

A SNAPSHOT ON ELEMENTS OF EMOTIONAL INTELLIGENCE AND ITS IMPACT ON INDIVIDUALS AND ORGANIZATIONS

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Abstract: Issues on Emotional Intelligence (EI) have received immense attention from individuals and organizations. One of the main issues is that EI has impacted employers of organization both their self-development and management. The objective of this paper is to bring forth a snapshot of the elements of EI that impact both the individual and the organization. A literature review is conducted to achieve this objective. Different perspectives from previous studies have identified the most important element of EI crucial to have a rightful behavior for the individual needs in an organization. The five (5) perspectives of the elements of EI are self-awareness, self-regulation, motivation, empathy, and social skills with self-awareness self-regulation, and social skills being the most prominent elements of EI. The review also revealed the employee with low EI will cause emotional exhaustion which end up in having a higher employee turnover. It is also crucial to have a high EI as it develops an individual with a stronger personality and higher ability which is the trait required for successful organization. The level of individual EI also influences the ability to manage skillfully emotions. In addition, empathy is the root of EI to maneuver emotions in daily activities. Finally, EI is critically crucial for the employees who are managing and leading the organization. A manager with high EI leverage on tacit knowledge together with innovation behavior is expected to drive the organization successfully.

Keyword: Emotional Intelligence, Elements, Empathy.

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INTRODUCTION

This paper is brought forth in providing a snapshot of Emotional Intelligence (EI). The subsequent section is the insight of EI covering the definition and the elements of EI. The literature review will provide perspectives for the elements of EI. This follows through with an overview of the impact of EI on the individual and organization. The summary will wrap up the details outline of the paper.

INSIGHT OF EMOTIONAL INTELLIGENCE

The insight of this section is that it will cover the different definitions of EI. The definition must be crucial as it is the foundation of understanding EI.

DEFINITION OF EI

Individuals who possess strong Emotional Intelligence (EI) are deeply aware of their own emotions and can accurately perceive the feelings of others such individuals are friendly, adaptable, and optimistic (Serra, 2010). In other words, the competency or capacity to recognize, assess, and manage emotions all in one, as well as in others and groups is what it means by EI. Samya (2018) defined EI as the result of two fields of psychological study that surfaced over four decades ago. One is that EI has a profound impact on one's personality and cognitive perception. The other is that by possessing EI means one is actively engaging with emotional processes and collaborates with them, ultimately improving our thinking abilities. EI like any skill set possesses positive and negative aspects. Individuals can either utilize their strong social and emotional skills to benefit others or exploit them for personal gain, disregarding the well-being of others (Lubbadeh, 2020).

In line with this definition, Abdel Rahim et al. (2021) refer to it as an individual's capacity to navigate and comprehend both their own emotions and those of others. It involves perceiving, comprehending, assessing, and effectively managing emotions, as well as being able to rationalize behavior and thoughts in a manner that enhances personal achievement and facilitates interactions with others within an organizational context. On the other hand, Hussien (2023) described it as an effective approach to comprehending emotions like memory and problem-solving. It can be conducted by utilizing EI to guide ourselves and others. It also enables us to effectively communicate with our emotions, regulate and motivate ourselves, control impulsive actions, and conquer any frustration that might occasionally impact us.

From the review of literature, the definition of EI can be summarized into three (3) sets of specific meanings. The first is the capacity to comprehend, synchronize, and express one's own emotions. The second is the ability to identify, understand, and communicate with the emotions of others. The third is utilizing these abilities which can assist individuals in managing and regulating impulses and stress, resolving interpersonal and intrapersonal challenges, and making sound judgments.

ELEMENTS OF EMOTIONAL INTELLIGENCE

There are various perspectives on the elements of EI. The review of literature indicated that there are different perspectives on the elements of EI. Table 2.1 identified these perspectives.

Table 1. Different Perspective on the Elements of Emotional Intelligence

No	Elements / Authors	Self-Awareness	Self-Regulation	Motivation	Empathy	Social Skills
1	Alferaih, 2017	*	*		*	*

7	Akinlolu et al., 2011	*	*	*	*	*
1	Goleman, 1995	*	*	*	*	*
2	Goleman, 1998	*	*	*		*
3	Ruderman et al., 2001	*	*	*	*	*
4	Luthans, 2011	*	*	*	*	*
5	Salovey et al., 2000	*	*			*
6	Peter et al., 2011	*	*		*	*
8	Niehoff et al, 2013	*	*	*	*	*
Repetition		9	9	6	7	9

It is evident from Table 2.1, that there are five (5) perspectives on the elements of EI. The elements that received the most attention compared to others are self-awareness, self-regulation, motivation, empathy, and social skills. The subsequent sub-sections describe the dimensions of the elements of EI.

Self-awareness

Malik et al. (2017) believes that self-awareness encompasses an individual's capacity to comprehend and articulate their emotions, while also being conscious of how these emotions impact their self-confidence and perception of their worth and capabilities. Furthermore, it involves the ability to think logically and maintain a high level of ethical and personal values which is reflected from a profound understanding of one's own value and abilities. Thus, by having EI, it ultimately leads to a greater understanding of others.

Additionally, Goleman et al. (2002) determine that the dimension of EI as the ability and the capacity of the individual to manage the emotions. Firstly, emotions can be known by knowing his strengths and weaknesses and their limits and adapting and flexibility in facing change. This change can be related to the feelings to what one thinks about oneself and trust in oneself by achieving appropriate levels of loyalty, cooperation and personal integration. Secondly, the capacity of a person to express his emotions correctly is by controlling impulses and inappropriate emotions. Thirdly by appreciating himself and his emotions towards others, the personal responsibility to perform and fulfill obligations will be achieved.

Self-regulation

Self-regulation is another dimension of EI. It is the extent to which an individual possesses the capacity to manage and regulate his/her emotions, based on their competencies and inclinations (Salam, 2018; Goleman et al., 2002). This capability enables effective control and organization circumstances. Essentially, EI is that it governs both negative and positive emotions that can

navigate oneself in different social scenarios. Hence, by developing this trait or skill, EI can crucially be achieved by being a complete master of emotions.

The components for the dimension of self-regulation are the capacity of a person to manage and regulate their emotions, comprehend others, empathize with their emotions, value their perspectives, and take an active interest in their pursuits, The susceptibility and capacity of an individual to adjust their moods in response to changing circumstances. An individual also can control their emotions and generate innovative ideas that benefit others, actualizing and striving to fulfill them (Vohs & Baumeister, 2016).

The ability of an individual to adapt to current circumstances within their work environment. Hence, empathy involves comprehending the emotions of others to foster agreement and understanding, facilitating cooperation and loyalty among individuals in all hierarchical levels of an organization (Boekaerts & Cascallar, 2006).

Motivation

Motivation is yet another dimension of EI. Sayer et al. (2017) refers to motivation as an internal state that influences and shapes their thoughts, feelings, and actions, enabling them to actively pursue their objectives. These objectives are consequently achieved through progress and the pursuit of goals stand as critical elements of EI.

With careful consideration, personality traits play integral roles in driving our motivation to attain these goals. Furthermore, individuals with high levels of self-motivation uphold exceeding high standards in their work. Motivation includes three (3) dimensions of EI;

First is Hope which involves possessing the ability to endure stress and being prepared to strategize to accomplish the collective goals of the organization. The second dimension is the Optimism. It refers to the ongoing collaboration among individuals, persistently striving to achieve the presumed objectives despite the challenges they may encounter. The third dimension is focus. It entails the drive to achieve and the determination to put forth consistent efforts to enhance performance or reach a certain level of excellence in pursuit of the goal.

Empathy

Empathy too is another dimension of EI. Alferaih (2017) considers empathy as the real dimension of EI. The reason is that the individual considers that the presence of empathy is crucial in the management of the work of a successful team or organization.

The leader or the manager here seeks to empathize with other people in terms of their ability to put themselves in someone else's state (Alferaih, 2017). It also includes the assistance to develop people on their team. It is as well as indicating challenging others who behave unfairly give constructive feedback and listen to those who need it. The level of an individual's ability to read other people's emotions can come from their voice or facial expressions.

Hence, there are four (4) dimensions of empathy (Eric et al., 2013). First is recognizing how individuals respond to different situations and the importance of addressing intolerance and bias while embracing diversity to foster a conducive environment for individual success.

Second is grasping and elucidating others' emotions while motivating them to achieve. In addition, effectively manage challenging personalities and existing problems. Third is

demonstrating the capability to handle difficult personalities and persistent issues. Also fully supporting others by fostering team cooperation towards accomplishing work group objectives. Fourth is being mindful of laws and specific guidelines. It also means being proactive in acting within the organization when opportunities arise.

Social skills

Social skills are the last dimension of EI. It indicates that being able to comprehend and interact with others is both advantageous and disadvantageous for leaders and officials. It is also a skill that enables them to effectively listen and gather support from their team, thereby generating enthusiasm for new projects. This proficiency in communication determines the extent of their influence in various social scenarios. Whereas Hakim et al. (2017) sees that Individuals who possess strong social skills excel not only in navigating change but also in resolving conflicts tactfully. These individuals are content with the status quo but are reluctant to delegate tasks to others, as they employ a diverse range of skills across various scenarios.

The dimension of social skills is, the skills to establish connections and bond with others, the ability to performed leaderships roles to establishing social bonds and developing skills, the communication and cooperation with others in an orderly manner, the capacity to work cohesively as a unified team, the ability to handle conflicts and emergencies promptly, and lastly, the acceptance of circumstances that occur on society and environmental changes.

THE IMPACT OF EMOTIONAL INTELLIGENCE ON INDIVIDUAL AND ORGANIZATION

There are many studies on the effect of EI in organization. One of the studies by Kashif et al. (2017) revealed that the combined effects of customer aggression, job stress, and EI has an impact on job satisfaction and organizational turnover among managers in workplace. From the perception of employees of an organization, there that job stress has a positive impact on emotional exhaustion. Thus, EI in turn has a negative effect on job exhaustion that will increase the likelihood of organizational turnover. In another study by Hamid & Mohamed (2018) the linkage between EI and creative behavior in financial institutions with organizational affiliation was examined. The finding interesting revealed that there is a direct and positive relationship between EI and creative behavior. However, there was no significant relationship between EI and its impact on organizational affiliation within these institutions.

In another study by Samya (2018) on the EI of employees in the oil industry, the personality patterns of individuals working in an organization were identified and measured. This finding revealed that there is a relationship between EI and an individual's personality. This relationship showed in their achievement if from the result of their abilities. These abilities include a set of behaviors and ethics that shape an individual's personality. In addition, John & Niyogi (2019) analyze the impact of emotional intelligence and knowledge management on leadership qualities. The result of individuals who possess emotional integration can connect the job and worker based on their emotions and feelings towards the assigned task. The concept of empathy is utilized in comprehending emotions to help and facilitate the individual in their job. Further, emotional management involves the skills to comprehend the situation and

effectively utilize emotions at the workplace, deciding whether to employ them accordingly (John & Niyogi, 2019).

Yet in another study, by Ghboun et. al (2020) the relationship between EI and its relationships with leadership skills was identified. The finding of this study surprisingly revealed there is a significant moderate degree of correlation between the level of EI and leadership skills from their point of view, as well as to the fields the higher the level of emotional intelligence, the greater the degree of leadership skills in the work environment.

On the other hand, Malik (2022) examined the direct and indirect impacts of emotional intelligence on the innovative work behavior of employees. This study found that effect of EI on tacit knowledge sharing and innovative work behavior among employees was found to be positive. Similarly, the positive influence of tacit knowledge sharing on innovative work behavior was also observed. Saha et al. (2023) explores and provides insights into the current patterns and potential strategies for effective leadership through emotional intelligence. It highlights the significance of emotional intelligence in leadership, particularly its relevance for Human Resource Management. Additionally, it emphasizes the importance of aligning emotional intelligence with effective leadership, as it plays a crucial role in shaping the future of work. Finally, Alsalminy & Omrane (2023) which analyzed the relationship between EI and leaderships principles in industrial companies. Results highlighted the significance of emotional intelligence in improving leadership. This was achieved by focusing on three main aspects: self-awareness and decision-making, empathy and relationship management, and effective communication and conflict resolution.

SUMMARY

This paper provides not just a snapshot of the elements of EI but also discusses the definition of EI, and the impact of EI on individuals and the organization. Based on the literature review, there are five (5) perspectives on the elements of EI. The most concerned elements of EI are self-awareness, self-regulation, motivation, empathy, and social skills. Self-awareness, self-regulation, and social skills are the most prominent elements of EI.

The definition of EI is summarized in three (3) different meanings. The first meaning is the capacity to comprehend and express own emotions. The second meaning is to have the ability to communicate with other's emotions. The third meaning is the ability to eventually manage emotions. The last definition is leveraging one ability to assist an individual in managing emotions.

In addition, this paper has identified several well-defined effects or impacts of EI on the individual and organization. One crucial finding is that EI has a positive impact on job satisfaction and negative impact on turnover among manager of an organization. It means the lower the EI the higher will be emotional exhaustion which in turn will result in higher organizational turnover.

One of the dynamic findings revealed the positive relationship of EI with an individual's personality and ability relevant to an organization. An individual with a higher EI has a stronger personality and higher abilities are successful in getting the job done. This behavior is critical to the well-being of the company.

It is also identified that the important impact of EI on the individual is the ability to integrate emotion well with the assigned job. Thus, with this ability, individuals in an organization can use this skill effectively to execute the job. Empathy is the key to EI. Individuals with EI should have to empathy to comprehend emotion in facilitating day to day activities.

The final significant finding revealed that individuals with higher EI will display better skills as leaders in managing an organization. This high EI will also enhance the individual ability to leverage tacit knowledge to have positive innovation behavior in managing the employees in the organization.

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