

IMPACT OF EMOTIONAL INTELLIGENCE ON LEADERSHIP AT WORKPLACE

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Abstract

Successful business based on workplace environment how can one handle others and to handle everyone effectively their satisfaction level have the prime importance. It is quite difficult to satisfy everyone but easy to handle by one to others with the essence of emotional intelligence which ultimately leads into business development. An organization which is emotionally intelligent has staff who are motivated, productive, efficient, aligned with the business, and committed or with a person who can go with all these having quality like effectiveness, confident, likeability, decision making in short we can say leadership with emotional intelligence.

Here we can say that person with personality aspect is a leader and person having emotional intelligence also become a leader. Now successes of business is depends on how can we carried out work from workforce. In psychology, personality refers to the emotion, thought, and behavior patterns unique to an individual. Personality influences one's tendencies, such as a preference for introversion or extroversion. Like Intelligence Quotient (EQ), personality cannot be used to predict EI. However, as EI can identify both the biases and clarity in one's thinking patterns that allow them to make good sound decisions, team handling. Personality only refers to the biases in the behaviors themselves.

Hence in technological era skilled workforce required at workplace. To handle them personnel with personality and high consent of emotional intelligence is required and current interest in EI at workplace also increased. This paper focus on the both attributes i.e. personality and emotional intelligence of leader with comparative study and state how can emotional intelligence affect on leadership at workplace.

Keyword : - Emotional Intelligence, psychology, Intelligence Quotient

Introduction

There is only one area which a business or any organization needs to address if it wants to lift itself from averagely successful to excellent: emotional intelligence. Emotional intelligence at work is about how can we handle workforce and to handle them workplace must have EI Leader. In an era of shifting paradigms, one of the world's fastest growing emerging economies, such

as India, should be able to develop its human resources as a source of competitive advantage. In order to develop and enhance workforce capabilities and to successfully compete in the 21st Century, organizations have to embark on future oriented human resources strategies. It could be argued that the individual competencies of the workforce in any organization would determine its overall success. This success, among other things, may be attributed to the socio-behavioral characteristics and adjustments these individuals have to make in their job-role and position-power to gain common ground in any organizational setting. Therefore the concept of Emotional Intelligence (EI) is playing a vital role in every organization which describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups. Emotional Intelligence (EI) refers to the ability to perceive, control, and evaluate emotions of one's other.

In this day and age the Economy is always growing, business volumes rising. We live in a World where competition is always present and confrontations and battles at a business level are all around us. Therefore management theories develop models on "the rivalry of a company based on its human resources", with the argument that a company can achieve competitive advantages through creation and protection that increases distinctive value. In this environment Leaders begin to conclude that the motto is "not knowing how to do it, but yes increasing its value". Peter Salovey and John D. Mayer have been the leading researchers on emotional intelligence. In their influential article "Emotional Intelligence," they defined emotional intelligence as, "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (1990).

Emotional Intelligence (EI) helpful to know the relation between the emotional intelligence and performance on the employees. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge and to reflectively regulate it so as to promote emotional and intellectual growth.

Emotional Intelligence helps the Leader to increase their emotional self-awareness, emotional expression, creativity, increase tolerance, increase trust and integrity, improve relations within and across the organization and thereby increase the performance of each employee at workplace and the organization as a whole. "Emotional intelligence is one of the few key characteristics that gives rise to strategic leaders in organizations"

It is about leadership, teamwork, partnership and vision. Founded on excellent practice and understanding of communication, the emotionally intelligent business consistently excels in all these areas and has insight into how this happens.

Personality refers to the emotion, thought, and behavior patterns unique to an individual. Personality influences one's tendencies, such as a preference for introversion or extroversion. Like Intelligence Quotient (IQ), personality cannot be used to predict EQ. However, as EQ can identify both the biases and clarity in one's thinking patterns that allow them to make good sound decisions

A Leader with a "good" personality may be fun, social, energetic, and outgoing. However, having a "good" personality doesn't necessarily equate to success in the workplace. A "good" personality tells you nothing about the fact that the Leader can also make errors in judgment due to lack of "clarity" when making decisions within their own biases.

A Leader with high emotional intelligence can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humor to build rapport in tense situations. These Leader also have empathy, remain optimistic even in the face of adversity.

EI Competencies of Leader with comparing personality

Intuition & Empathy : Our awareness of others' feelings, needs, and concerns. An intuitive sense of others' feelings and perspectives, and showing an active interest in their concerns and interests. Ability to sense what others need in order to grow, develop, and master their strengths. Cultivating opportunities through diverse people. To be an effective leader Person must go with workforce through this. While personality aspect consider each and every person from group as a same instant he not gone through emotional sense in some percent

Political Acumen & Social Skills : By using effective tactics and techniques for persuasion and desired results. Leader must send clear and convincing messages that are understood by others, by inspiring and guiding groups of people. Also working with coworkers and business partners toward shared goals and creating group synergy in pursuing collective goals.

While Goal an achievement is soul objective of good personality leader by order offering nature.

Self Awareness : Leader must recognizing one's emotions and their effects and impact on those around us, he must know one's strengths and limits and sureness about one's self-worth and capabilities. While personality followed commonly autocratic nature.

Self Regulation : It offer quality to leader to manage disruptive emotions and impulses, maintain standards of honesty and integrity, taking responsibility and being accountable for personal performance and being comfortable with an openness to novel ideas, approaches, and new information.

Self Expectations & Motivation : This competency offer leader to maintain self excellence

aligns himself with team showing his readiness for work and opportunities and stability and continuity in work while having obstacles in path.

Emotional Intelligence leader have effect on bottom line also as it increase employee work capability by understanding others, their need, their motivational aspect their success path with strength and weakness. As per the need leader can use EI excellence to utilize at workplace.

Leader (Personality) have common traits one is guiding vision or purpose A leader has clear idea of what she or he wants to do professionally and personally and will pursue the goal regardless of setbacks. Having passion or enthusiasm and the ability to communicate that passion to others.

Leader (EI) with all above knowing one's strength and weakness, honesty ability to learn lesson from followers by observing others with working others. A leader wants to learn as much as possible and is willing to take risk. EI enhance the ability to influence people in positive way. To be a effective leader influencing people is more important.

With lack in EI in leader, some time he blame to subordinate for problems as he can't understand the situation which forces people to reacting in adverse manner. According to Manfred F R Kets de Vries "to be able to decipher these deeper motives to tease out the emotional, cognitive and experiential components.. requires the capacity to "listen with third ear" an awareness about our own feeling, the knowledge and skill to handle those felling and an appreciation of emotions in other people (empathy)" many leaders are fails in because they are too rigid and have poor relationship. As a consequences they are unable to adapt to change in business organization, unable to determine how they need to change their approach to leading others.

Chart shows the optimal process for helping Leader / Individual to increase their emotional competence in personal and interpersonal context :

Asses Org. Needs	Motivation	Foster positive relation between learner and trainer	Learning	Encourage use of skill on job	Evaluation	Improved Performance
Asses individual needs		Maximize self directed learning				
Provide feedback carefully		Set clear goal				
Maximize learner choice		Break goal in manageable steps		Provide an organizational culture		
Encourage participation		Provide opportunity to practices				
Link learning EI to personal values		Provide opportunity to feedback				
Adjust expectation		Experiential method		Removal situational constraint		
Gauge Readiness		Enhance insight				
		Prepare learner for setback				

Effective leadership defined as “Getting the job done through high quantity and quality standard of performance (Personality) and getting job done through people requiring their satisfaction and commitment(EI)” (Luthans 1998) hence, effective leadership is Personality + EI.

Conclusion :

Emotionally intelligent work place and leader are always learner as compared to personality aspect leader as EI leader is ready to consider feedback while in some extent personality aspect consider feedback as personal attack.

EI leader understand others and as per situation use intelligence skill to carry out work from work force rather than making them compulsion through rules and regulation (Personality aspect leader) which result in friendly relation ultimately result in job satisfaction for work force, Goal achievements for Leader and successes for organization.

Emotionally intelligence leader go with whole team consider each and every suggestion, opinion with same value while personality module is on some extent based on autocratic model.

A combination of personality and emotional intelligence is the need of new business world. As growth in business world is more expectation from employee are also high as employer offer high scale. To manage personal and professional life for one's quit difficult in this condition getting work done from skill labor is somewhat difficult because unstable mental condition of employees. To overcome misunderstanding, conflict, ultimately labor turnover leader with Emotional intelligence and personality is required.

Leader must have capability to align organizational goal and personal goal. It is possible with EI and for that leader must transfer work ownership in workforce

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