International Journal of Engineering &Technology, 7 (1.7) (2018) 223-226

International Journal of Engineering & Technology

Website: www.sciencepubco.com/index.php/IJET

Research paper

A study on the need and impact of emotional intelligence with special reference to managerial effectiveness in the organization

Mrs. Vani Murugesan[1], Dr. H Sankaran[2]

[1]Research Scholar , D14BA006, Department of Management Studies, Bharath Institute of Higher Education and Research, # 173 Agharam Road Selaiyur,Chennai - 600 073
[2]Professor & Principal, Meenakshi Sundararajan School of Management, Kodambakkam, Chennai-24.
**Corresponding author E-mail: vanimurugesh@gmail.com*

Abstract

Emotional intelligence (EI) plays avital role in enhancing managerial effectiveness, which is closely related to the professional growth and achievement of an individual in any organization. The study intends to discover the impact of various attributes of EI on the managerial effectiveness in inorganization. Various researches in the past haved hailed Emotional Intelligence as critical to succeed in professional roles. Four factors (i.e.) Self-management, Self-regulation, Internal motivation and empathy had been taken into study to measure the managerial effectiveness of employees [1]. The methodology concerned with this system uses responses based on certain variables, which are closely related to emotional intelligence and managerial effectiveness in an organization. Results show that these four factors have a positive implication on the managerial effectiveness and on the professional performance of an manager in organization

Keywords: *Managerial Effectiveness, Emotional Intelligence, Internal Motivation, Self management, Self Regulation, Empathy.*

1. Introduction

The Organizations today is increasingly realizing the truth that the people, particularly those at the managerial level, are the source of competitive benefit. Therefore the concept of Emotional Intelligence (EI) act as a fundamental role in every organization which specifies the capability, capacity, skill to recognize, review, and handle the emotions of individuals, and of groups [2].

In the previous two decades emotional intelligence has been acting as a success fulforecaster of job performance. Scholars by the side of such stream have noticed that persons with elevated level of emotional intelligence have experienced extraprofessional achievement, sense fewer job insecurity, guide more efficiently and are more flexible to demanding situations, acquiring improved coping strategies and achieve superior sales success than those with lesser emotional intelligence. The Commonly read scholars of emotional intelligence-trait have explained that emotional intelligence consists of one's emotion, the individual's personal and public dimensions of intelligence. However, the study about an individual character and emotional intelligence as predictors of managerial effectiveness are quite few [3]. Management effectiveness or competency focuses on the individual attributes of the individual. This understates the effect of context, which can aid or hold back job performance. It has been evident that high performance organizations employee results-oriented managers to help them sustain and grow in the competitive market. These organizations attract the best talent from the job market though it has been one of the greatest challenge for a dynamic organization. . The Researches value that a manager must be characterized to the exact needs of his/her supporters ensuring in a high scale of success in meeting individual's personal and managerial goals. A number of studies recognized that the human being who is having an elevated state of intelligence will enlarge the good attitude and variety of emotional dimensions [8]. Few people have cruel difficulty in conveying their emotion and accepting the emotion of others. In this rapid world of struggle, emotional intelligence is fundamentally a subject of concern for the institutions to generate opportunities for improving the value of their managerial workforce.

1.1 Managerial Effectiveness

The Prime responsibility of a manager is to aspire for the best economic performance and profitable results from the available resources. To achieve the set goals the managers are under constant pressure to achieve in the competitive world where there are new trends set in the areas of automation, Technology at work, Expert consulting, outsourcing, relegating etc. The Job of the manager is quite demanding and tends to create lots of anxiety and confusion. Recent Studies have shown the positive association between Managerial Effectiveness and EI. Emotional Intelligence has been recognized and adapted by many organizations which are result –oriented with a vision for their employees in the international arena.

Managerial effectiveness can be understood as the responsibility of the managers in successfully implementing their duties and responsibilities which are expected out of their position by adapting many effective practices. A manager's real effectiveness lies on increasing business effectiveness systematically with a clear plan of action, tested and effective method of analysis, and clarity in allocating the resources needed. There are different methods to calibrate the effectiveness of managers, but the output depends entirely on the decision and timely actions taken by these managers.

Copyright © 2018 Vani Murugesan, Dr. H Sankaran. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

1.2 Need for The Study

This study is an attempt to analyze the executive managerial efficiency of an individual based on their Emotional Intelligence. The Emotional Intelligence of an individual is susceptible to change due to enormous deal of apprehension and which is not a stable quotient. The generic method to calculate the performance of the executives can be done easily through the regular performance appraisals. The effectiveness of measuring the managerial efficiency of executives is indeed difficult to analyze, adapting to Emotionally Intelligence practices will certainly shed a glow on the success rate of executives in a new way [6].
It has also been further strived to strike the combination of these factors that will make an executive in an organization successful in his career [5]. Through Emotional Intelligence has been talked about in the developed countries, it is yet to be practiced especially in Indian organizations. This study strives to establish the need to implement principles and practices that cognate with Emotional Intelligence to increase the managerial effectiveness of the executives in any organization. Management will certainly get a sure indication that the executive's Emotional Intelligence must also be developed in order to make them more effective in their jobs.

1.3 Objectives

- To understand thenexus between managerial effectivenessand EI.
- To analyze the associationamongEI factors and managerial effectiveness.
- To study the impact of emotional intelligence on managerial effectiveness.

2. Literature Review

Dr. Manoj Kumar.et.al[1]proposed that Leadership is much featuredstatement under many domain today. This paper focuses on theEmotional Intelligence concept and its relation with leadership. The achievement of an Individual depends on the artof handling emotions which includes realistic skills and the competence to handle people. This paper also describes about the elements of Emotional Intelligence likeSelf-awareness,Self – Discpline , managing emotions, motivation and managingrelationships.This paper also describes about the plans and techniques to be followed to expandefficient leadership qualifies & skills.
BanoFakhra.et.al[2] proposed that Emotional Intelligence is considered as an effective tool to identify potential leaders and develop effective management skills. Experientialresearch supportsto identify the effectiveness of emotional intelligence in these areas. The paperintends todiscover the nexus between emotional intelligence and worthy leadership to estimate the characteristic of emotional control of the working class at a managerial level in a private and public banking sectors.Aninvestigation of 50 people is scheduled by sharing.Random sampling technique was used asthe instrument of the study. SPSS software was used to analyze the data collected based on descriptive statistics (mean, standard deviation, percentage. The outcome indicates that there is a good association between managerial effectiveness and Emotional Intelligence
Ra'ed Masa'deh[3], aim is to discover the function of emotional intelligence (alertness of one's own emotions, management of one's emotion, consciousness of other's emotion, and management of other's emotion) on managerial effectiveness in community shareholding firms. A total of 154 questionnaires containing 29 things was used to gather data from the respondents. Multiple regression analysis was conducted to test the research hypotheses. The Results of the present learning exposed that there was an important positive effect of organization of one's own emotion, awareness of other's emotion, and management of other's emotion on managerial effectiveness, while the awareness of one's emotion did not have a major effect on managerial effectiveness. Also, the outcomes exposed that there was no major difference in the effect of emotional intelligence on organizational effectiveness that could regard something to gender.Further, the results of the ANOVA test represented that there were considerable differences in the effect of emotional intelligence on managerial effectiveness in favour of age and experience.
Md. Sahidur.et.al [4] examined the connection between management Effectiveness and Emotional
Intelligence (EI) in the employees. Emotional Intelligence has the ability to create awareness, control, and calculate emissions. Managerial effectiveness means to carry out managerial actions effectively means performing the correct things and doing things right. In order to learn emotional intelligence and administrative effectiveness among managers a review was organized. A sample of 155 managers from private service and manufacturing sectors involved in this study. Emotional Intelligence and administrative Effectiveness scale identical on Indian population. The consistency of the scales was 0.73 and 0.88 for administration effectiveness as well as emotional intelligence. In this study it was seen that emotional intelligence had anoptimisticassociation with administrative effectiveness,though not elevated, but important relationship was seen between managerial effectiveness and emotional intelligence. It is additionallyrecommended that emotional intelligence could be used as an act to improve managerial effectiveness.

2.1 Four Dimensions of EI For Managerial Effectiveness

SELF MANAGEMENT: It involves the ability of understanding one's emotions, and to manage those emtotions to develop a positive interactions with others.Ackowelding one's strengths and one's weaknesses and accepting a negative emotion goes a long way to preventing you from losing control of your own behavior.It is described as having a clear view of your own personality, including strengths, weaknesses, opinions, values, motivation, and emotions.This becomes essential for building a favourableworkplace environment and fruitful interpersonal relationships. Emotional self-management is the capability to study and know your emotions, as well as, recognizing their effecton the performance of the work, relationships. To achieve this state, you should understand and control your own emotions. Perfect self-assessment is a realistic evaluation of self strengths and limitations. Self-confidence is a physically powerful and optimistic sense of self-worth[6].

2.2 Self Regulation

Self-regulation can be achieved by controlling the desires, instead of reactinginstantly, emotions can be controlled .The following are some of the emotional qualities for self-regulation which are listed below

- Pre-caution to act careful and take personal responsibility for one's own deeds.
- Adapt to change.
- Socially tolerable

2.3 Internal Motivation:

The personal drive to improve oneself and achieve the set goals, staying optimistic and commitment to the set goals acts as a great motivator. Internal motivation plays a vital role to be successful in any field.. This internal motivation is marked by an interest in learning things, which gives the drive to work tirelessly. Some of the emotional qualities of internal motivation are

- Initiative and Resilience
- The desire from within that fuels to overcome a challenge.

2.4. Empathy

Empathy is one of the prime attributes of Emotional intelligence under self-discipline. Self-discipline forms the foundation to all future aligned goals that allows the managers to act professionally and to set aside their thoughts, feelings, emotions and to stay focused on the situation. Empathy Controls their communication and allows them to stay optimistic and competitive
Empathy leads to:

- Establishing stronger and meaningful relationships
- Achieve success in the workplace
- better quality of life

Table 1.1: Classification of respondents, under all variables of Emotional Intelligence

S.No	Variables	No. of Responses	Percent
1	**Self Management**		
	Lower Level	113	45
	Higher Level	137	55
2	**Self Regulation**		
	Lower Level	115	46
	Higher Level	135	54
3	**Internal Motivation**		
	Lower Level	100	40
	Higher Level	150	60
4	**Empathy**		
	Lower Level	113	45
	Higher Level	137	54
5	**Overall Emotionalintelligence**		
	Lower Level	124	49
	Higher Level	126	50

It is inferred from the above table1.1 , among the 250 respondenets ,under the category of Self Management113 respondents have lowerself management (i.e) 45 % and the balance 137 respondents i.e., 55% showed higher level of self awareness.
Whereas among the same 250 Respondents ,under self regulation Variable, 46 % , i.e., 115 of the respondents were low in Tolerance and adaptation skills, and 135 respondents ,i.e.,54 % of them had higher level of tolerance and adaptation skills.
Initiative and Resilience and the desire to overcome challengeswas found lower in 40 % of the managerial executives while 60 % of their colleagues had higher levels of Initiative and Resilience and the desire to overcome challenges.
It is observed from the above table that the 54 % of the respondents could establish stronger and meaningful relationships and achieve success in the workplace whereas 45 % of the respondents were unable to understand and adapt to success in the workplace .
It is thus summarized that 49 % of the respondents have a lesser understanding or awareness of emotional intelligence and 50 % have aunderstood the essence of being emotional intelligent has helped them perform effectively at the place of work. All the factors of EIwere considered for the study. Thus it is inferred from this study, that the managers who are mkore effective at their work place have exhibited higher levels of emotional intelligence than the others. Taking this as an example, enterprises can start implementing practices to increase the emotional intelligence of all their managerial executives, in order to enhance their overall managerial effectiveness.

3. Measurement of Emotional Intelligence

EI is the capability to obtain and relate knowledge from the self emotions and the feelings of others. Analysis of EImakes use of the information regarding self emotions to help one to make effective decisions about what to say or do (or not to say or not to do) next. Emotional intelligence is NOT regarding the soft natural being. It is another way of being intelligent, possessing the skills to use self emotions which help to make choices in-the-moment and include more efficient control over ourselves and their impact on others. There are four basic measures of emotional intelligence [7].

1. Ability based measures
2. Trait based measures
3. Competency measures
4. Behavior measures

3.1 Tools for Evaluating The Managerial Effectiveness:

EI tests may differ in terms of the abilities they target and define. The measure of emotional intelligence includes, such as the skill to recognize and control emotions themselves and in others, while others coversthe associated capacities such as resilience and decision-making [9]. They can be categorized in four ways based on the capacity they measure: ability, trait, competency or behavior.
The most important research-backed EI tests fall into the following four types.The data were gathered through a structured and fixed response questionnaire and validity tests have been carried out. These are:

- Mayer-Salovey-Caruso EI Test (MSCEIT)
- EQ-i, EQ-i 2.0 and EQ360
- ECI or ESCI
- Genos EI

Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT):

The MSCEIT is the innovative test for measuring the ability of EI. The MSCEIT test is suggested for employment, selection or any situation where an exact and objective evaluation of emotional intelligence is required. It is suitable for situations where people need to build a positive notion or ‘fake good’ and test them with information about themselves they obtain rarely from further resources.

EQ-i and EQ360:

The Emotional Quotient Inventory tests were based on the Baron style of emotional intelligence, is the commonly used and validfeature-based EI test. It measures both emotional and social capabilities for a generalrepresentation of people's EI and options for improvement. The EQ-i 2.0 gears to a business-orientedviewers and includes a quality measure. The TEIQue (Trait Emotional Intelligence Questionnaire) is a popular tool for measuring EI.

ECI or ESCI

Both these testswere based on the structure developed by a scientist named Daniel Goleman and Richard Boyatzis, which was commonly used capability-based measures.

Genos EI

Genos EI, a 360 degree feedback tool was designed in Australia,particularly for workplace application, is a behavior-based measure of accurate emotional intelligence.

4. Conclusion

Emotional intelligence is highly related to organizational improvement and developing Individuals, as the principles of emotional intelligence offers a new technique to understand and evaluate the management styles, people's behavior,interpersonal skills, attitudes, and their potential. In this paper the various responses collected, which is based on the different parameters of emotional intelligence as presented in the table shows that there is a positive connect betweenEI and managerial efficiency [10].It is clearly shown that to perform well in all the tasks in the workplace, social and emotional skills are essential, only then, one can perform well and can take the exercise of others.

References

[1] Dr. Manoj Kumar Choudhary," Correlation: Leadership Skill and Emotional Intelligence", American International Journal of Research in Humanities, Arts and Social Sciences, pp. 138-139, 2014

[2] Bano Fakhra Batool," Emotional Intelligence and Effective Leadership",Journal of Business Studies Quarterly,Volume 4, Number 3, 2013

[3] Ra'ed Masa'deh, "The Role of Emotional Intelligence in Enhancing Organizational Effectiveness", Int. J. Communications, Network and System Sciences, 9, 234-249,2016

[4] Md. Sahidur Rahmana, Md. AftabUddina,and Mostafizur-Rahmanc,"Management Science Letters - Role of Emotional Intelligence in Managerial Effectiveness: An Empirical Study," Volume 6, PP. 237–250, 2016.

[5] BhawnaChahar, Dr. Surekha Rana,"Emotional Intelligence and Managerial Effectiveness," Volume-4,Issue-2, ISSN-2250-0669, July 2014.

[6] Dr. Uma Selvi and Jane Joshua, A., "Emotional Intelligence and Managerial Effectiveness of Managerial Executives,"-Cauvery Research Journal, Volume 4, Issue 1 & 2, Jul. 2010 – Jan. 2011

[7] Dr. Chandra Mohan, A and Prasad, B. V. S"Emotional Intelligence and Self Motivational Factors for Managerial Effectiveness in the Corporate World", NATIONAL MONTHLY REFEREED JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT, VOLUME NO.1, ISSUE NO.11

[8] Hassan Jorfi, "The impact of emotional intelligence on communication effectiveness: Focus on strategic alignment",African Journal of Marketing Management, Vol. 6(5), pp. 82-87, October, 2014

[9] M.Suvarchala Rani,"Emotional Intelligence – A Model for Effective Leadership, Competency and Career Growth",Indian Journal of Science and Technology, Vol 8(S4), 240–246, February 2015.

[10] Vladimir, "Project Managers Emotional Intelligence - A Ticket toSuccess", Journal in Procedia - Social and Behavioral Sciences, 74 ,274 – 284, 2013