say that “questions about the relative contribution of Emotional Intelligence and IQ arose from a considerable body of previous research suggesting that IQ accounts for a relatively small amount of the variance in important life outcomes.” Only in recent years have people begun to appreciate the powerful links between emotional intelligence and their success. The influence of emotional intelligence on popular culture and the academic community has been rapid and widespread.

The psychologist, Peter Salovey and John Mayer, describe “qualities like understanding one’s own emotions, empathy for the feelings of others, and managing one’s emotions. In addition to grade point average, IQ, and other standardized testing, emotional intelligence (EQ) is being described as a new and better way of measuring an individual’s chance of success in life. The higher your EQ, the greater your ability to manage your feelings and deal effectively with others, the greater your chances is for a happier life”. Thus, everyone is primarily emotional. Everything that people does, or refrains from doing, is triggered by their deeper emotions.

Literature on emotional intelligence in the workplace has flourished since the 1995 publication of Goleman’s bestselling novel, Emotional Intelligence (Johnson, 2005). When the Harvard Business Review published an article on the topic three years ago, it attracted a higher percentage of readers than any other article published in that periodical in the last 40 years. When the CEO of Johnson & Johnson read that article, he was so impressed that he had copies sent out to the 400 top executives in the company worldwide. Given that emotional intelligence is so popular in corporate America, and given that the concept is a psychological one, it is important for IQ psychologists to understand what it really means and to be aware of the research and theory on which it is based.

Emotional intelligence is described as “the capacity for recognizing our own feelings and that of others, for motivating ourselves, and for managing emotions well within ourselves and in our relationships” (Goleman, 1998). Emotional Intelligence is now being considered to be important in organizational factors such as organizational change (Ferres & Connell,
Related Content

Improving the User Experience of a Mobile Photo Gallery by Supporting Social Interaction
[www.igi-global.com/article/improving-user-experience-mobile-photo/37460?camid=4v1a](www.igi-global.com/article/improving-user-experience-mobile-photo/37460?camid=4v1a)

OSIRIS: Ontology-Based System for Semantic Information Retrieval and Indexation Dedicated to Community and Open Web Spaces
[www.igi-global.com/chapter/osiris-ontology-based-system-semantic/45055?camid=4v1a](www.igi-global.com/chapter/osiris-ontology-based-system-semantic/45055?camid=4v1a)
Influence of Age and Genders on the Relationship between Computer Self-Efficacy and Information Privacy Concerns
www.igi-global.com/article/influence-age-genders-relationship-between/62660?camid=4v1a

ICTs and Gender-Based Rights
www.igi-global.com/chapter/icts-gender-based-rights/67756?camid=4v1a