

## Impact of Emotional Intelligence in Organization

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**Abstract.** The aim of this research to investigate the impact of emotional intelligence in organization especially to job satisfaction and transformational leadership style. This paper proposes a framework to identify the impact of emotional intelligence in organization. In order to achieve this aim, the proposed framework identifies the impact of emotional intelligence in organization to job satisfaction on employee performance and job burnout. Meanwhile impact in transformational leadership style is on effectiveness leadership. As a result, the study reveals the significance of managing emotional intelligence. This paper also used quantitative research methods to get a good result.

**Keywords:** Emotional intelligence, job satisfaction, transformational leadership style, impact.

### Introduction

Emotional intelligence describes the ability, capacity, skill or self-perceived ability to identify, access and manage the emotions of one's self or others or groups. People who possess a high degree of emotional intelligence know themselves very well and also able to sense the emotions of others. According to Goleman (1995), emotional intelligence is a relatively recent behavioral model. Individuals have different personalities, wants, needs and ways of showing their emotions. Salovey and Mayer (1990) was defined emotional intelligence seen as subset of social intelligence and similar as that of the intrapersonal intelligence. The concept involves the individual's ability to appraise their own or others feeling emotions, discriminate among these emotions and use the emotion information to accomplish task to reach goals. The emergence of the concept of emotional intelligence has link two seemingly contradictory concept together namely, emotions and intelligence (Schutte & Malouff 2012; Webb et al. 2013).

The development of product innovations or competitive threats represent some of the issues that should ran high among organizational learning requirement. Even in situation with minimal competition for an organization to survive and thrive. One of

the factors in successful organization is emotional intelligence. According to Mestre et al. (2016), proposed as a way to link the concepts of human emotions and cognitive ability. The successful organization is come from the job satisfaction from the employee. Job satisfaction is defined as what employees feel about their work which maybe negative or positive (Spector, 1994). According to Sy et al. (2006) cited relationship between emotional intelligence and job satisfaction as employees who have high emotional intelligence are more likely to have higher level of job satisfaction. This is because these employees are better at appraising and regulating their feelings in the workplace.

Study on this research also discussed about transformational leadership style that become an effective leadership. Some researchers found that emotional intelligence was not useful predictor for transformational leadership (Føllesdal and Hagtvet, 2013; Grunes et al., 2014), and others did not find a relationship between EI and transformational leadership (Moss et al., 2006). Cavazotte et al. (2012) found that the relationship between the variables was not significant when controlling for other factors such as personality (Cavazotte et al., 2012). Kobe et al. (2001) found that it was not a significant predictor when controlling for social intelligence (Kobe et al., 2001), meaning that each personality or social intelligence was a stronger indicator of transformational leadership than emotional intelligence. Butler and Chinowsky (2006) found that senior executive leaders in construction who have high EI are likely to engage in transformational leadership (TL) behaviors, which contribute significantly to project and organization success. An effective leader influences follower in desired way to achieve desired goals. Cooper (1997) pointed out that multiple organizational contingencies and various personal and interpersonal behaviors have influenced the complexity of the concept of leadership effectiveness and its definitions. Various leadership styles may affect organizational effectiveness or performance (Nahavandi, 2002).

The aim of this study is to identify the impact of emotional intelligence in organization. In order to achieve this objective, this research paper use quantitative method. The remainder of this paper organized as follows. Section 2 is literature review and final section contains some concluding remark.

## Literature Review

In this research, we will discuss in regards to impact of emotional intelligence in an organization. In this research, there are two (2) impact which is according to Young (2018) mentioned the observation on patron response marks sensitive collapse is to recognize the connection of emotional exhaustion with affects job satisfaction. Job satisfaction will influence job performance and burnout and role performance. Meanwhile, emotional intelligence (EI) plays a vital role in leadership effectiveness (Deepika, 2015). Effective leadership contains transformational leadership style and effective leadership.

### *Job satisfaction*

Emotional intelligence is the abilities that pertain to emotions and emotional information. According to Lee et al. (2018) cited emotional labor may depressingly disturb employees work fulfillment. Emotional labor also indirectly affects employees by negatively affecting the performance of the organization. However, Badawy & Magdy (2015) mentioned that gender did not have a significant effect on emotional intelligence or job satisfaction. It is believed that job satisfaction is an attitude that consists of cognitive, affective and behavioral aspects not gender only. Javier & Deligero (2014 as cited in Badawy & Magdy 2015) compared job satisfaction is the term that reflects employees' feeling towards the work and the organization as a whole. Even most of the previous researcher used the same method but their finding is different.

#### *Job Performance*

Several researchers addressed the impact of emotional intelligence has relationship to the job performance. A connection among emotional intelligence which contains self-awareness, self-regulation, social skill or job performance will impacting to the teachers' job performance (Mohamad & Jais, 2015). Meanwhile, Latif et al. (2017) cited the impact of work-related attitudes, job satisfaction and organization commitment located on the connection of emotional intelligence and job performance. This study was supported by Sony & Mekoth (2016) stated a positive connection among emotional intelligence and frontline adaptability will affect job performance. Researcher also found in their finding emotional intelligence is a vital tool having a strong significant impact on both employee and organization performance (Chughtai & Lateef, 2015).

#### *Job Burnouts*

Szczgiel & Mikolajczak (2018) cited that emotional intelligence buffers the effects of negative emotion on job burnouts. The mediating role of burnout on the relationship of emotional intelligence gives outcome in-role performance and organizational behavior mentioned by Cohen & Abdullah (2015). Compared to Lee & Chelladurai (2017) stated in their finding illustrative the dynamics of the interplay of emotional intelligence and emotional labour as they disturb as leader exhaustion and satisfaction. Meanwhile, according to Lee (2017) emotional intelligence abilities may increase job satisfaction and decrease burnout. Most of the researcher used same research method which is questionnaire.

Based on finding, we found out that even though they used the same method the result will be difference based on their target and how they distribute the question. We also found that emotional intelligence not only impact on job satisfaction, but it is also related with job performance and job burnouts.

#### *Transformational Leadership Style*

Based on previous research, Milhem et al. (2019) mentioned transformational leadership style has a significant effect on employee engagement for the mediating role of emotional intelligence. In their finding also found the new knowledge on the unique mediating effects of leader's emotional intelligence is related between transforma-

tional leadership and employee engagement. Maqbool et al. (2017) compared an unsuccessful project results are coming from the leadership style, managers' emotional intelligence and managerial competencies. As a result, project managers with high emotional intelligence bear the desired competencies and exhibit transformational leadership behavior are effective leaders and ensure higher success in organization. According to Salovey & Mayer (1990 cited in Maqbool et al. 2017), researchers are deliberating on the important aspects of the emotional intelligence or in other words human personality along with leadership style and their roles in achieving organization excellence.

#### *Effective Leadership*

Shaaban (2018) cited emotional intelligence is one of the most important personal traits linking to leadership in desired skill needed to apply effective leadership. The literature support that the most effective leadership style are transformational and transactional leadership that will impact towards the organizations (Shaaban, 2018; Batool, 2013). Many researchers have agreed that effective leaders have a high level of emotional intelligence for a person to develop a great relationship between with employees and team members. Meanwhile, Dabke (2015) stated leadership and performance-based emotional intelligence as a participant in the work role with leadership effectiveness. The connection between emotional intelligence and effective leadership are measured on leader stress tolerance to participate in their organization. According to Herrera et al. (2016), emotional intelligence is a predictor of leadership effectiveness. Based on their finding, the result hold implications for organization that seek to enhance the emotion intelligence of leaders to be both effectively and efficiently in organization. The general result found out training is important to produce effective leadership in organization.

Based on finding, we found out that transformational leadership style will result to an organization has an effective leadership. Emotional intelligence influence to the transformational leadership style to born an effective leader.

### **Analysis of Review**

Based on the table, there are many researchers have been discussed about job satisfaction which is contain of job performance and job burnout. However, very limited focus on transformational leadership style which is contain training for effective leadership.

Table 1. Analysis of review

| Author                        | Job satisfaction |             | Transformational leadership style |
|-------------------------------|------------------|-------------|-----------------------------------|
|                               | Job performance  | Job burnout | Effective leadership              |
| Lee et al. (2018)             | /                |             |                                   |
| Szczgiel & Mikolajczak (2018) |                  | /           |                                   |
| Milhem et al. (2019)          |                  |             | /                                 |
| Mohamad & Jais (2015)         | /                |             |                                   |
| Badawy & Magdy (2015)         | /                |             |                                   |
| Shaaban (2018)                |                  |             | /                                 |
| Dabke (2015)                  |                  |             | /                                 |
| Cohen & Abdullah (2015)       |                  | /           |                                   |
| Latif et al. (2017)           | /                |             |                                   |
| Lee & Chelladurai (2017)      | /                | /           |                                   |
| Sony & Mekoth (2016)          | /                |             |                                   |
| Lee (2017)                    | /                | /           |                                   |
| Herrera et al. (2016)         |                  |             | /                                 |
| Maqbool et al. (2017)         |                  |             | /                                 |
| Chughtai & Lateef (2015).     | /                |             |                                   |

## Conclusion

In a conclusion, there are many researchers have been discussed about job satisfaction which contain of job performance and job burnout. Most of them used a same method such as questionnaire and analysis. Based on their finding, many researchers discussed emotional intelligence give most effect on job performance. When job performance affected, the result of their work outcome will make them burnout and have to face with stress or exhausted. Meanwhile, very limited focus on transformational leadership style which is contains effective leadership. Based on this article, the transformational leadership style is not giving many impacts on the organization but impact towards the leader. The researcher also used quantitative method to achieved their purpose and finding in this review.

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