

# ***EMOTIONAL INTELLIGENCE AND ITS RELATIONSHIP IN WORKPLACE AND SPORTS.***

**Nishant Menon and  
Udhayakumar C S**

**Amrita School of Business,  
Coimbatore**

**Amrita Vishwa Vidyapeetham**

**Amrita University**

**India**

**cs\_udhay@cb.amrita.edu**

## **ABSTRACT**

**Purpose:** This document claims that emotional intelligence is positively related performance in an organization and in the field of sports for a prolonged career and also career after it. It analyses the importance of emotional intelligence and the ability to manage our emotions in order to be more successful in workplace and personal life.

**Approach:** This document represents a theoretical review of emotional intelligence, stating its importance in everyday life, what exactly is it, how it helps us improve and also to have a successful career in a corporate organization and in the field of sports.

**Findings:** Emotional Intelligence has a positive impact in our work life and relationships. Different situations need specific approaches to tackle them to come out in a favorable way for an individual, only people with high emotional intelligence are able to cope with it in effective ways. Emotional intelligence also influence on the physical and mental health. Athletes with higher traits of emotional intelligence have tend to shown a positive movement in their career which makes it not only a successful one but

also prolongs the players career span as compared to the other athletes.

**Key-words:** emotional intelligence, workplace, management, sports, emotions, measuring emotional intelligence, benefits of emotional intelligence.

**Paper type:** Literature review

## **INTRODUCTION**

Emotional intelligence refers to how well we handle ourselves in our daily life; which includes four domains self awareness- knowing what we are feeling and why we are feeling it for eg. Decisions we make, intuitions we have also it is a moral compass. Second part is self management which means handling our distressing emotions in effective ways so that they don't cripple you or be a problem in your daily life yet tune them so that you learn about yourself which is a must because every emotion has a function, also marshalling positive emotions, getting ourselves involved, enthused aligned our actions with our passion, the third is empathy knowing what others are feeling and the fourth is putting all this into a skilled relationship. For this theoretical review, which mainly studied EI and its benefits on people and in particular in the workplace and in the field of sports, it has divided in four main points. First is the theoretical framework of EI. Second part consists of emotional intelligence and its relation in a workplace. Third emotional intelligence and its importance in the field of sports and final the fourth part consisting of a general conclusion of the role of emotional intelligence in the life of people.

The methodology followed to do this theoretical review was, firstly search for the principal authors of EI and understand how and why this term came into existence. Following which how it has developed in the past decade and its uses in the real life. Then, I looked for other articles and researches about the relationship between emotional intelligence and workplace management, focusing this theoretical review on the relationship between EI and workplace performance and also in the field of sports both during playing career and after it.

## **Literature review**

I have followed a systematic review targeting all empirical studies of EI in relation with management and work place performance also extensive search has been done in the field of sports. The following inclusion criteria were used to identify relevant articles: The study was empirical in nature, had assessed EI in a management role, leadership and sports context. The search included different combinations of the following keywords: “emotional intelligence,” “emotional competences,” “sport,” “management,” and “importance and benefits.” The studies were particularly targeting in reference with sports management in the second half of the study. This helped me to come with the various aspects that are mentioned below in the research study. Daniel Goleman’s book Emotional Intelligence (1995) is the base of study for this research topic, also book titled The Emotionally Intelligent Workplace by Daniel Goleman and Cary Cherniss has been an important part of this study. Other books include 105 Tips for Creating an Emotionally Intelligent Organization: More Success by Focusing on Work Attitude and Motivation in which each of the authors work as trainer, consultants or coach. A total of 40 papers were studied and conclusions have been based upon my understanding of the topic in relation with management in an organization and in the field of sports majorly Football (Soccer). This is a theoretical review of the studies that have been done.

## THEORETICAL FRAMEWORK

Emotional intelligence (EI) is defined by Goleman as: “Understanding one’s own feelings, empathy for the feelings of others and the regulation of emotion in a way that enhances living.” Emotional intelligence is important in a person to facilitate his relationships, handling difficult situations, understanding and managing both others and one self’s emotions and also to be successful in his or her life. Emotional intelligence is the ability to understand our emotions and accepting them to channel them in a way that is beneficial both to our self and the organization. Goleman (1995) has studied and analyzed the emotional intelligence and affirms that the development of emotional intelligence includes five levels. In addition, the author states that the development of emotional intelligence has to go through the five levels gradually. According to Daniel Goleman, this five main elements of Emotional intelligence are:

- **Self-awareness:** Individuals that are emotionally intelligent maintains an awareness of the way they behave and they are aware of the labels that are placed upon them. The self-awareness leads

individuals to be able to operate within the norms established for each particular role (Averill, 1980). Scheff (1983) describe emotions as being culturally specific, where people have to interpret and appraise the cultural expectations of certain emotional displays, and act accordingly. Individuals who are self-aware comprehend the role they must represent, a role that is assigned by the community in which they interact. The self-awareness allows individuals to put priority to the different problems so that less important problems are separated and set aside while the most urgent problems are addressed (Abraham, 1999; George, 2000). This can be especially useful when working in teams. People who have a high level of self-awareness are easy to work together and solve problems more easily. The most important problems are easier to perceive and solve. Minor conflicts are easily swept aside by emotionally intelligent individuals in order to take precedence of the project issues.

- **Self-regulation.** It is the ability to control your own emotions in healthy ways. This capacity helps to the person to be able to take initiative and also to adapt to changing situations. People who lack this ability has to constantly struggle with the unpleasant tensions but, people who have this capacity recover much more quickly from setbacks and disappointments of life (Goleman, 1996, p80).

- **Motivation.** Emotional tendencies that guide or facilitate reaching goals. It is the ability to perform actions by oneself without the need to be driven by other factors to keep the creative mind and find solutions. According to Goleman (1996), people who have this skill tend to be more productive and effective in all companies. It is the ability to self-induce emotions and positive moods, as confidence, enthusiasm and optimism.

- **Empathy.** The capacity to understand the emotional reactions of other people. This is only possible when one has achieved self-awareness. This is because people cannot understand others until they understand themselves. It all comes down the ability to be aware of others people’s feelings, needs and concern.

- **Social skills.** It is important to develop and maintain good relationships, communicate clearly and effectively, be able to inspire and influence others, capacity to work well in a team, and manage conflict. According to Goleman’s model this ability is about Adeptness at inducing desirable responses in others". Social skills consists of four different skills: leadership, the ability to establish relationships and maintain friendships, the ability to resolve conflicts and the ability for social analysis. Therefore, this interpersonal intelligence is the ability to understand others (Goleman, 1996, p72).

These five elements are generally the bases of knowing whether a person has high EI and then compare them with the one with lower scores to understand what difference does EI bring about in a person, his surrounding, workplace and hence the organization.

### **EMOTIONAL INTELLIGENCE AT WORK**

In these times of advanced and modern technology in the global market, the companies are subject to a lot of constant changes due to both internal and external factors. Globalization has led to a diversified workforce in the organization which is why it has become more important to have emotionally intelligent people working as the managers for the smooth functioning of the organization. Employees with higher EI show more leadership qualities and also have a good rapport among their colleagues. These people were looked upon by the top level management for future leadership roles in the organization. Organizations nowadays try to build an environment where such people can put their talent and qualities in an effective and efficient way. This saves the organizations cost of recruitment and training new talents from outside the organization. It also benefits the other way as the employees won't want to leave an organization which helps build them a successful career and a bright future as the leaders of tomorrow. The EI competencies and skills that can be acquired in the workplace are as tangible benefits such as higher performance changes and increases in merit pay and rank. In the workplace, employees high on EI would be more aware of their own emotions and from others, which in turn, could lead companies to better profits and less unnecessary expenses and also they perform substantially better than employees low in EI.

Considering that nowadays in companies, there may be many stressful situations, emotionally intelligent employees, in these cases, have better resources to cope with stressing situations and demanding tasks. This enables them to outperform in those situations, which is a benefit for the company (Lopes, 2006). Many studies show that the quality of the relationship between employees and the leader or supervisor could interfere with the results of the subjective rating of the evaluation of job performance. Employees, who are emotionally intelligent, devote more of their time working on managing its relationship with supervisors. Therefore, the probability of obtaining better results in performance assessment is higher for employees with high EI for employees with low EI is also responsible for motivation in business as employee motivation, customer service and administrative work etc. We

can conclude by saying that EI is related with the successful running of the organization as well as the individuals' development.

### **EMOTIONAL INTELLIGENCE AND SPORTS MANAGEMENT**

Along with the five elements that have been mentioned in the above framework which was used in a business organizational set up there are a few other traits which come into play for an athlete and a sports coach.

As a coach you need to have attributes like man management, technical and tactical awareness also judging a player's ability and his potential.

Man management is very important for a coach as he has to handle a group of individuals who are all in themselves different personalities. He has to make sure there are no clashes between these people and they form a cohesiveness to work together as a team. Only a coach with great man management skills can give a unique identity to a team in which there are such different players. Coaches with higher EI have a higher rate to be better at these qualities. Also coaches with high EI tend to have better judgment of a player's ability and his potential to grow as a player if nurtured correctly.

As a player or athlete a few other qualities that show up apart from the five elements are

1. Decision Making
2. Teamwork
3. Composure
4. Leadership
5. Determination

Players with high EI have shown better decision making during matches played, also they tend to work as a team towards the team's benefit.

These players and athletes tend to have more composure in a stressful or hard to get away situation in the sports that they play.

Leadership comes naturally on the pitch as they lead from the front and also they are the ones to whom the team looks up to get out of a tricky situation as their determination forces the whole team to up their game and come out winning out of the match.

### **CONCLUSION**

Extensive study has been done in the past two decades over this topic and a lot of tests are available to get EQ scores.

All the research shows that people with higher EI have done better at their field of work than the others. Here in this paper it shows how EI impacts the growth and profitability of an organization. Also how EI has impacted in the field of sports.

## REFERENCES

Emotional intelligence: the Madison Avenue approach to science and professional practice. Symposium presented at the annual meeting of the Society for Industrial Organizational Psychology, April, 2001, San Diego, California

Barling, J., Moutinho, S. and Kelloway, E.K. (2000), Transformational Leadership and Group Performance: The Mediating Role of Affective Commitment. Manuscript revised for publication, School of Business, Queen's University, Kingston, Ontario.

Barling, J., Weber, T. and Kelloway, E.K. (1996), "Effects of transformational leadership training on attitudinal and fiscal outcomes: a field experiment", *Journal of Applied Psychology*, Vol. 81, pp. 827-32.

Butler, C. and Chinowsky, P. (2006). "Emotional Intelligence and Leadership Behavior in Construction Executives." *J. Manage. Eng.*, 22(3) 119-125.  
Beasley, K. (1987, May).

The emotional quotient. *Mensa, the British Mensa Magazine*. Bradberry, T., & Greaves, J. (2009).

Emotional intelligence 2.0. San Francisco, CA: Publishers Group West  
Bradberry, T., & Su, L.D. (2006). Ability-versus skill-based assessment of emotional intelligence. *Psicothema*, pp. 59–66

Burns, J. M. (1998). *Leadership*. New York: Harper and Row.

R. Riggio y S. Murphy (2013). *Multiple intelligencies and leadership*. Mahwah, NJ: Erlbaum.

Copper R.K. (1997). Applying emotional intelligence in the workplace. *Training & Development* Vol. 51, pp.31-38

Furnham, A. & Stringfield, P. (1998). Congruence in job-performance ratings: a study of 360-degree feedback examining self, manager, peer and consultant ratings.

Allen MS, Greenlees I, Jones MV. Personality in sport: a comprehensive review. *Int Rev Sport Exerc Psychol* 2013; 6: 184–208.

Allen MS, Laborde S. The role of personality in sport and physical activity. *Curr Dir Psychol Sci* 2014; 23: 460–465.

Barlow A, Banks AP. Using emotional intelligence in coaching high-performance athletes: a randomised controlled trial. *Coaching* 2014; 1–8: 132–139.

Lerner N, Salovey P. Relating emotional abilities to social functioning: a comparison of self-report and performance measures of emotional intelligence. *J Pers Soc Psychol* 2006 ; 91: 780–795.

Yangüez M, Barker JB. Just a game? Changes in English and Spanish soccer fans' emotions in the 2010 World Cup. *Psychol Sport Exerc* 2012; 13:162–169.

Lazarus RS. How emotions influence performance in competitive sports. *The Sport Psychologist* 2000; 14: 229–252.

McCarthy PJ. Positive emotion in sport performance: current status and future directions. *Int Rev Sport Exerc Psychol* 2011; 4: 50–69.