

# Emotional Intelligence: A Guide to Thinking and Behavior

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## Abstract

Emotional intelligence (EI) also called as emotional quotient (EQ) is defined as the capability of individuals to be acquainted with and understand their own emotions as well as other people's emotions, and then make discrimination among diverse feelings and tag them suitably. This information serves as a medium to guide our thinking and behavior. This paper is concerned with individual differences in the ability of individuals to connect their thoughts to emotions. There are some people who are fine at connecting thoughts to feelings and such people may better comprehend the emotional expressions of their own thoughts so they are better at understand the feelings of others. But is emotional intelligence a real guide to thinking and behavior? Be at work place, home or on a vacation emotional intelligence plays a vital role in understanding our own self and others.

The paper discusses several aspects of emotional intelligence and how EI is a major factor in influencing our behavior. In this competitive world, it has gained importance because when it comes to guiding others actions emotional intelligence comes into play. People with high EI are believed to have better leadership skills, greater job performance and better mental health. Emotional intelligence is all about perceiving, using, understanding and the most important managing relations in a right way. The paper highlights the importance of emotional quotient in influencing relationships, emotions and performance. It discusses how different of EQ facilitate in guiding our behavior and thinking.

## Keywords

Emotional Intelligence, Behavior, Guidance, Thinking

## I. Introduction

Emotional intelligence is somewhat unusual in psychology, as the majority of writers and researchers are in agreement as to its definition, at least at the broadest level. Daniel Goleman (1996, 1998) has probably influenced the definition of emotional intelligence more than any other writer, due to the popularity of his books on the subject, though he draws heavily on the landmark work of Salovey and Mayer who previously defined emotional intelligence as:

“The ability to monitor one’s own and other’s emotions, to discriminate among them, and to use the information to guide one’s thinking and actions”. There are three distinct aspects of emotional intelligence that follow from Salovey and Mayer’s definition:

1. The ability to accurately evaluate emotions in the self and others, through both verbal and non-verbal channels;
2. The ability to control emotion in the self and others;
3. The ability to make use of emotion to regulate and direct their thoughts.

## II. Increasing Importance of Emotional Intelligence

Emotional Intelligence is becoming an important aspect in today’s businesses as it leads to effective leadership and also better understanding. While comparing IQ and EQ, Goleman suggests that while 20% success is contributed by IQ, the remaining 80% is determined by EQ, therefore it is also determined that EQ rather

than IQ may be a true measure of human intelligence.

EI is gaining importance as it leads to

- General happiness
- Rationality in behavior
- Fulfilling social objectives
- Effective communication
- Stress management
- Leadership effectiveness
- Conflict resolution

James H. Jesse (2000) in his paper stated that feelings play an essential role in the leadership process. It is also proposed that emotional intelligence is the capability to understand and manage moods and emotions in the self and others are major contributors to effective leadership in organizations. There are four major aspects of emotional intelligence, the appraisal and expression of emotion, to make use of emotion to augment cognitive processes and decision making, knowledge about emotions, and management of emotions in a suitable manner.

A number of researches on EI indicate how emotional intelligence contributes to effectual leadership. It focuses on five vital elements of leader effectiveness:

- Magnification of collective goals and objectives;
- Instilling in others an appreciation of the importance of work activities;
- Generating and maintaining dedication, confidence, optimism, collaboration, and belief;
- Encouraging flexibility in decision making and change; and
- Creating and maintaining a meaningful individuality for an organization.

Mayer and Geher (1996) The article is concerned with individual differences in the ability to connect thoughts to emotions. The paper highlights that people who are good at connecting thoughts to feelings better understand the emotional implications of their own thoughts, as well as comprehend the feelings of others from what they say. Several criteria were used to evaluate the responses provided by 321 participants' including emotional recognition abilities, including agreement with the group agreement and agreement with the target. Participants who agreed more highly with the group consensus and with the target scored higher than the other participants on scales of empathy and self-reported SAT scores, and lower on the levels of emotional defensiveness. The results are interpreted to mean that some kinds of emotional problem solving require emotional openness as well as general intelligence level.

## III. Emotional Intelligence : A Guide to Thinking and Behavior

EI serves a guide to thinking and changing behavior. Today is a competitive world where decisions are influenced by a number of factors. EQ has a great relation with IQ. Emotional intelligence (EI) involves the capability to carry out correct reasoning about emotions and the ability to make use of emotions and emotional

knowledge to augment thought process. It helps in accepting our environment enhanced and takes better decisions.

In almost 7 studies conducted by Schutte and Bobik (2001) the authors have examined the link between emotional intelligence and interpersonal relations. There were almost seven studies conducted to understand where emotional intelligence is highly required. In Studies 1 and 2, the participants with higher scores for emotional intelligence were also seen to have higher scores for empathic observation taking and self-monitoring in different social situations. In a Study 3, the participants with higher scores for emotional intelligence had higher scores for societal skills. In a Study 4, the participants with higher scores for emotional intelligence were seen to have more cooperative responses toward partners. In Study 5, the participants with higher scores for emotional intelligence provided higher scores for close and friendly relationships. In a Study 6, the participants' scores for marital contentment were higher when they rated their marital partners superior in terms of emotional intelligence. In Study 7, the participants projected greater contentment in relationships with partners having emotional intelligence. The above study indicates an imperative role of EI in guiding our behavior towards others. It also stated that individual tend to have high EI for close relations in particular for marital relations.

In a different study it has been indicated that Emotional Intelligence also influences the 3 P's known as Personality, Performance and Productivity. People with high EI have better association with colleagues and they also tend to increase their productivity in the similar manner. In a different study conducted by Mayer and Salovey and et. al (2000) presents a general idea of an ability model of emotional intelligence, and explores the function that emotional intelligence plays a very significant role in developing effective leadership.

The authors have applied their model of emotional intelligence to test leadership effectiveness in work organizations and they also state why organizations think emotional intelligence as one of the most central criteria in the selection and development of leaders and managers. If leaders lack emotional intelligence, they may be unemotional by calls for greater consideration of emotions in the workplace. HR practitioners and leadership researchers emphasize on the ability model because it offers an elite and important viewpoint on leadership. Organizations, teams, and individuals all stand to promote in choosing leaders who are far above the ground in emotional intelligence.

Managing and supervision of emotions at workplace and in other walks of life is essential for achievement. There are certain emotions like fear, anger, stress etc which should be controlled as they affect our life adversely at workplace and even at home. Developing and managing emotional intelligence calls for getting hold of certain emotional skills like self-awareness, managing emotions, understanding, team work and resolving conflicts. It is also significant to recognize emotions.

**IV. Research Methodology**

To analyze whether emotional intelligence is a perfect guide to thinking and behavior a small test was conducted on 50 working women between the ages of 20 to 50. The questionnaire was divided into five parts like self awareness, managing emotions, motivating one self, empathy and social skills. Different tests were conducted to analyze the relationship between managing emotions and thinking and behavior. The statistics for the different age are given as follows:

Table 1: Frequency Distribution of Various Age Groups

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23	5	9.8	10.0
	24	2	3.9	4.0
	25	4	7.8	8.0
	26	2	3.9	4.0
	27	6	11.8	12.0
	29	2	3.9	4.0
	30	5	9.8	10.0
	34	5	9.8	10.0
	35	6	11.8	12.0
	36	3	5.9	6.0
	38	2	3.9	4.0
	40	2	3.9	4.0
	45	1	2.0	2.0
	46	3	5.9	6.0
	47	2	3.9	4.0
Total	50	100.0	100.0	
Total	50	100.0		

**A. Hypothesis Formulation**

H<sub>0</sub> : There is no significant difference between self awareness and managing emotions.

H<sub>1</sub> : There is a significant difference between self awareness and managing emotions.

**Dependent Variable:** Managing emotions, The independent variable is self-awareness (happiness)

Table 2: Relationship Between Managing Emotions and Self-Awareness

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.244	15.456	1	48	.000	2.635	-.468

The first relationship is discussed between happiness which is an independent variable and dependent variable is awareness of emotions. The analysis shows that there is no significant difference between the two variables.

Table 3: Descriptive Statistics Between Various Factors

	N	Minimum	Maximum	Mean	Std. Deviation
Awareness of emotions	50	1	3	1.68	.957
Motivating oneself	50	1	3	1.88	.746
Action/ Behavior	50	3	3	3.00	.000
Valid N (listwise)	50				

In terms of being aware of one's emotion a standard deviation of .957 was obtained with a mean of 1.68 while it also helps in motivating oneself and controlling one's actions and behavior.

## V. Conclusion

Emotional Intelligence plays a very important role in guiding our behavior and actions. People with high EI are found to have enhanced interpersonal relations. It is so because their actions and thought process are conducted by Emotional Intelligence. In today's scenario the notion of Emotional Quality Management has gained strength. EQM requires the management of emotional intelligence in an organization. EQM requires the management of certain emotional competencies like:

- Ability to take accountability for one's own emotions
- Ability to use emotions as a resource of productive energy
- Ability to take care of feelings of employees and customers as imperative variables for organizational effectiveness
- Ability to effectively converse and discuss emotions
- Ability to de-escalate conflicts and use them as response for further improvement.

Thus, we come to a conclusion that EI plays a great and effective role in guiding our actions and behavior. EI and its applications are useful in customer service, recruitment and selection, goal setting, leadership development, increasing productivity, and development of organizational culture.

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