

The Role of Emotional Intelligence in Organization

Introduction:



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Abstract

This paper suggests that feelings (moods and emotions) play a central role in the leadership process. More specifically, it is proposed that emotional intelligence, the ability to understand and manage moods and emotions in the self and others, contributes to effective leadership in organizations. Four major aspects of emotional intelligence, the appraisal and expression of emotion, the use of emotion to enhance cognitive processes and decision making, knowledge about emotions, and management of emotions, are described. Then, I propose how emotional intelligence contributes to effective leadership by focusing on five essential elements of leader effectiveness: development of collective goals and objectives; instilling in others an appreciation of the importance of work activities; generating and maintaining enthusiasm, confidence, optimism, cooperation, and trust; encouraging flexibility in decision making and change; and establishing and maintaining a meaningful identity for an organization.

Emotional intelligence, as concerned with how an individual recognizes and regulates his or her emotions, has been in limelight quite recently. The present study seeks to fill a small gap in the literature on emotional intelligence, together with foreign language anxiety and empathy. To this end, short literary readings are used in a cognitive-affective reading-based course to see how emotional intelligence, foreign language anxiety and empathy are affected.

When it comes to happiness and success in life, emotional intelligence (EQ) matters just as much as intellectual ability. Emotional intelligence helps you build stronger relationships, succeed at work, and achieve your career and personal goals.

Keywords: *feelings, mood, decision making, change, emotions, cognitive, knowledge, cognitive-affective, foreign language anxiety, empathy, happiness and success in life, stronger relationships, goals.*

Emotional intelligence is an elusive property. It only got appropriate attention after the publication of Daniel Goleman's book "Emotional Intelligence." The year was 1995. During previous human history, emotional intelligence was virtually unknown to the Western world. Interestingly, native Americans have manifested deep wisdom (emotional intelligence) for millennium. The famous statement by Chief Seattle "**All things are connected**" manifests the expression of highly developed emotional intelligence in habits. Most non-native Americans have never been able to acquire this mode of thinking. They treat the environment with disregard or contempt.

Although things are connected, this philosophy is often misapplied by people with low emotional intelligence. They typically lose contact with reality and employ supernatural phenomena, which have no factual substance. This mental deficit can lead to the belief that people live on earth and, when their bodies die, their souls will continue living an eternal life in heaven. Or the people believe that they can become reincarnated and can live many lives on earth as different people. Life is believed to move in repetitive cycles, and a person's soul (whatever that may be) never ceases to exist. The delusion is not caused by a lack of education, scientific knowledge, or scholastic insight, but by misinterpretation of facts and by the inability to introduce higher emotional intelligence into the reasoning process. Thus, reduced emotional intelligence is *always* associated with compromised checking of reality. In extreme cases, the outcome is