

A STUDY ON THE INFLUENCE OF EMOTIONAL INTELLIGENCE ON COMMUNICATION EFFECTIVENESS AND ANXIETY MANAGEMENT TOWARD ORGANISATIONAL CHANGE

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ABSTRACT:

Over the last few decades there has been incredible development in Emotional Intelligence research. It has been erudite that since Emotional Intelligence is not only an attribute, Emotional Intelligence is a crucial aspect to be reflected in an organizational arrangement. The correlation between emotional intelligence, communication efficacy plays a vigorous role in the progression and achievement of an organisation set up. Work anxiety will be occurred amongst individuals when they feel extreme burden about imminent and prior incidence. Individuals' with high level of anxiety, maximum of the time misconstrued or exaggerated the significance of the situation. If the state is not accomplished decorously, damaging penalties may happen. In addition, individual that display emotional intelligence toward diverse stuffs can growth their expertise in any work situation. The purpose of the present study is to enhance a different way of looking on organisational change by concentrating on individual's emotion and behaviour traits.

Key words: *anxiety, Emotional intelligence, communication effectiveness, organisational change.*

1. INTRODUCTION:

1.1 ANXEITY:

Anxiety is a common indicator of normal human reaction. It has been evidence that anxiety is an imperative psychological function that is stroked by numerous populaces regardless of age. Anxiety is a form of panic in reaction to an estimated menace of self-

assurance. Everybody know-hows anxiety in major or minor degree from time to time as an outcome of exact situations for which anxiety is a practical reaction. Individual experience anxiety as an alarm scheme that is triggered whenever they notice situation as hazardous, awkward or traumatic, in these circumstances anxiety can benefit them to succeed the events (Herrero, Sandi, & Venero, 2006).

The enactment of service occupations is intrinsic to strain and emotions, we know that stress is directly proportional to the strain. If stress increases, strain will also increase which may lead to sense of anxiety. Anxiety may also upshot from mainly lack of control (self-sufficiency), deprived societal relations and deficiency of social upkeep, work surplus.

1.2 Emotional Intelligence:

Emotional intelligence helps to control emotional whims like panic, hassle and anxiety, Emotional intelligence is an ability to monitor one's own and others feelings and emotion, to discriminate among them and to use this information to guide one's thinking and actions. (Mayer and Salovey 1007).

The perception of Emotional Intelligence (EI) has prompted a great deal of importance, but also much debate in the hypothetical literature. Its background shoot from Thorndike's (1920) model of "social intelligence" and its corollary in Gardner's (1983) division between personal and intrapersonal acumen. Still Emotional Intelligence signifies a nebulous perception, deficient of speculative agenda, effective assessment processes, and extensive tenure execution upshots (Matthews and Zeidner 2003; Matthews, Zeidner and Roberts 2002). There are two fold overriding tactics found in the literature that theorize Emotional Intelligence extents: firstly, skill of Emotional Intelligence which denotes to perceptive abilities or services and is restrained by enactment dimensions, whereas the second one, attribute of Emotional Intelligence, raises to interactive outlooks and self-perceptions regarding one's capability to diagnose, procedure and exploit emotion-laden evidence, and is restrained with self-report quantities (Goleman 1995, 1998; Bar-On 1997, 2000; Mayer, Caruso and Salovey 2000; Petrides and Furnham 2001). Many specialists have linked Emotional Intelligence with the Social and Emotional Learning programme in

practical backgrounds, which contains allocating the communal and emotional assistances which are estimated as crucial for affirmative relations and working and emerging platforms to upsurge and boost such assistances (Elias 1997; Saarni 1997, 1999; Zins et al. 2001).

There are numerous studies which patrolled the connections among certain behaviour dimensions and communal assistances with collective modification (Mendelson et al. 1994; Hoffenaar and Hoeksma 2002; Thuen and Bru 2004). However, there seems to be an overlay between interactive understandings containing processing and understanding of emotional evidence, and incorporation of this evidence with retorts and abilities (Qualter et al. 2007). Emotional intelligence encompasses the capability to carry out perceptive in respect to emotions, and the capability of emotions to enrich thinking. More precisely, EI is assumed to encompass the facility to identify and perfectly prompt the emotion, to practice emotion to enable thought, to apprehend emotions, and to accomplish emotions for emotional development (Mayer & Salovey, 1997). Numerals of interrelated conceptions exist, containing emotional competency, emotional originality, and empathic exactness (Lane, Quinlan, Schwartz, Walker, & Zeitlin, 1990; Averill & Nunley, 1992; Saarni, 2001).

Employees who are capable to accomplish their emotions commendably enhance their organisation's enactment and appearance, and encourage customer gratification and trustworthiness (Grandey et al., 2005; Härtel et al., 2008). Emotions are experienced in the service industry and it highlighted the concepts of Emotional Intelligence (EI) (Mayer and Salovey, 1997) and Emotional Labour force (Hochschild, 1983). EI denotes to capabilities that support in the appreciation of controversial material (Mayer and Salovey, 1997), while Emotional labour force alarms the parade of suitable emotions to augment one's job enactment (Hochschild, 1983).

1.3 Communication effectiveness:

Communication is a process by which information is swapped between persons through a collective system of ciphers, symbols or attitude. Communication is a dual tactic course.

- i. Listening to others messages which is known as receiving.
- ii. Uttering which means sending

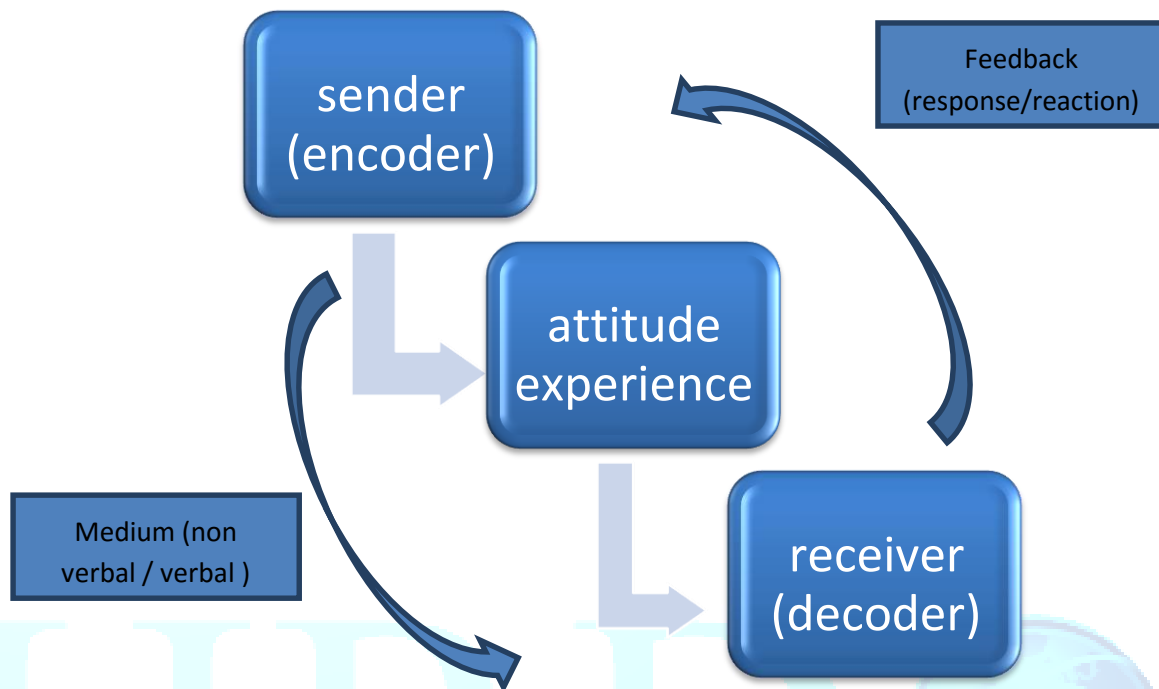


Figure 1: correlation between attitude and effective communication

According to Campbell, effective communication is considered as behaviour which is intended to enhancing the outcome of a personal meeting. As per Gudykunst (1993, 1995, 2005) communication effectiveness indicates the high notch of resemblances of indulgences between the sender and the receiver. Communication effectiveness is an indispensable portion of social interaction. The assistances of effective communication are numerous and obvious as they augment all aspects of our individual and proficient lives. Unproductive or misinterpreted communications in our own lives may give upsurge to difficulties or humiliation but in our professional subsists the effects of misinterpretations may have ample of solemn outcomes. As per Campbell communicative effectiveness is a thoughtful behaviour aimed at augmenting the result of an interpersonal meeting (Campbell, 1999).

1.4 Organisational behaviour and job satisfaction

Organization Culture has remarkable belongings on the course of the organization and to the compartments of people within it. Numerous studies show that organizational commitment has the prospective to forecast a variation of organizational aftermaths

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such as augmented job enactment, abridged revenue and removal of cognitions, lower non-appearance percentage, and improved organizational citizenship behaviour (Mathieu & Zajac, 1990: Meyer & Allen, 1997: Meyer, Stanley, Herscovitch, & Topolnytsky, 2002: Sinha & Jain, 2004). Furthermore, devoted employees who are highly inspired to pay their time and vigour to chase the organizational goals are progressively recognized as the principal asset accessible to an organization (Pfeffer, 1998). Organisational Citizenship behaviour is behaviours that exceeds explained role of anticipations to survive in the environment.

A study was conveyed by Jyotsna Bhatnagar and Sheetal Sandhu (2005) on Psychological Empowerment and Organizational Citizenship Behavior in IT Manager’s to recognize the connection among the two variables on IT sector in India and the results shows that managers who identify psychological consent in their professionalatmospheredisplay organizational citizenship behaviour. An organization can easily come to equilibrium condition when there is a balance point between organisational culture and interest of individual members. In the present day the vital part in an organization is Job satisfaction. Job satisfaction can be defined asboostingup the emotional state as anoutcome from the types and individualities of a work atmosphere(P.L. Dressel, 1982; J. Arches, 1991). Organizations yieldremarkablebelongings on their workforces and a numeral of those belongings are designated in how populace feel about their employments(P.L. Dressel, 1982).

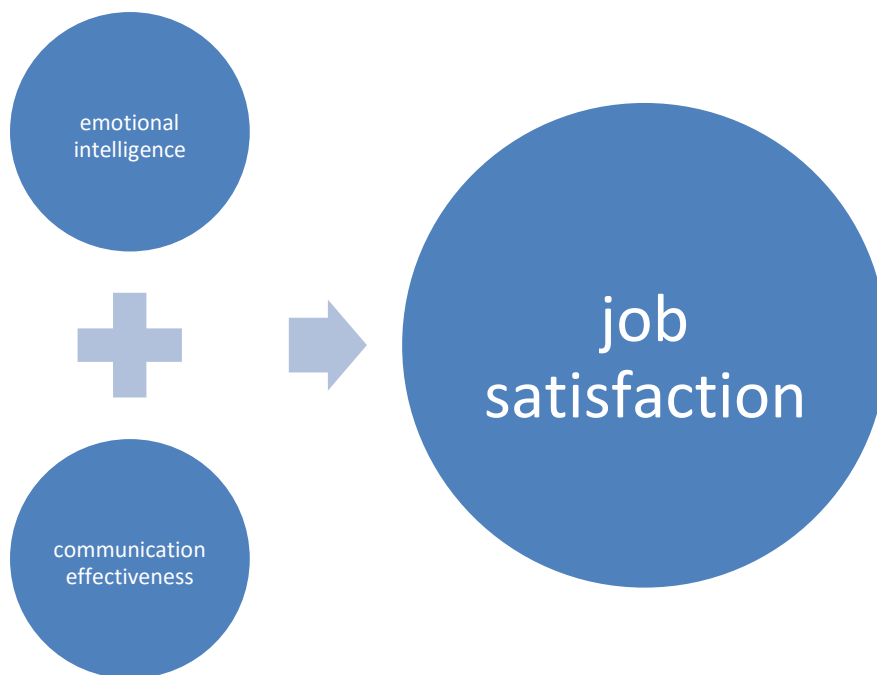


Figure: 2 communication effectiveness view of job satisfaction

2. Literature Review:

Researchers of emotional intelligence philosophy claim that emotional intelligence leads to enhanced communication effectiveness (Goleman, 1998b; Mayer et al., 2004; Weisinger, 1998). Goleman (1995) sketched on prosperity of research to debate that effective organizational frontrunners need emotional intelligence, or the aspects of impulse control, perseverance, assurance, understanding, and anendowment for teamwork. As per Goleman (2001), societal responsiveness has a direct relationship with individual and cluster. Mayer et al. believed “The high EI individual, most centrally, can better perceive emotions, use them in thought, understand their meanings, and manage emotions better than others tends to be more open and agreeable” (p.210) [2004]. He utters that effective organizational frontrunners must have a propensity for enunciating a job or anaim and knowing how to fetcheverybody on boarding to achieve organizational goals.

2.1 Emotional Intelligence:

Individuals have always been trying to estimate how to feel superior alongside with each other. The words of perception on these topics have been documented over the time. Emotional intelligence is the capability to display one’s own and others’ approaches and sentiments, to distinguish among them, and to practice that information to escort one’s perceptive and engagements (Salovey & Mayer, 1990). Emotional Intelligence will escort and provoke individual’s Management behaviours. Initial protagonists of emotional intelligence ruminate that it appeals upon a psychometric practice that intelligence must encounter three norms to be distinct as such. This indicates that EI must be intangible, in which circumstance it must redirect mental ability rather than behaviour. Now EI is considered to be an inherent characteristic that empowers and endorses well-being. EI is measured to be imperative for not only grasping and regulating emotions but also for accepting and understandings (Goleman, 1995, Bar-On, 1997, Salovey & Mayer, 1990, Petrides & Furnham, 2000, 2001, Petrides, et al, 2007).

EI assimilates significant philosophies from the arena of brainpower and emotion. Intelligence encompasses the capability to carry out nonconcrete perceptible. EI involves the capability to recognize, retort, influence, comprehend, and accomplish emotional information. Bar-On (1997) has placed forward a model based within the framework of personality theory highlighting the co-dependency of the capability features of EI with temperament characters and their solicitation to personal welfare. On the other hand Goleman (2001) place forth an assorted model of EI in terms of enactment assimilating an individual's capability and temperament and smearing their conforming properties on presentation in the work place. As per Schutte and Malouff (1998), consistent and effective measures of EI and its constituents are important labours to make hypothetical developments in the region of EI, reconnoitre the nature and improvement of EI, forecast the forthcoming functioning of individuals, recognize individuals probable to know-how difficulties because of shortfalls in emotional skills and estimate the effectiveness deliberate to upsurge EI (Jonker & Vosloo 2010).

2.2 Anxiety and Emotional Intelligence:

Emotional intelligence as a dominant innermost aspect that can growth or develop all aspects of behaviour and drifts among individuals. In realism, emotional intelligence is kind of facility to evaluating individuals movements and deportment them in various ways. These kinds of emotions have straightupshot to individuals' skills for attainingsocietal and private acts. This core factor resolute kind of living, relative and teach (Lopes et al., 2004). Emotional intelligence with all aspects has different outcome on behaviour and choices of individuals. In few cases the existence of this factor is incorporeal. Additionally, individuals confronted with a lot of clashes and aberrations that should be achieve correctly. Emotional intelligence is the main part of inner sentiment cares for identifying numerous conditions and pickingsuitable stuffs in their lifespan (Naidoo, 2000).

Emotions have positive aspect and it demonstrate the amount of assistances among individuals. Presence of anxiety among working employees presumed as one of the main stuffs in decreasing the amount of decree (Kamae, Weisani, Researchers, Club, & Branch, 2014; Karatas, Alci, & Aydin, 2013; Sajadi, Kiakojouri, & Hatami, 2012).

2.3 organisational change and emotional intelligence:

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Organisational change depends upon the individual's behaviour within it. Organizational change directs the enterprise's standpoints with concern to how it allots assets, its organizational arrangement. It deals with populace, outcomes and plunders, hitches and chances and the way it contracts with them. Organizational ethos gives populace a intelligence of now to perform, and what they must do or not to do. Organization change is merged with numerous variables such as economic background, perseverance, stockholders interest, organizational adulthood, temperaments as well as ethics and philosophy (Agulanna & Madu, 2003). Change also includes awareness, acceptance, knack, ethics, regulations, customs and other competences assimilated by man as a participant of a society. Organizational change refers to the charisma of an organization, its antiquity, its methodologies to decision making, its way of treating employees, and its way of dealing with the outside world. This change comes forward when organisational culture comes forward by using emotional intelligence. Specialists recognise two types of organizational culture such as dictatorial and participative. Dictatorial cultures feature integrated decision making with the Chief Executive Officer and a limited high-level managers. Department objectives match whole organizational goals. Employees feel appreciated as persons, not just as workers. Participative organizational beliefs are exposed to new ideas from intimate and outer the organization. The principal accountability for organizational culture fits to managing- the decision makers of the organization.

2.4 job satisfaction:

Numerous studies have exposed that emotional intelligence affects the team work and interactive relations at work (Barsade, 2002; McGregor, 1960; Perez et al., 2004; Rafaeli & Sutton, 1987; Wolf, Pescosolido & Druskat, 2002). It also effects on the job satisfaction. Understanding one's feeling as well others empower to work supportively (Levasseur, 1991) endorse the connection between individuals at work. It leads to Job satisfaction of individuals.

3. Methodology of Study:

The main objective of the study is to know the factors affecting job satisfaction and communication effectiveness through emotional intelligence. The study is mainly based on secondary data in form of various research papers, journals, websites and eBooks. The researcher have placed own observations regarding the same.

4. Conclusion and future directions:

Organizational culture through communication effectiveness can be purposely reformed or moulded by self-motivated and by using emotional intelligence in workforce. A leader with high in emotional intelligence will be accomplished to manage the modification procedure proactively. This is essential because culture is a combination of individual retorts and a replication of individual opinions that have progressed energetically. In an organization individual's have their own ethics and principles about what they do and how they feel about the organization. These ethics and principles affect the way in which they treat other populace in and outside the organization.

This study provides a framework that incorporates current research in factors influencing in job satisfaction. This framework is refined from a more general model of the relationship between communication effectiveness and attitude management toward organisational change. Academic researcher will find the framework helpful because it recognizes strength of the present body of literature and the areas that need further consideration.

This article endeavours to manage two different approaches in the study of ethnicity as it involves job satisfaction. Through the incorporation of previous work on emotional intelligence and communication effectiveness, this framework provides a global view of factors effecting on organisational change. Emotional intelligence researcher must now reconnoitre the areas within the framework for which there is a need of scrupulous study.

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