

**TITLE ROLE OF EMOTIONAL INTELLIGENT TO BOOST THE EMPLOYEE MORALE
AT WORK PLACE.**

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Abstract –

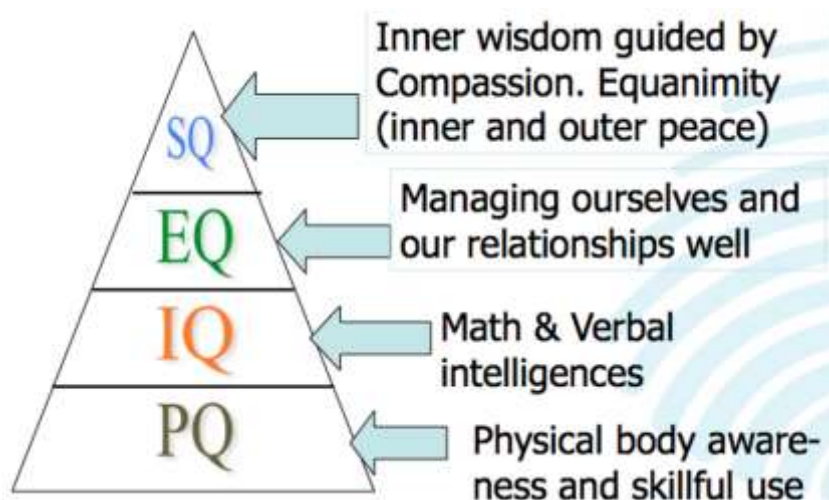
During the COVID19 epidemic, human resource managers encountered a multitude of challenges, according to the authors of this study. According to the authors, applying emotional intelligence is a solution to the same problem. HR managers can use the strategic human resource management strategy to assist them use emotional intelligence. In compared to traditional human resource management, SHRM is a proactive strategy that can aid in the formulation of effective policies. The purpose of this study is to discover and investigate the relationship between emotional intelligence (EI) and global leadership effectiveness. Good global leadership is critical for quickly changing multinationals, according to practical experience, and emotional intelligence has been highlighted by a significant number of researchers as a major driver of effective leadership. Despite the fact that scholarly data is growing, there is still a gap between emotional intelligence and leadership. A substantial correlation between emotional intelligence and leadership performance has been discovered via considerable research. Future research on global leaders EI could focus on work happiness, organizational engagement, or follower motivation. Keywords: Human Resource Management, leadership, IQ ,EQ ,SQ , emotional intelligence , Introduction HRM (or HR) is a strategic approach to managing people in a company or organization in such a way that they he Its objective is to improve employee performance in order to help a firm achieve its strategic objectives. Human resources (HR)purpose is to ensure that an organization's success is dependent on its people. HR specialists are in charge of a company's human resources and are in charge of establishing rules and processes. Recruitment and selection process, selection, training, and development, as well as employee relations and benefits, may be their areas of expertise. Training and development experts are in charge of employee training and developmentally the company achieves its goals. Training, performance reviews, and incentive programmers are used to accomplish this. When policies are broken, such as in cases of harassment or discrimination, employee relations resolves employee issues. Employee benefits management includes developing salary structures, parental leave programmes, discounts, and other employee benefits. Human resources (HR)'s purpose is to ensure that an organization's success is dependent on its people. HR specialists are in charge of a company's human resources and are in charge of establishing rules and processes. Employee recruitment, selection, training, and development, as well as employee relations and benefits, may be their areas of expertise. Training and development experts are in charge of employee training and development. Training, performance reviews, and incentive programmes are used to accomplish this. When policies are broken, such as in cases of harassment or discrimination, employee relations resolves employee issues. Employee benefits management includes developing salary structures, parental leave programmes, discounts, and other employee benefits. The second step is training and development, which involves a continuous process of educating and developing capable and adaptive employees. Employee motivation is regarded as essential for keeping employees productive. Incentives for employees, performance evaluations, and prizes are all part of the package. Employee benefits, appraisals, and incentives are all geared to entice the best employees to step forward. Maintenance is the final role. It requires keeping employees' commitment and loyalty to the organisation. Employee retention management comprises taking deliberate actions to keep employees interested and focused on the job so that they choose to stay and contribute fully to the company's success. Some businesses expand globally, producing increasingly diverse staff. Human resources departments are in charge of making sure that these teams can operate together and that people can communicate across cultures and regions. The changing realities of businessnecessitate culturally aware and emotionally sensitive global leaders capable of responding to the problemsof many countries specific foreign settings as well as complex interpersonal work scenarios. Emotional and cultural intelligences are two emerging

concepts that are significantly relevant to the formation of efficient global leaders, according to scholarly works and practical experiences. Within the field of leadership research, a modern concept of cognitive intelligence that arose from psychology has gained appeal. Emotional intelligence is a term used to describe the endeavour to link emotional qualities to leadership performance (Salevey & Mayer, 1990; Cavallo & Brienza, 2004; Ozcelik et al., 2008; Momeni, 2009). The ability to reason about emotions and the ability to employ emotions and emotional knowledge to enhance thought (Mayer et al., 2008, p. 511) is referred to as emotional intelligence. Cultural and emotional intelligences, as opposed to the traditional concept of intelligence as measured by IQ, aid in the understanding of cross-cultural leadership and shed insight on the prospective redesign of leadership programmes in international corporations. According to Alon and Higgins (2005), cultural intelligence (CI) moderates emotional intelligence (EQ), analytical intelligence (IQ), and leadership behaviours in achieving global success. Over the last few decades, scholars and practitioners have debated the importance of a leader's emotional intelligence in connection to leadership and organisational performance. (Chopra & Kanji, 2010; Adams, 2013). Daniel Goleman, a pioneer in the field of emotional intelligence and leadership, emphasised the importance of high EI leaders for organisational success. They have the ability to detect employees feelings about their work environment, resolve conflicts, regulate their own emotions in order to earn staff confidence, and comprehend the company's political and social accords (Goleman, 1998, 2001). The literature also mentions a successful global leader's capacity to improve the organization's performance by building a specific work climate. Reuven BarOn is another well-known researcher who studies emotional intelligence characteristics and is the coiner of the phrase emotional quotient. BarOn defines emotional intelligence as the concern of understanding oneself and others, adapting to and coping with immediate surroundings in order to achieve success when dealing with environmental requirements from a slightly different perspective (BarOn, 1997). Regardless of the differences in definitions of emotional intelligence, one thing is clear: EI is not the same as standard intelligence, or IQ. The emotional intelligence quotient is defined as a set of skills that demonstrate one's ability to recognise and comprehend one's own actions, moods, and urges in order to effectively respond to the demands of a given situation (Kasapi & Mikiotis, 2014). McGarvey (1997) describes EI as the ability to relate to people and understand their emotions, a skill that is critical for employee management, client attractiveness, and investment attraction. The EI is the most powerful predictor of success across all job categories, according to extensive scholarly studies. Literature Review It is commonly recognized that effective global leadership necessitates the use of much intelligence. Riggio et al. (2002), for example, offered well-documented evidence that those global leaders' abilities must go beyond IQ. The researchers state that intelligence is a complex concept that may be expressed in a variety of ways, and that a high-performing leader must possess a variety of intelligences. Based on significant literature research, Alon and Higgins (2005) identified three forms of intelligence that represent the heart of global leadership and consequently of global leader development, as indicated below: 1. Rational and logic-based verbal and quantitative intelligence, which most people are familiar with and can be calibrated by a traditional IQ test; 2. Emotional intelligence, which has gained popularity in recent years and can be measured by EQ tests; 3. Cultural intelligence, which can be captured by innovative CQ tools. In studies, emotional intelligence has been connected to leadership abilities. literature (BarOn, 2006). Extensive research (e.g., Kouzes & Posner, 2007; Anand & UdayaSuriyan, 2010) on the relationship between leadership behaviors and managers EI has found a favourable correlation. Parker and Sorenson (2008) discovered a favorable association between EI and leadership based on Bass and Avolio's (1997) transformation transaction leader concept. While these relationships do not directly link managers EI to subordinates' levels of engagement, they can be used to draw a conclusion about the presence of a possible relationship. Theoretical and empirical findings point to a beneficial relationship between emotional intelligence and transformative leadership (Brown & Moshavi, 2005). A significant variety of hypotheses have been produced based on scholarly works that detail which characteristics identify the most effective leader. There are two categories of managers studied in academic research: transformational and transactional managers (Mandell & Pherwani, 2003). Transformational leaders arouse interest among subordinates, establish a distinct

working atmosphere, boost visibility of business goals, provide help to improve employee performance, and motivate employees to put the company's best interests ahead of their own. Transactional leaders, on the other hand, reward or penalize subordinates based on their performance. Transactional leaders, as defined by Bass and Avolio (1994), focus on work standards, job completion, and positive employee outcomes. Harms and Crede (2010) evaluated the hypothesis that emotional intelligence has a favourable impact on transformative leadership based on the findings of 62 independent studies involving 7,145 people. The MSCEIT (Mayer et al., 2003), the Emotional Intelligence Scale (Wong & Law, 2002), and the EQi were the first three EI indicators employed by the authors (BarOn, 2006). The Multifactor Leadership Questionnaire (Bass & Avolio, 1995) and the Leadership Practices Inventory were used by Harms and Crede (2010) as the most famous transformational leadership assessments (Kouzes & Posner, 2007). The study used a combination of self-reported emotional intelligence and leadership competencies, as well as subordinate or peer-reported skills. Employee engagement has been a popular issue in organisational science as a factor of workplace success, complimenting a leader's emotional intelligence, which helps them perform better (Robinson et al., 2004; Harter et al., 2009). Because leadership is a fluid and exhaustible reality, success is greatly reliant on followers and circumstances (Marques, 2006). A performing leader's capacity to correctly analyse cases and construct the appropriate response at a certain time is a critical attribute. George emphasised the role of emotions in the leadership process (2000). Marques (2006) also discovered that the ability to control, interpret, and manage emotional impulses is crucial for successful relationship development and conflict resolution. Leaders that are emotionally intelligent are more likely to be successful (Zeidner, 2001). The multiple intelligences concept and EI, according to Lunenburg (2011), have garnered a lot of attention recently, notably because of leadership abilities. According to Goleman et al. (2002), excellent CEOs who take their organisation forward display high emotional intelligence. EI assists managers in successfully and resourcefully directing their people, which improves their competitive edge. Higher emotional intelligence, according to Singh (2009), improves problem solving in every setting, as well as promotes and stimulates personnel. Highly emotional intelligent people stand out as exceptional leaders because of their tendency for a more transformative leadership style (Zafra et al., 2008). In problem-solving and establishing the leader entrepreneur, board of directors/executive committee, EI trumps cognitive ability (Chopra & Kanji, 2010). Emotionally intelligent leaders are always successful because they are conscious of their feelings, can distinguish between them, and deal effectively with other people's moods (Badea and Pana, 2010). Emotional intelligence is defined as emotional awareness, self-esteem, impressionability, improvement, innovation, risktaking, service direction, communication, connection development. According to Ruderman et al. (2001), highly emotionally intelligent leaders are successful leaders because they possess the fundamental EI talents and command of the competences relevant to leadership performance, which leads to improved results. According to Dijk and Freedman (2007), excellence managers display leadership qualities since leadership attributes are expressed in measures of emotional intelligence. Many studies have found that a leader's emotional intelligence has a substantial impact on staff and corporate performance. George, 2000; Ruderman et al., 2001; Bradberry and Greaves, 2003; Caruso and Salovey, 2004; Voole et al., 2004; Lopes et al., 2004; Killian, 2011; Brackett et al., 2011), and mutual adaptability in a manager (Kulkarni et al., 2009). Work schedule flexibility, working environment support, management aid, and worklife balance, according to Jang (2009), are underlying exogenous elements. This can only happen when leaders are emotionally intelligent. Characteristics of the work environment and wellbeing are linked in a favourable way (Sicking et al., 2010). Increased control over work methods and approaches, limited observation intensity, and a motivating team leader are all elements that are strongly associated to wellbeing (Holder, 2002). Leaders with high emotional intelligence make it easier to create better working circumstances and give employees more autonomy, which improves the overall quality of the workplace. According to Casey and Grzywacz (2008), managers that use flexible working circumstances and other ideas that improve flexibility inside the organisation assist boost employee health, performance, and motivation. The ability of highly emotional intelligent leaders to create an inspiring environment that encourages constructive empowerment schemes that increase subjective

wellbeing is crucial (Akerjordet & Severinsson, 2008). Managers who are constantly exploring the potential of emotional intelligence have a favourable effect on the performance of their employees (Kafetsios et al., 2011). According to Rego et al. (2007), emotionally savvy bosses inspire their people to be creative. Empathy is a critical component of emotional intelligence, according to Robbins and Judge (2012). Emotional intelligence is a term used to describe the ability Empathetic supervisors are more aware of their subordinates' needs, listen to them, and observe their emotions. Furthermore, according to Champy (2003), the caring part of empathy is what drives employees to persevere with the leader in difficult conditions. Beyond basic leadership skills, Schwalbe (2001) emphasised that having high-performing leaders inside a company is one of the most significant factors in human resource management, especially in the context of team-based initiatives.

DISCUSSION



(Referance - <https://www.linkedin.com/pulse/leadership-intelligence-eq-iq-pq-sq-aq-cq-g-subramanian/>)

A holistic approach to leadership requires knowledge, i.e. intelligence :

- ü **Physical (PQ)**
- ü **Intellectual (IQ)**
- ü **Emotional (EQ)**
- ü **Spiritual (SQ)**

Each are interconnected in the sense that they build on each other as one's intellectual level rises over time as a result of everyday life experiences, academic accomplishments, and professional expertise in our chosen domains. The significance of Physical Intelligence (PQ) in terms of personal health and fitness. Gardner's bodily-kinesthetic intelligence is referred to as physical intelligence. Furthermore, recent research and findings demonstrate the importance of keeping a high level of fitness in order to promote longevity and bodily functioning. Physical intelligence is the term used to describe Gardner's bodily-kinesthetic intelligence. Furthermore, recent research and discoveries highlight the need of maintaining a high level of fitness to increase longevity and biological function. emotional Intelligence (EQ) is a term that refers to the ability (EQ) Better success in nine key areas of leadership and management is linked to EQ. According to Goleman's study, EQ is a sine qua non – an absolute prerequisite – for leadership. Learn self-awareness and self-management ideas and techniques such as self-confidence, self-control, adaptability, and initiative. Developing social skills such as empathy and a service orientation toward others and the organisation. Inspirational leadership tactics, change management, conflict resolution skills, and teamwork building techniques are all examples of relationship management.

Emotional intelligence is crucial for human resource managers to deal with challenges that develop, according to the literature review. HR managers will benefit from emotional intelligence since it will provide them with the empathy and motivation they require. During online interviews, one of the

interviewers additionally emphasised the necessity of industry 4.0 for human resource managers. Now seems to be the time for Industry 4.0. This stage is also known as a transitional period. For many years, HR managers have focused on convincing employees to use technology. HR managers should use this opportunity to develop regulations that encourage staff to use technology. HR managers should take advantage of this opportunity to implement digital technologies and industry 4.0 components into their operations. They should also take advantage of this chance to establish an industry 4.0 mindset among employees and executives. Besides from that, the literature review and interviews support the notion that emotional intelligence can assist human resource managers in a number of situations. Emotional intelligence can help HR managers better prepare for a variety of circumstances and communicate more effectively.

<http://www.hrgrapevine.com/content/article/emotionalintelligenceharminghr.html>

Emotional intelligence (EQ) is defined as the ability to detect, use, and control one's own emotions in a positive way in order to alleviate stress, communicate effectively, sympathise with others, overcome barriers, and diffuse conflict. There are five main parts to emotional intelligence, according to Daniel Goleman, an America. Self-awareness. Selfregulation. Empathy and determination. Skills for socializing.

<https://www.assignmentpoint.com/business/humanresourcemanagement/emotionalintelligencetraining/emotionalintelligencetraining.html> Findings

Specifically, the following questions about HR, EI and IQ, leadership, advances in employment, employers, and employees must be answered. managing conflicts, forming teams, and other talents Each of these abilities necessitates self-knowledge, self-control, and social awareness. It will take time and work to gain the skills, but your efforts will be rewarded. It's possible that you won't be able to. While you may not be able to reverse a catastrophe right now, emotional intelligence will make dealing with the next one much easier. RM is a transparent approach to workforce management that strives to gain a competitive edge by strategically deploying a highly dedicated and capable workforce using a combination of cultural, structural, and people tactics. HRM, which incorporates all areas of human resource management in a corporation, is responsible for planning, directing, managing, and coordinating. EQ has an impact on all aspect of life, helping people to perform with confidence, resilience, motivation, and empathy. HR leaders utilise EQ to lead, manage, and collaborate with people, while managers use EQ to drive engagement, motivation, and retention. While you may not be able to reverse a catastrophe right now, emotional intelligence will make dealing with the next one much easier. RM is a transparent approach to workforce management that strives to gain a competitive edge by strategically deploying a highly dedicated and capable workforce using a combination of cultural, structural, and people tactics. HRM, which incorporates all areas of human resource management in a corporation, is responsible for planning, directing, managing, and coordinating. EQ has an impact on all aspect of life, helping people to perform with confidence, resilience, motivation, and empathy. HR leaders utilise EQ to lead, manage, and collaborate with people, while managers use EQ to drive engagement, motivation, and retention. Several jobs require more EQ than others, and each person brings their own set of traits and skills to their job and to the firm. Some employees may exhibit outstanding EQ traits, while others may only show certain components of it. HR directors can encourage employees to improve their EQ without putting pressure on them to do so. employees and lower-level managers HR leaders can inspire others by demonstrating EQ, allowing self-awareness, emotional regulation, and positive social skills to become leading forces in the workplace. Leaders in the workplace should be trained to improve their EQ. HR may set up training programmes to help leaders improve their active listening, problem-solving, conflict-resolution, self-respect, and resilience skills. Providing these abilities to teamleaders and managers allows them to turn difficult and possibly stressful situations into chances for growth. Start focusing on mental health. Employees can reconnect to themselves by carving themselves time and space apart from their unrelenting work expectations. Employees' EQ can be improved by using guided meditation to urge them to pause before acting. Employees can tune into their best selves by creating a setting conducive to health activities such as art, exercise, and music. Employees' inherent

characteristics should be nurtured. Some jobs require more EQ than others, and each person brings their own set of traits and skills to their job and to the firm. Some employees may exhibit outstanding EQ traits, while others may only show certain components of it. HR directors can encourage employees to improve their EQ without putting pressure on them to do so. Instead of forcibly enforcing it Building a workforce of good employees and managers who value their own and others' worth adds to workplace optimism. Employees may flourish and form strong interpersonal relationships thanks to EQ, which empowers them to create a more meaningful and happier work culture. Compensation and benefits This HR position requires continuous monitoring of industry pay benchmarks and adherence to industry norms, which include new and variable salary payment parameters, clear pay expectations, and faster processes. People are mostly driven to labour by a desire to make money. Nonetheless, this role is crucial for employee retention.

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