





emotional nature, and are further supported by recent evidence that demonstrates specific areas in the brain for this emotional processing. It may be seen as a measure of the degree to which individuals vary in their ability to perceive, understand and regulate their own emotions and those of others, and integrate these with their thoughts and actions. When it comes to all above facts self awareness is one of the key foundations of effective management. Employees who know themselves will be able to develop self-control and subsequently understand the needs of others. This will enable them to manage relationships at all levels better and remain calm under pressure. Thus, individuals will be able to function as part of a wider team, invariably multidisciplinary, increasingly joint and often multinational in the delivery of military capability.

Daniel Goleman shares his short list of competencies which considered as personality traits in his research findings as follows. (Goleman,1998) Self Awareness – the ability to recognize and understand your moods and emotions, and how they affect others. Self Regulation – the ability to control impulses and moods, and to think before acting. Internal (or intrinsic) motivation – being driven to pursue goals for personal reasons, rather than for some kind of reward (the opposite is external motivation). Empathy – the ability to recognize and understand others' motivations, which is essential for building and leading teams successfully. Social skills – the ability to manage relationships and build networks.

## 1.1 Background

Emotional Intelligence is the most demanding and growing job skill in next decades. (Career Building Survey Chicago, August 18, 2011 ). According to the World Economic Forum's Future of Jobs Report mentioned that emotional intelligence will be one of the top 10 job skills in 2020. In the other way that report evidence Emotional intelligence (also known as 'emotional quotient', or EQ) was ranked as sixth prioritize skill in the World Economic Forum's list which employees will need to possess to thrive in the workplace of the future. In the above survey among 2600 hired managers and human resources professionals stated that 71% of them valued Emotional quotient (EQ) higher than intelligent quotient (IQ). They were highly preferred to promote Emotional Intelligent employees. 59% managers stated that they passed the interview of high Intelligent Quotient (IQ) employees with low level Emotional quotient (EQ).

When considering workforce in the organizations those who have higher level of Emotional Intelligence handle the pressure healthily. Dealing with workplace pressures and functioning well under stress demands an ability to manage our emotions. People with higher levels of emotional intelligence are more aware of their internal thermometer and therefore better able to manage their stress levels. When selecting employees for leadership Top companies believe those who have more EQ have more leadership potential than low EQ employees.(Forbes, 2014) Other fact is blue-chip companies those who next in line for promotions and

pay rise they individually observed 90% of top performers are high level of emotionally intelligent and 20% of bottom performers are also emotionally intelligent. This concludes even without emotional intelligent factor employees can be Top performers but chances are very rare. (Bradberry, 2014). When emotional intelligent first appeared to the masses in 1995 came with fresh finding of average level of IQ employees performed than the highest level of IQ employees. This anomaly threw massive impact to many leaders and top level managers those who trust on higher IQ level holders are high performers. This leads the organization managers awareness to Emotional Quotient (EQ). Decade of research now point to emotional intelligence as the critical factor that point star performers apart from the rest of the pack. (Bradberry, 2014). One of the most effective ideas to emerge from recent discussions of management focus on the possibility that a new form of intelligence pertaining to emotions is related to the performance of organization members (Goleman, 1998; Caruso and Salovey, 2004). Use emotion intelligence to facilitate performance, understand emotions, emotional knowledge, and control emotions in the self and in others (Mayer and Salovey, 1997). 90 percent of the issues, conflicts and problems that we faces involve communication, empathy, understanding, self-awareness. An emotional intelligence skill set associated with above mention facts when it comes to business context. Therefore emotional competencies also transform extremely to the business world which can be learned. So called best practices with experiential learning. This scenario we can associate with most popularized concept of 90/10

principle introduced by Stephen Covey. (Covey, 1989). For the business environment EI is highly needed especially in industry 4.0 than the other. The 19 point case published for business setting to pay attention to emotional intelligence using data from the other researcher's shows why business climate need to keep its eye on emotional intelligence. (Cherniss, 1999)

## 1.2 Methodology

This paper based on deductive approach which uses empirical evidence and associated literature with models and theoretical contents. Author reviewed articles, books and applications which related and associate to Emotional Intelligence (EI) and Emotional Quotients (EQ). Literature review used as main research tool. Articles, Real world research evidences which comes as secondary data and business and industry practices will give related insights for readers. This support some of the modern practices of the business organization do when they want to recruit people around the world. Published data and the facts are used to prove some of the assumptions. This concept paper arguments were empirically supported. Finally author discussed and concluded the paper for future research directions in line with more comparisons and contrasted manner.

## 2.0 Theoretical Review on Emotional Intelligence (EI) Evolution of Emotional Intelligence

In the history in USA in 1903 government need an index to measure the people capability then Alfred Binet was appointed to develop an index to measure peo-

ple's intelligence. Then he came up with a model called intelligence quotient. (1904) Which measures the persons intelligence in two aspects with four components. Those are linguistic / verbal and Mathematical / Logical with this model they try to measure the IQ level of the people and based on that they categorize people for the army. Once the army need the people who has a capability of big made physically strong for purpose of shooting selecting people use this IQ index then most of the suitable people disqualified due to that selection process. Then only they started another mechanism to select people. Then 1916 they came up with the fair solution called army alpha and army beta concept.

The first group tests of intelligence, providing the prototypes of many that were to follow, intended to improve selection, placement, and training for specific occupations within the US army during the First World War, constructed by a group of US psychologists under the leadership of Robert Mearns Yerkes (1876–1956), including Lewis Madison Terman (1877–1956), and applied to approximately 1,750,000 recruits in just over one year. The test and the results that it generated were kept secret until the war ended, eventually being published by the National Academy of Sciences in 1921 in a book edited by Yerkes entitled Psychology Examining in the United States Army, and in 1919 Yerkes published a version of the tests called the National Intelligence Test, which was widely used by schools, universities, and commercial companies. The Army Alpha test included the earliest examples of analogies tests, number-completion tests, synonym

tests, and antonym tests, and the Army Beta test, designed specifically for people who were illiterate, introduced the first incomplete-pictures test and coding test, all the subtests being strictly timed. (Source : Oxford Reference) In the Long run this was not much successful for the other organizations but US army was satisfied with this than IQ.

During the period Robert Thondiet (1927) social intelligence was introduced and that really says Social intelligence is the capacity to effectively negotiate complex social relationships and environments. Psychologist Nicholas Humphrey believes that it is social intelligence, rather than quantitative intelligence, that defines humans. This becomes a very fair index to measure human relationship with combination of IQ index. After some time this was developed into Social Learning theory and Albert Bandura (1956) came up with very practical scenario with this Social Learning theory. This also challenged by various sociologist and then (1974) Danah Zohar came up with spiritual intelligence and that remains as it is when Daniel Goleman came up with the most applicable pack called Emotional Intelligence in 1995 as a result of his research work on Buddhism.

### **History of Mindfulness with respect to Emotional Intelligence in Buddhism**

“Samma Sati” Load Buddha BY 2600. (Rahula, 1959) “The heart” of Buddhist meditation Vipassana (insight), meditation, Spiritual goal of enlightenment. Psychological wellness is a side benefit, not an idea

that one can immediately decide to live in. It develops over time through regular disciplined practice, both formally and informally, on a daily basis.

The basic discipline of Buddhism ultimately leading to enlightenment is to mind the mind with constant pure awareness (Samma Sati) based on one pointed attention (Ekaggata) by which one could be completely attentive to only one thing at a time without the mind being dragged to and fro by conflicting interests or emotions whenever the mind becomes aware of something. It means being aware of things without any judgment or evaluation based on prejudices. Then, only the pure awareness or consciousness remains in its original form without a minding or thinking mind. Thus the one and only technique of enlightenment is to mind the mind to never mind and the mind by ending all thinking (Ceto-vimutti).

One important aspect of work performance is work affect (Kafetsios & Zampetakis, 2008). Muchinsky (2000) claimed that emotions have many differences which cover from pleasurable experiences of our existence which are positive experiences to the negative ones that are the most noxious. Individual's job-related behavior is reflected from affective or emotional experiences in the work place that generate cognition (Weiss & Cropanzano, 1996).

(Brief and Weiss, 2002) proposed that while firms can impact on one's feelings, thoughts and actions, individual's feelings, thoughts and actions likewise can impress the enterprise which they are employed. Indeed, work environment is an emotion-eliciting place;

therefore individuals are required to employ "emotional labor".

Identified emotional labor as "the management of feeling to create a publicly observable facial and bodily display for a wage".(Hochschild, 1983). Certainly, emotion in the organization is such a communicable phenomenon that impact on other workers' emotions. (Sanchez-Burks and Huy, 2007) claimed that due to emotional contagion which is an automatic, non-conscious psychological process, people experiment shared thrills. In other words, interaction in the workplace causes spreading or transferring thrills from an individual to others (Eriksson, 2004). (Goleman et al.,2001) stated that when the group is more uninterrupted, emotions shared are stronger. Therefore, the rising testimony of this emotional side of work exhibits one of the fundamental motives of growth makes it worth looking into the concept of emotional intelligence (EI).

Emotional intelligence (EI) is a relatively new and growing area of behavioral research, having caught the imagination of the general public, the commercial world, and the scientific community. The concept resonates with a current zeitgeist emphasizing the importance of self-awareness and understanding, redressing a perceived imbalance between intellect and emotion in the life of the collective Western mind. Emotional intelligence also connects with several cutting-edge areas of psychological science, including the neuroscience of emotion, self-regulation theory, studies of meta-cognition, and the search for human cogni-

tive abilities beyond “traditional” academic intelligence. Although (Thorndike, 1921), (Guilford, 1956), and later, (Gardner, 1983) research into social intelligence hints at the importance of emotions to intellectual functioning, the term EI was not brought into mainstream psychology until the 1990s (Mayer, DiPaolo, & Salovey, 1990; Salovey & Mayer, 1990). Currently, Mayer, Salovey, and colleagues argue that EI incorporates a set of conceptually related psychological processes involving the processing of affective information (see Mayer & Geher, 1996; Mayer & Salovey, 1997; Salovey & Mayer, 1990, 1994). These processes include the appraisal and expression of emotions, assimilation of emotions in thoughts, understanding emotion, and the regulation and management of emotions.

For a concept that up until recently had received short shrift, the impression that the study of EI is a pivotal area of contemporary psychology appears difficult to dispute. Thus, EI has been touted as a panacea for modern business and the essential but often neglected ingredient of nursing, legal, medical, and engineering practices (see Zeidner, Matthews, & Roberts, 2001). In some commentators’ eyes, EI even provides the medium by which educational reform can and finally will reach its full potential, across primary, secondary, and tertiary levels of schooling ( Zeidner, Roberts, & Matthews, 2002 ). Source: Applied Psychology: An International Review, 2004

The physiological approach describes emotions as a perception of the physiological reaction to stimuli. Ac-

ording to some authors (James, 1884) the developmental approach first stressed the similarity and conformity between human and animal expression of emotions (Darwin, 1872). Emotions were later described as innate and adaptive replies to stimuli and similar in all cultures. Other authors argued in support of the universality of emotions (Ekman, 1989). This can be supported by research findings of mental and emotional stability can be controlled by freedom to choose given by Lord Buddha, Thripitaka. Latest scholar Stephen R Covey, 1989 in his findings to business world as well as personal life’s (Covey, 1989). Response is Our Choice. We may not be able to control all that happens to us. But, we can control what happens inside us. The psychoanalytic approach even though much has changed since Freud states that the origin of emotion is mainly personal (intra-psychic), though in an interpersonal situation, there is an almost unconscious evaluation of a relational experience. (Cavelzani et al., 2003)

To date, many companies have focused their selection criteria and training programmes on hard skills (technical expertise, industry knowledge, education) and the assessment of personality traits. Topics including competencies like stress management, assertiveness skills, empathy, and political/social acumen were never measured in the selection process or focused on in training and development programmes. In reality, these are critical success factors that should not be dismissed, and have a direct impact on the bottom line. (Hay Group Study, 2005)

## **Big 5 Personality Traits Theory (OCEAN)**

Today, many researchers believe that there are five core personality traits. Evidence of this theory has been growing for many years, beginning with the research of D. W. Fiske (1949) and later expanded upon by other researchers including Norman (1967), Smith (1967), Goldberg (1981), and McCrae & Costa (1987).

The "big five" are broad categories of personality traits. While there is a significant body of literature supporting this five-factor model of personality, researchers don't always agree on the exact labels for each dimension. The Big Five are five broad factors (dimensions) of personality traits. Closely Link to the Emotional Intelligence Extraversion (sometimes called Surgency). The broad dimension of Extraversion encompasses such more specific traits as talkative, energetic, and assertive. Agreeableness includes traits like sympathetic, kind, and affectionate. Conscientiousness includes traits like organized, thorough, and plan-full. Neuroticism (sometimes reversed and called Emotional Stability) includes traits like tense, moody, and anxious. Openness to Experience (sometimes called Intellect or Intellect/Imagination) includes traits like having wide interests, and being imaginative and insightful. There is high significant correlation between emotional intelligence and Neuroticism, Extraversion, Agreeableness and Conscientiousness, but it has been moderately related with Openness to experience. Sala, 2002 found that emotional intelligence has significantly correlated with Extraversion, Openness to

experience, and Conscientiousness. (Mayleen, et al.,2009) has found a powerful correlation between extraversion personality and emotional intelligence with the research conducted using 529 respondents (Bracket and Mayer, 2003) .

Emotional Intelligence drives for positive outcomes and accepted behaviors in the Organizations Examined the relationship between emotional intelligence, job satisfaction, organizational commitment and work-family conflict in ninety-eight (98) senior managers. (Carmeli, 2003) He suggested that emotional intelligence is a competency that drives positive outcomes and behaviors. Caramel hypothesized that high levels of emotional intelligence would result in positive moods and feelings which would generate high levels of job satisfaction, that emotional intelligence would augment a higher level of organizational commitment as employees would be able to maintain positive affective states, and finally he hypothesized that employees high in emotional intelligence are more able to balance work-family conflict as they recognize and manage feelings of conflict as they occur.

## **3.0 Empirical Reviews on Emotional Intelligence**

The preceding review reveals a puzzling set of results that may arise from an emphasis on a potential linear effect of emotional intelligence on job performance. Researchers have built the case for emotional intelligence, in part, by arguing that it explains variance in job performance that is not explained by extant constructs such as cognitive intelligence (Mayer and



Salovey, 1997; Goleman, 1998; Mayer, Salovey, and Caruso, 2000). Researchers have not considered compensatory effects in models of emotional intelligence and job performance. We introduce compensatory effects to the study of emotional intelligence by developing and testing a compensatory model of how emotional intelligence and cognitive intelligence are jointly associated with job performance. (Cote and Miners, 2006) The research evidence job of tour operators is one in which they can exercise their emotional intelligence abilities. The abilities include empathy, creativity, effective communication methods, and other inherent personal qualities, the application of emotional intelligence may not directly increase their organization's business or productivity. It can certainly improve the quality and value of their services. As individuals, these abilities also provide a source of energy, foster competition, and can increase job satisfaction. (Cavelzani, 2003). The results of the exploratory study on EI in Latin American managers have shown EI effects of professional achievements (Goleman, 1996) which happens at work in highly emotional environment (Wong & Law, 2002). Variables they used in research Self-Awareness, Empathy, Self-Regulation, and Self-Motivation. This research variables allow for the valuing of the abilities of managers and their team members to understand and recognize their own emotions by applying the Emotional Intelligence Scale of Wong and Law 2002 composed of 16 7-point Likert variables, assessed in a sample of 614 managers from Guatemala, Chile, and Colombia. The research which was done with nurses of their Emotional intelligence competencies were clearly evident that made a differ-

ence in their professional practice. All facts of emotional intelligence were represented in their stories, with social awareness being the most prominent and with self-regulation being the least evident. The great variation in writing styles and in the richness of details, the stories reflected evidence of emotional intelligence competencies that could be related to nurse retention and improved patient/client outcomes. Professional nursing practice components such as autonomy, accountability, mentoring, collegiality, integrity, knowledge, activism, and the professional practice environment, were also identified by the researchers. (Molinakooker, 2007)

#### **4.0 Case Reviews on Emotional Intelligence Applications for Business Impacts**

One research study evidence the hiring of sales agents for L'Oreal on the basis of certain emotional competencies. These agents outsold other salespeople by \$91,370 for a net revenue increase of \$2,558,360. If that were not enough, the high EQ employees had 63% less turnover during the first year than those selected in the typical manner. (Forbes, 2013)

Another research confirms the impact of emotional intelligence to business in the field of insurance sales agents who were weak in emotional competencies such as self-confidence, initiative, and empathy sold policies with an average premium of \$54,000. Compared to agents who scored high in a majority of emotional competencies, they sold policies worth an average of \$114,000. (Limra Research Statistics, 2012)

Another study done with 515 senior executives, emotional intelligence was a better predictor of success than either relevant previous experience or high IQ. During the hiring process, EI experts recommend asking job candidates to complete an emotional intelligence assessment. Not the IQ assessment as earlier. (Forbes, 2013)

Emotional tendencies that facilitate reaching goals are critical to EQ. By communicating employee duties and responsibilities clearly, they know what is expected of them. Employees cannot stay up to what they do not know. Therefore clear direction, which gives employees the confidence to go ahead and do the job competently. It sets the employees up for success. (Nelson Dr, 2012)

## **5.0 Conclusions and Further Research Directions (Way Forward)**

Emotional Intelligence is the silent contributor for business improvements which is really impact on business workforce. It's a people's factor which can be train or learn as a skill. (Cooper,2013). According to the empirical evidence which researcher obtain for this concept paper emotional intelligence (EI) enhance the business process and the outcome in positive direction. Emotional Intelligence directly associates with related to work force management, administration, and training and development of organizations. Emotional intelligence may be viewed as a subset of the "social intelligence" domain. (Landy, 2006) traces the term

to the educator John Dewey 1909, whom he quotes as follows: "Ultimate moral motives and forces are nothing more or less than social intelligence. Therefore it is having direct relationship with social science, social science relates to psychology and that at last it relates to human biology or body chemistry. Those evidence will prove research experts on biology, doctors, psychologist, sociologist and managers actively involved in Emotional intelligence research. Emotional Intelligence is the emerging research area that have a probability to study in different professional contexts such as business, service sector, manufacturing ect. To face the industry 4.0 human needs to equip with new skills. In preparation for this transformation, the World Economic Forum published a report last year, titled "The Future of Jobs: Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution," Businesses and individuals adapt their workforce skillset to the future. According to the World Economic Forum report (January, 2016) highlight these traits rely heavily on emotional intelligence, skills that can be learnt through mindfulness and the teachings yourself. If these recommendations of The World Economic Forum aren't enough to give proper evidence, or you're thinking that genius alone might suffice, research reinforces that "people with strong emotional intelligence are more likely to succeed than those with high IQs or relevant experience." This paper attempt to highlight empirical studies done are not sufficient to make business decisions in common or any specific professional context. This gap will denoting future research propositions in Emotional Intelligence as way forward. Different kind of associations, behavior measurements

and relationships can be considered as new research paradigms to examine more on emotional intelligence related factors with different business contexts with new findings.

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