

Emotional Intelligence: An Extensive Literature Review

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EDITORIAL BOARD EXCERPT

Initially at the Time of Submission (ToS) submitted paper had a 10% plagiarism and which is an accepted percentage for publication. The editorial board is of an observation that paper had been rectified and amended by the authors (Madhulika & Shelly) based on the reviewer's remarks and revisions at various stages. The comments related to this manuscript are noticeable related to "Emotional Intelligence" both subject-wise and research-wise. Considering the increasing levels of interest among researchers and scientists towards the Emotional Intelligence title is the need of the hour and the authors have crafted the paper in a structured manner. The introduction gives a clear perspective on the need for the research. Empirical investigation could have been added to authenticate the secondary literature. Overall the paper promises to provide a strong base for future studies. All the comments had been shared at different dates by the authors' in due course of time and same had been integrated by the author in calculation. By and large all the editorial and reviewer's comments had been incorporated in paper and the manuscript had been earmarked and decided under "Review of Literature" category as it presents the empirical research findings of various papers on Emotional Intelligence. The results are interesting and striking.

ABSTRACT Purpose: Emotional Intelligence has gained a great interest among researchers and scientists Studies from past till date, has contributed a lot in this context in terms of definitions, models and its impact on other related concepts of management. The purpose of the study is to converse previous research on emotional intelligence with main emphasis on empirical perspectives.

Design/Methodology/Approach: Review based Approach.

Findings: The study concludes that a person with high level of Emotional Intelligence can lead a team more efficiently resulting in team effectiveness. Hence, a supportive and trustful environment at workplace will build strong interpersonal relationships which would provide job satisfaction to employees at all level.

Proposed Implications: The study will be useful for researchers in conceptualizing theoretical framework on emotional intelligence

Originality/Value: The study endeavors to investigate and critically review emotional intelligence and related concepts like leadership, and job satisfaction etc. which will lead to improvement of employee's personality, moral and social development.

KEYWORDS Emotions | Emotional Intelligence | Job Satisfaction | Leadership | Review

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Introduction

Most of the people misapprehend their own emotions, fail to control outburst of their emotions and act weirdly which leads to injurious consequences to everyone around. Few individuals have great ability to process their emotions sophisticatedly and guide their own thoughts and behaviour and for others (Mayer, D., Salovey, P and Caruso, R, 2008). The researchers are trying their best to understand the concept of emotional intelligence, its various measurement models and its relationship with other fields (Cabello, R et al. , 2016; Costa, A and Faria, L., 2015; Garcia-Sancho, E. 2014; Mayer, J. et al, 2016; Naseem, K. 2017; Petrides, K et al., 2016; Smith, K et al., 2009). To succeed in everyday life in many sectors, intellectual ability is prerequisite (Busato, V et al., 2000; Kanazawa, S., 2004; Sternberg, R., 1997; Strenze, T. 2007). Intelligence encompasses other cognitive abilities like Logical reasoning, problem solving, abstract thinking, adaption, use of proper language and learning (Carroll, J., 1993; McGrew, K., 2008). But, there are many other components which contribute to success like emotional sensitivity, emotional adaption, social capabilities, empathy etc (Di Fabio, A. 2011; Gendron, 2004). Emotional intelligence also prominences on the aspects of self-control like tolerance and regulation of impulsiveness (Matthews, Get al., 2004). Emotional Intelligence also covers the fields of psychological sciences, namely, neuroscience of emotions, theory of self-regulation and metacognition and human cognitive abilities (Immordino-Yang, M. and Damasio, A. 2007; Sale, Z. 2014). Salovey and Mayer (1990) first defined the term emotional intelligence as "An ability to recognize, understand and manage own emotions and emotions of the others". With Time, as research on EI advanced, many scholars gave their own definitions and developed their own models. In Present situation of Globalization a person's success depends on high cultural and social exchange which includes good education, attitude, social network, etc. But sometimes, even after possessing all qualities, there can be failure. After

lot of research by many researchers revealed that the reason of failure is lack of emotional intelligence which includes set of competencies which predicts positive outcomes with family and colleagues. It is being assumed person with high level of EI are less depressed, healthier, highly efficient and productive, have better relationships. A good knowledge about one's own emotions, other's emotions, higher level of interrelationships, mutual understandings helps an individual to succeed at work and attain satisfaction. But, many persons misinterpret their own emotions and fail to control them which results in harmful consequences for themselves as well as for the organization too in which they work.

So, the present study would try to review how emotional intelligence is connected with Leadership and Job satisfaction by critically reviewing the previous work done by various authors to know how EI impacts the other related concepts of the organizations and effects the person's own growth as well as the organizational objectives.

EI and Leadership

Salovey and Mayer (1990); Cavallo, K. and Brienza, D. (2004); Cavallo, K & Brienza, D (n.d) established a connection between EI & effective leadership practices. Their findings confirm that EI makes a person to possess an ability to perceive and understand emotions and are highly correlated with leadership practices. Bass (1990) apprehended a distinguish between transactional and transformational leaders and his result highlighted that transformational leaders understands better the feelings of others and have ability to understand the emotional needs of every employee and also have empathy towards followers (Ashkanasy, N. and Tse, B (2000); Brown, F. and Moshavi, D. (2005). Liden, et al. (1993) investigated the connection amid EI and leaders exchange membership. To achieve the objectives, the researchers examined the 166 newly hired employees and their immediate suspension. The result confirmed that EI and leader exchange membership are positively channelized as

latter displays emotions and involves social moves. **Ashforth and Humphrey (1995)** analyzed the relationship between rationality and emotionality. The evidence revealed that leaders who practice transformation behaviour are emotionally engaged with their followers, **Goleman, D. (1995); Goleman, D. (1998); Loss, Kand Dworakivsky (1998)** analyzed how EI impacts leadership abilities. The researchers suggested that EI is a useful interpreter of transactional leadership. **Losik and Megerian (1999); George (2000); Butler, C. and Chinowsky, P (2006)** interpreted that how EI influence the leadership competencies. The author propounded that transformational leader are self-motivated and they can sway their atmosphere. The result also advocated that emotional intelligence is an important competency for leaders. It was also identified that emotional bonding enhances the quality of the relationships with the followers. **Slater and Kelloway (2000); Gardner, I. and Stough, C. (2002)** evaluated a link between EI and leadership. To achieve the objectives, a self-reported emotional intelligence measure was administered by the researchers to find a link between the two variables among 43 managers. The result revealed a substantial relation between the two. **Barling et al. (2000) Humphrey, R. (2002)** explored an empirical relation among EI and Transformational leadership. The results of multivariate covariance analysis suggested that self-reported EI is associated with leadership in regard to motivation, inspiration, respect and influence. **Julian, B et al. (2000)** investigated that EI is related with transformational leadership. A sample of 49 managers was taken. Multivariate analysis of covariance results revealed that no multivariate effects appeared for transactional leadership. **Lisa Gardner; Con Stough (2002)** investigated that emotional intelligence predicts transformational, transactional, Laissez Faire leadership styles. Leadership style was measured by multifactor leadership questionnaire and EI was measured using Swinburne University EI test. The findings disclosed that effective leaders displayed transformational behavior (**David, R. and Joseph, C (2005); Collins,**

V. (2001). Malcolm Higgs and Paul Aitken (2003) explored the importance of EI as a predictor of leadership potential among 40 senior managers working in New Zealand public service. The findings revealed that there is a positive and affirmative relation between EI and leadership in accordance with similar studies of past. **Weinberger and Lisa Ann (2009)** examined how leadership effectiveness is impacted by EI. A sample of 151 employees consisting of executives and directors of CSW Inc. was taken. The researcher used correlational research design and the participants were requested to undertake the Mayer-Salovey Caruso emotional intelligence test. The result asserted no relationship among the leadership effectiveness and EI of managers. **Panagiotis (2009)** studied the EI of supervisors and how it impacts the transformational leadership practices. Emotional intelligence index and Multifactor Leadership Questionnaire was used to collect data from managers working in different departments. Factor Analysis the result suggested that EI impacts Transformational style leadership (**Harms, P and Crede, M (2010); Mandell, B and Pherwani, S (2003). Harms Crede, M. (2010)** evaluated that EI is considerably correlated to transformational leadership. The data was derived from 7,145 leaders. Psychometric Meta Analytic method result proposed that EI influence the Transformational leadership behaviour. **Guillen and Florent-Treacy (2011)** examined how EI influences the leadership behaviour at workplace. A sample of 929 managers enrolled in executive education program at European business school was surveyed. The result of factor analysis and Structural equation modeling revealed that there is a significant effect on behavior at workplace which affects the leadership performance to great extent (**Palmer, B.; Walls, M.; Burgess, Z and Stough, C. (2001); Ramchunder, Y and Martins, N (2014). Batool (2013)** discovered the association between EI and Effective leadership among managerial level employees in private and public sector banks of Pakistan. A questionnaire was framed to collect data from 50 employees and Results using SPSS showed an affirmative relation between



leadership and EI. **Wagner (2013)** identified the impact of EI on leadership effectiveness using Stogdill's leadership behavior questionnaire (LBDQ) and Bass and Avolio's Multifactor Leadership Questionnaire (MLQ). The result shows that EI enhances the qualities of a leader and also enriches the Intellectual stimulation. It makes leaders more effective and successful (**Sadr, Golnaz (2012); Stuart, A and Paquet, A (2001). Aziz Fakhra (2014)** measured and compared the EI as leadership skill of heads in universities. A sample of 100 were selected using a purposive sampling technique, among 100, half were women head. A questionnaire to measure the EI leadership skills of the heads of the universities was designed. Bivariate analysis and Kendall's Tau and Mann-Whitney test findings concluded that heads of universities specially Women heads have a significant level of EI (**Coetzee, C and Schaap, P. (2005); Barling, J.; Slater, F and Kelloway, E. (2000). Molly and Gupta (2015)** developed a conceptual framework of transformational leadership and emotional leadership by empirically examining 300 leaders from different industries. The model acts as a measuring instrument for analyzing the relation among the two (**Naznin, L.; Ceasar, D.; Anthony, M and Ronald, B (2003). Kutay and Ahmed Sait (2016)** examined the relation of EI with leadership practices of white collar employees working in defense industry in Ankara. A sample of 207 white collar employees was taken and participants were invited to give their responses in regard to questionnaire formulated on the basis of emotional intelligence scale (16 questions) and leadership practice scale (30 questions). The finding asserted an affirmative relation between EI and leadership styles. **Jain and Duggal (2016)** studied the influence of EI on organizational commitment and leadership in Indian IT organizations. A sample of 120 respondents were taken and findings recommended that leadership and EI has significant effect on organizational commitment (**Naznin, H. (2013); Wang, Y and Huang, T (2009); Barling, J.; Slater, F and Kelloway, E. (2000). Dabke Deepika (2016)** took a sample of 200 managers was taken

who were asked to go through the Mayer-Salovey and Cruso emotional intelligence test to examine the relation between EI and transformational leadership among superiors and subordinates. The results of Pearson's correlation coefficient and multiple regressions suggest that there is a negative relationship between Leadership effectiveness and EI. **Maqbool et al. (2017)** examined the relationship between EI competencies and transformational leadership among construction project managers in 107 construction firms in Pakistan. The result advocated that managers with high level of EI and who follow transformational leadership get higher success (**Weinberger, L. (2003); Day A., Newsome, S and Catano, V. (2002); Garner, L and Stough, C (2002). Rosete and Ciarrochi (in press)** expressed how emotional intelligence influences leadership effectiveness among senior executives. 360 degree assessment and managerial performance ratings was used to measure leadership effectiveness. Correlation results suggested that EI leads to higher leadership.

EI and Job Satisfaction (JS)

Guhavathy and Ayswarya (2011) traced how job satisfaction and job performance is impacted by EI among women working in the Indian IT sector. Random sampling technique was used to collect data from 150 women through questionnaire. The findings revealed a significant relationship between both (**Fasihzadeh, N.; Oreyzi, H and Nouri, A (2012); Gunavathy, J and Ayswarya, R (2011); Mousavi, S et al. (2012)**). The findings also suggested that job satisfaction is well predicted by empathy, social skills and motivation. **Cekmecelioglu, H., Gunsel, A et al. (2012)** investigated empirically how job satisfaction is influenced by EI. Various multidimensional constructs were considered in the study to analyze their effects on job satisfaction. A sample of 147 employees employed in call Centres of Kocaeli, Istanbul was taken. The data collected through a questionnaire was analyzed using Regression analysis, Correlation, Reliability test, Factor Analysis. The two dimensional emotional scale was based on Wong et al, 2002 and two

dimensional job satisfaction scales was based on Minnesota Job satisfaction scale. The findings recommended that internal satisfaction of a person is highly impacted by EI (Sener, E.; Demirel, O and Sarlak, K (2009); Zakieh Shooshtarian, F and Aminilari, M. (2013). The result recommended a significant relationship. Shooshtarian, Ameli et al. (2012) determined how the three variables i.e. Job satisfaction, Job performance and job commitment is affected by EI among labourforce working in Iran. A sample of 350 was taken through random sampling method and responses were gathered using a questionnaire based on 5 point Likerts scale. Grikson (1983) and Alen & Meyer Questionnaire (1990) was considered to collect the data relating to job satisfaction and commitment of employees. The result showed a substantial influence of EI on JS (Muhammad Khalil, R and Fazal, H. (2018). Jain and Gupta (2014) explored how employees get satisfaction at job due to high level of emotional bonding with others. The quantitative data was collected from bank employees using a closed ended questionnaire. The study highlighted that training programs should be designed by higher management in banks to improve cooperation and motivation among employees. The study also concluded that the best performers were those with high EI level and such employees have high level of satisfaction at workplace (Jung, H. and Yoon, H., (2016); Sony, M and Mekoth, N. (2016). Ealias and George (2014) examined how EI impacts job satisfaction in international electronic Indian firms by collecting data through self-administered questionnaire from 208 respondents. The results of ANOVA and Karl Pearson Correlation recommended that work experience and marital status has positive effect on EI and JS (Tagoe, T and Quarshie, E (2017). Ghoreishi, F., et al. (2014); Badawy and Magdy (2015) determined the cross sectional link among JS and EI of Hospital working in Iran. Data from 121 employees was collected using Bar-ON EI and JS Questionnaire. The result of Odd ratios, Chi-square, Fisher Exact test proposed that there is no significant link between EI and Job Satisfaction. Joshi, et al.

(2015) explored how EI among Faculty members is related to their job satisfaction employed in different colleges of UP technical university, Lucknow. To measure the EI of the faculty members, Wong and Laws (2002) was used in the study and Michigan Organizational Assessment Questionnaire (Seashore .et.al, 1982) was used to measure job satisfaction. Responses were collected from 212 faculty members with the help of a questionnaire. The reliability test was conducted for each individual item using Cronbach Alpha. Factor Analysis results revealed that job satisfaction is strongly correlated with EI in academics (Afzaal, H and Taha, A. (2013); Bambale, A., Jakada, B.; Lecturer, S.; Kassim, S.; Kumo, U and Hassan, R. (2015). Alnidawy (2015) measured how EI of employees impacts job satisfaction. A sample of 300 employees working in Jordanian telecommunication companies was taken and responses were invited through a questionnaire based on a Likerts Quintuple scale. The data was analyzed using several statistical tests were applied like Multiple Regression coefficient, ANOVA etc. The findings suggested that in telecommunication sector, EI impacts job satisfaction to great extent. Pandey and Sharma (2016); Kafetsios, K and Zampetakis, L (2008); Nahid, N. (2012) analyzed the connection among EI and JS also highlighted the factors that influence job satisfaction. A questionnaire was framed using Trait emotional intelligence questionnaire and Smith questionnaire (2013). A sample of 368 bank employees of Rajasthan through posts and Email through random sampling technique was taken. Cronbach alpha coefficient, Kaiser-Meyer-Olkin and Bartlett's test of sphericity were used to test reliability and sample adequacy. The results of factor analysis suggested that EI affects JS in banking sector (Chiva, R and Alegre, J (2008); Ealias, A and George, J (2012); Kafetsios, K and Zampetakis, L (2008). Khan, Masrek et al. (2016) conducted a quantitative study to discover the relation of job satisfaction and EI among librarians working in Pakistan. The sample was chosen using a random sampling method and facts was gathered through a questionnaire to measure responses on EI



and JS. The result of multiple regression revealed that self-assessment is strongest predictor of Job satisfaction (Sy,T,Tram,S and O' Hara,L. (2006); Samanyitha,S and Jawahar,P. (2012); Long,C., Yaacob,M and Chuen,T. (2016).

Conclusion

Emotional intelligence concept has been studied by many experts and has been a subject of serious discussion over the past years. Many researchers have suggested giving emotional intelligence its due place which it actually deserves. It is a skill which can be developed and learned. Previous studies advocated that concept of EI has developed as a prominent research stream in many fields of management and today it is considered significant in every area of management. The reviewed literature also recommends that EI can be utilized as a tool to predict leadership styles and attributes. It has been concluded in past researches that persons with high level of EI can lead a team in a better way which results in team effectiveness through supportive and trustful workplace and better interpersonal relationship could provide more job satisfaction. Emotional intelligence blossoms the environment at workplace as it helps in avoiding conflicts and people feel more confident and are comfortable in sharing their feelings and concerns.

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