

**Course Name: Organizational Behaviour: Individual Dynamics in Organization**

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**Week – 04**

**Lecture – 03**

Lecture 18: Emotional intelligence

Hello students. Welcome back to the course on Organizational Behavior, Individual Dynamics in Organization. So, in module 4 we were looking into affect and emotions. We move to the third lecture of module 4 where we specifically look into one of the most important topics of the entire course which is emotional intelligence. Now it is not only relevant because of organizational behavior. A person, an individual needs to have emotional intelligence, there is no doubt about it.

This lecture will give you some insights both from industry as well as from the empirical research that has happened in and around the topic of emotional intelligence. So let us look into the lecture.

I am Dr. Abraham Cyril Issac. I am an assistant professor at the School of Business, Indian Institute of Technology, Guwahati.

So, today's theme would be, “intuition suggests people who can detect emotions in others, control their own emotions and handle social interactions will have a powerful leg up in the business world”. So, the relevance of emotional intelligence is what is being underscored in this particular theme. So, this will be the theme in and around, we will be focusing today. So let us understand what do you mean by emotional intelligence.

Now there is no doubt and there is no lack of understanding on what intelligence is. Let us understand what is emotional intelligence. Earliest use of emotional intelligence, the word emotional intelligence in the contemporary times happened in the Peter Salovey and John Mayer work, the study where it looked into emotional intelligence specifically. They actually defined emotional intelligence in their work in imagination, cognition and personality in 1990. So that is where the frequent use of emotional intelligence or the usage of EI into the emotion or the affect parlance has come into existence. That is from 1990.

Daniel Goleman in 1995 popularized the term through the book Emotional Intelligence, why it is more than IQ. So there a comparison between IQ and how it is much more superior than the existing understanding of intelligence which is IQ has come up in greater detail in 1995. Emotional intelligence is nothing but the ability to detect and manage emotional cues and information. I repeat emotional cues and information.

So when we look into emotional intelligence we have to understand that it is essentially a sort of a reaction towards whatever emotional cues are being there in the environment. It could be with respect to others and it could be with respect to ourselves. In the previous lecture I had categorically insisted on one aspect that is when you are looking into affect, when you are looking into emotion, we have to look it from the bidirectional perspective not only from ours but also from others point of view.

So let us understand this typical example of Soumya to have a detailed understanding of what EI or emotional intelligence specifically is. Now Soumya is an office manager, her awareness of her own and others emotion. This is where a point which I always try to underline her own emotions as well as others' emotions. So, every single lecture in terms of emotion or in terms of affect I categorically state this that there has to be this bidirectional perspective in every single aspect of emotion. So, when you look into Soumya being an office manager her awareness of her own and others emotions is almost nil. She is moody and unable to generate much enthusiasm or interest in her employees. She does not understand why employees get upset with her.

She often overreacts to problems and chooses the most ineffectual responses to emotional situations. So, when you look into a situation where Soumya is and what her behaviour or behavioural responses are including ineffectual responses to emotional situations, we can categorically say that Soumya has low emotional intelligence. Now emotional intelligence EI is a person's ability to perceive emotions in the self and others, again the point which I always repeat.

Second understand the meaning of these emotions. So, it is not only with respect to perceiving the emotions in ourselves and others but also it includes a detailed understanding of what do you mean by those emotions.

See mere perceiving of the emotion is not enough. You have to understand what those emotions are and finally regulate one's emotions accordingly. So, this warrants a small discussion here. When you are looking into emotional intelligence per se, there are people who can perceive others' emotions. Let us understand this through example.

There are people who feel that okay I am empathetic to that person or rather I am sympathetic to that person. So, there are certain aspects which disclose that the individual

who could be a colleague, who could be your boss or your subordinate, they are perceiving a certain emotion of yours or maybe some other co-worker. That said they are unable to understand the mere existence of that particular emotion, what warranted it or what are the antecedents of those particular emotions or why the person is behaving or reciprocating with a certain emotion, did something in you actually triggered that emotional response. So, all these aspects are critical when it comes to emotional intelligence. It is not mere perceiving of the person's emotion rather they are going one step ahead that is to understand why the emotion.

It could be with respect to oneself also. If there is let us say you are seeing an extremely happy reaction to a particular job done. Now you are perceiving that others are happy, other team members are happy because of let us say your stunning contribution to the team but also understand that this happiness could be a stepping stone to the next aspect rather than stopping your effort there. It should be a motivator for you to continuously keep on working and reach to the ultimate target set by the group before enjoying or before celebrating your small successes. So, this could be the cue.

This is the environmental cue or this is the emotional cue which you should be able to decipher, which you should be able to understand. So not only perceiving the emotion, it is also with respect to understanding the emotion and the third important aspect is regulating one's emotion. So let us say if I am particularly sad that my, let us say my boss or my superior, my reporting authority did not acknowledge the hard work I did. I did not get the recognition I had to get because of that particular work I had done. But then you are in a workplace. If you are expressing your sorrow, if you are expressing your depression, it might lead to or it might reflect that you are or reflect you in a poor light. So, there are enormous possibilities of you to behave in a way which whereby not suppressing your emotion but also trying to make others not get into your nerve. So that is a tricky situation but you have to be able to regulate the emotion which is at play. So, this makes you highly emotionally intelligent. So, there are three aspects specifically with respect to EI.

First and foremost thing you have to understand, you have to perceive. You have to perceive that there is emotion either at play from the other party or from yourself there is this emotion on the table whatever it is. Second, you have to understand what is the reason or what are the antecedents or why this is warrant or why this is there in the first place. And third, the most important aspect you should be able to regulate the particular emotion. Many a time it is understood and it is said that in organizations people who are capable to use their emotions to the best possible way, they are the most successful individuals. So, this makes the concept of emotional intelligence itself very critical. So I hope that with this example and with this clear definition and arrangement or with this

clear definition, I hope there is a certain understanding of the concept of emotional intelligence.

When you look into people who know their own emotions specifically and are good at reading emotional cues, for instance knowing that when they are angry or how to express themselves without violating the norms are most likely to be effective. When you are looking into individuals who want to be, you know, who are angry, they want to show their anger effectively, they want to display let us say their happiness but without offending anybody, they want to be sarcastic without again offending anybody or there might be situations where you are sad, you are depressed but you are not letting the whole team make a conclusion that he is very moody or he gets sad or he gets depressed easily. So, all these aspects actually lead to what is known as emotional intelligence. So how you actually regulate your emotions is becoming the key aspect when it comes to emotional intelligence.

Let us quickly look into a cascading model of emotional intelligence which I have taken from the textbook. Conscientiousness will lead to perceive emotions in self and others which can lead to understanding the meaning of emotions which is more cognitive in nature. If you look into the cognitive aspect, it is more of understanding. When it comes to the third element of regulating the emotions, it is more of emotional stability.

So this is where you are not only guided by the emotion at workplace, you are also employing the cognitive element into the particular understanding of the emotion or understanding the meaning of emotion. Why the emotion has been there in the first place? Why it has turned out to be a different emotion maybe in that particular case and how effectively you can regulate the emotion is being guaranteed by your emotional stability. So, this is what emotional intelligence is all about.

Now let us look into some of the arguments that moves around or that has been there in existence with respect to some of the classical research studies that have happened in and around emotional intelligence. Let us look into the different arguments in favour of EI, which are against EI. So, all these aspects we will look into in detail from an empirical research point of view. So, it has an intuitive appeal. The first argument is that emotional intelligence is desirable and appreciated. There is no doubt about it. Every single individual if he is not having sufficient EI, he will be looked in as an individual who is not fit for the organisation.

We have a detailed discussions in PO, person-organisation fit as well as person-job fit. So, you will get a more of clarity there when it comes to the fitment with the job and the fitment with the organisation. But that said, EI is desirable and appreciated. There is no denying the fact. When you look into intuition, it suggests people who can detect emotions in others, control their own emotions and handle social interactions will have a

powerful leg up in the business world which is ultimately our theme of this lecture.

So if you are in a position to actually understand your emotions, basically first you have to detect your emotions, second you are able to understand and regulate your emotions, you are going up. There is no doubt about it. Partners in a multinational consulting firm who scored above the median on an EI measure delivered 1.2 million USD more in business than did the other partners. So, this is the relevance of EI in terms of the intuitive appeal which emotion or emotional intelligence has.

This is the relevance of EI specifically in the organisation. This is the relevance of EI in terms of your revenue, in terms of the organisational performance in general. Now emotional intelligence predicts the criteria that matter. When you look into emotional intelligence and different arguments in favour of emotional intelligence, there is a certain appeal associated with emotional intelligence. We have seen that. There is no doubt about it. It is more or at par with our own intelligence or our own understanding about intelligence and it is looked as the desirable aspect an individual needs to have within an organisation.

When you look into EI specifically, evidence suggests that a high level of emotional intelligence means a person will perform well on the job. Now this is becoming very critical. Not only the appeal towards emotional intelligence is based on the ability to perceive, understand and regulate the emotion, rather it has a clear consequence which is performance on the job.

Now the study has also found that the ability to recognize emotions in others facial expressions and to pick up subtle signals about people's emotions predicted peer ratings of how valuable people were to their particular organisation. So, there is a clear understanding of how effective an individual is in the organisation, for the organisation, then the relevance of emotional intelligence cannot be undermined. In a study emotional intelligence weekly but consistently correlated with the job performance. So, there are evidences even after researchers to cognitive ability like conscientiousness and neuroticism into account. So, when you look into certain empirical research, the references will be shared, what you understand with respect to empirical understanding of emotional intelligence is that emotional intelligence has a clear correlation with respect to the performance.

So if an emotionally intelligent individual is there in the organisation, his or her performance would be a tad better than others. This is what a general conclusion we can make on when it comes to emotional intelligence. Now this is not a new understanding. If

you are part of any organisation, if you have been working or if you are associated or your discussion with your friends who are being in the workforce will definitely authorize this statement that you as an individual will have a better performance if you are able to perceive the emotion, understand the emotion and regulate the emotion for the benefit of yours.

It is not that it is the only thing. There are other factors which definitely makes the individual a success in the organisation but that said emotional intelligence happens to be one of the most important aspects. It happens to be one of the most critical aspects in an organisation.

Now let us look into the biological connect of emotional intelligence because we have looked into the appeal, the affinity, the attraction towards EI. We have also looked into the correlation it has with respect to the performance. We now look into emotional intelligence and the biological connect.

In one study particularly people with damage to the brain area that governs emotional processing, that governs emotional processing, part of the prefrontal cortex scored no lower on standard measures of intelligence than people without similar damage. So, you have a clear understanding of what the relevance of your biological setup has on emotional intelligence but they scored significantly lower on EI test because the area was damaged and were impaired in normal decision making as demonstrated by the poor performance in a card game with monetary rewards. So, when you are looking into situations of EI where you have a problem or a damage to the brain area that governs the emotional processing part of the prefrontal cortex your performance has deteriorated no doubt about it as per this study. This study also suggests EI, emotional intelligence is neurologically based in a way that is unrelated to standard measures of intelligence. However, this is a debatable whether emotional intelligence can be trained into people.

So when you look into situations like this there could be a debate, there could be a discussion that whether emotional intelligence, EI is a concept or is a skill which could be trained into people. There are people who tell that they can do it, there are people who are against it. It is as good as a nature versus nurture debate no doubt about it. But the fact of the matter is that EI is biologically based. As per the different studies, these are few studies that I have tried to illustrate here, there are critical evidences which suggest that emotional intelligence has a biological connect no doubt about it.

Now EI researchers have even after so much of research they have not come to a conclusive definition of what emotional intelligence is. We have tried to give you some of the understanding with respect to the most prominent research that has happened in the area. Most seminal papers we have taken to construe or to cull out a particular definition

of EI but the truth is that there is no particular or no one correct definition for EI. When you look into emotional intelligence too many researchers have worked on it and it is not clear what emotional intelligence is because researchers categorically use different definitions of the construct. Some researchers have focused on emotional intelligence via test and wrong answers scoring the ability to recognize and control emotions.

So this is more of an ability based perspective on EI, ability based perspective on EI whereas other studies have focused on emotional intelligence as a broad variety of constructs that can be measured by let us say self-reports and are connected primarily by the fact that they are not redundant with cognitive intelligence. So, there are different perspectives, one could be with respect to the knowledge or understanding of it as ability-based perspective, another could be with respect to much similar to the cognitive intelligence where you can actually understand and measure it with respect to the self-report. That said the whole problem with this multifarious type of understanding is that because of EI researchers do not agree on definitions.

Another critical aspect when it comes to emotional intelligence is that it cannot be measured. Because emotional intelligence is a form of intelligence critics argue that there must be a right and wrong answers for it on test. If you look into personality test also the factor remains the same. Any particular latent variable will have such issues and specifically when it comes to EI some tests do have right and wrong answers although the validity of some questions are critically doubtful.

So, the measures of EI are diverse and researchers have not subjected them to as much rigorous study as they have measures of let us say personality and general intelligence. So, the validation is still pending because it could emanate or this problem could actually emanate from the basic fact that the researchers are still not able to converge to a particular definition and make EI as a single concept and try to understand EI from that. Now EI is nothing but personality with a different label that is certain understanding other people have.

Some critics argue that because EI is so closely related to intelligence and personality once you control for these factors specifically intelligence and personality it has nothing unique to offer. So they are of the opinion that EI is nothing but your intelligence and personality at play but that is far from truth if you go into the actual research. But again, we have to understand, we have to take the negative side, we have to understand what the critics are telling. If EI is actually correlated to the measures of personality, then the evidence for a biological component to EI is furious because you are trying to relate it with personality and that will have a little bit of conflict with biological component and biological markers like brain activity and heritability are attributable to other well-known and much better research psychological construct but not EI. Now to some extent

researchers have resolved this issue by noting that EI is a construct partially determined by traits like cognitive intelligence, conscientiousness and even neuroticism.

So, there is valuable or inseparable connect between the personality factor or personality dimensions and EI. So, this makes the study or this makes the understanding that EI is nothing but an extension maybe of a personality aspect or maybe with respect to an aspect in intelligence. So, this is again the opinion of critics which does not stand or does not have a validity of its own but we have to understand what are the criticism hovering around emotional intelligence.

Now let us look into emotion regulation. We have tried to understand what EI is, we have tried to understand how things are perceived with respect to EI. We have to understand emotion regulation from that point of view. Identifying and modifying emotions that one feels. This is regulation, how you control, how you mitigate or how you try to manipulate though it is a negative term but how you try to regulate or monitor that is becoming critical when it comes to emotion regulation. Thinking about more pleasant things like suppressing negative thoughts and distancing oneself from reappraising the particular situation or engaging in relaxation techniques or some of the aspects. Let us say I want, I am working in a very negative environment and I want to be happy, I want to induce a level of happiness.

In other words, I want to regulate my emotions. What I do is I can take away my mind to a different setting altogether. I can think or start thinking of pleasant things that have happened in my life or maybe in a day what are pleasant things I can just scan through. It keeps on changing my emotions. I can try to deliberately try to suppress a negative thought.

Think of positive aspects. Think of the blessings you have. Think of the good things that you did and you got, you received as a return. Distancing yourself from negative thoughts or engaging in more of relaxation techniques. You tend to relax; you tend to bring your negative thoughts down. Try to seemingly look into positive thoughts. Try to bring in more of thoughts which are positive or motivating or encouraging.

So changing your emotion is not easy. It takes effort. There is no doubt about it and this effort can be exhausting. That makes EI altogether very critical and very a process which is not so easy if you want to train. When there are people who say that emotional intelligence is again just a concept or just an aspect which could be trained. There are some trainers who emerge as trainers of emotional intelligence. The problem with that is changing the emotion not like the attitude but changing the emotion is also a relatively tough aspect or a tough process altogether. It takes effort. It takes a lot of effort and this could be exhausting which can make the emotion regulation not an easy task.



So, emotion regulation need not be a cup of tea for every single individual. It could be that some people are highly capable to do that. They even though in the midst of, you might have seen, you take an example from your own workplace, some of the people are always very cheerful, joyful. They are very happy. They might be facing the hardest of the hard times in their life. They might be facing one of the most difficult phases in their career. They might have problems personal with respect to health or with respect to other aspects but that said they are always able to put a cheerful smile. They are always able to be cheerful, happy amongst those negative or dark circumstances. This is because they are able to control or they are capable for emotional regulation. They are capable to regulate their emotions and that is not an easy task.

When you look into emotion per se, we had a detailed understanding of affect and emotions in the previous two lectures. This is a continuation where I tried to focus on emotion particularly with respect to the different empirical research work that has happened. We have looked into what EI is specifically, what are the different aspects related to or what are the different arguments in favour and against EI.

We have looked into the criticism specifically. We have not ignored that. That said, when you look into emotional intelligence as a concept, whatever problems it is having, we have seen that it does not have a definition. It does not have a clear understanding in terms of the research that has happened. Whatever is said in research but there is a point that is categorically important when it comes to EI which is emotional intelligence is vital in an organization. You see a successful person within an organization, no doubt the person is having a relatively better ability to control his emotion, regulate his emotion.

You must have looked into individuals who are successful in terms of not only their performance but also in terms of taking the team together. That is because they are able to perceive the emotions in workplace. They are able to understand those emotions clearly and if it is emanating from them or from others, they are able to regulate the emotions in a proper manner. That is the understanding you should take away from this particular lecture.

Thank you for listening to me patiently. We will see you in the next lecture. Till then take care. Bye bye.