

Emotional Intelligence: A Valued Workplace Competency

Kiran Fatima, Ijaz Lateef

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Some employees may exhibit emotional symptoms such as work pressure, agitation, anxiety, depression and irritability.¹ These symptoms are related to the various dimensions of the emotional intelligence (EI). These emotions have emotional impact over employee's performance positively or negatively. It can lead to poor performance, less work determination or low morale. Emotional Intelligence (EI) is the capability to recognize, control and manage own emotions and to recognize and manage the emotions of the other person. Hence, emotionally intelligent individuals can recognize their feelings, interpret and regulate their emotions, distinguish how these emotions would have an impact on others and manage emotions of others.

Some individuals have a high emotional quotient and these skills develop with the influence of attachment with any senior in family. Moreover; these skills can be learnt and acquired by continuous professional development and adaptability mechanism.¹ Constant practicing of behaviours makes the person proficient. Thereby the brain can acclimatize these behaviours and take the place of less productive and less helpful behaviours.

There are various skills required to manage the emotions such as self-regulation, discipline, empathy, self-awareness, self-perception, intrinsic motivation and social skills. Worldwide; these skills are top most skills for recruiting any employee from human resource department of most organizations.² It is well known that emotions at workplace have effect on interpersonal relationship, collaboration; management, problem solving and communication skills and eventually creating happier work environment. Hence Emotional Intelligence at work place has the direct impact over employee's performance, intrinsic motivation and ultimately over the success of organization.³

Some recommend that emotions should be left at door place while commencing work. But realistically human beings are full of emotions. Inability to understand and deal with

human emotions is an ill-fated drift. It can negatively affect employee's performance from lower to top management. To address this many organizations have hired psychologists and provide mental health coverage to their workforce. This ensures healthier workplace environment by providing useful training to augment strong workplace relationships. Employees would have determination and the office is full of emotionally intelligent workforce where everyone respects and gets along with each other. Eventually employee enjoys the working relations. In the long run the organization has realistic paybacks, success and would be able to provide quality customer care services. According to the study conducted in Sialkot Pakistan; EI has the effect on sales performance and on customer's relationship. This study revealed significantly positive relationship between three competencies of EI and sales performance of employees such as empathy (30%), self-management (27.5%) and social management (24.2%).⁴

Yet various organizations do not value skills required for managing emotional intelligence at workplace and resulting in poor reputation and organizational failure.³

The leaders of peak growing and successful companies have higher emotional intelligence.⁴ The emotionally intelligent managers are outstanding leaders and outclassed performed yearly revenue by 20%.⁴ Goleman suggested that emotional intelligence is the main theory of performance.⁶ He proposed an association between leadership and emotional intelligence.⁷ The literature suggests a significant and positive relationship between empowering leadership, emotional intelligence, work engagement and psychosocial empowerment.⁸ The difference between the stratum of emotional intelligence in men and women is reported but on the contrary this level can be enhanced as per need and growth.⁷ Therefore, emotional intelligence has the potential towards contributing outstanding performance at workplace and results in workplace success.

In healthcare setting, physicians with high levels of emotional intelligence are better able to understand and manage patients. They can effectively counsel the patients with health and psychosocial issues. Managers are more proficient to integrate various skills to provide quality healthcare services and are successful at workplace⁹ and are regarded by top management and subordinates as compared to those managers having devoid of EI. Furthermore, EI nurses exhibited less work

Kiran Fatima (*Corresponding Author*)
Assistant Professor, Department of Medical Education,
Bahawalpur Medical College
Email: kiranbana291@gmail.com

Ijaz Lateef
Principal/Dean,
Bahawalpur Medical College

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stress and are cross cultured.¹⁰ EI training during COVID-19 nurtured the wellbeing and work engagement of nurses according to the study conducted in Pakistan regarding cross cultural practices.¹⁰ Thus, EI is mandatory and valued competencies in healthcare setting and is more valued skill at workplace.

Emotional guidelines at workplace can be learnt from informal, formal socialization, punishment and reward. It has been stressed that at workplace career development, performance and success is depend upon the utilizing the skills of emotional intelligence. Human resource department has the special focus to develop these capabilities through career motivation sessions in some organizations. Consequently this knowledge is swayed by cultural and social pressures, environmental perspective such as organizational climate and biological forces. But on the other hand person with high emotional intelligence can balance these forces at workplace and moving towards achieving the targets and mission by healthier working relations.

In some workplace settings, employees are empowered by providing supportive working environment and greater autonomy. This is known as empowering leaders.^{11, 12} In educational setting; EI teachers are performing well in their career.¹³ Trickle-down effect of empowering leaders results in work success.¹³ It is recommended that organization has to restructure their workplace culture and realize the true potential of employees. EI skills can be integrated in undergraduate and post graduate curriculum of medical education as to bring workplace success in due course of time.

Authors Contribution:

| **Kiran Fatima:** Idea Conception, write up |
| **Ijaz Lateef:** Proof Reading |

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