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## ROLE OF EMOTIONAL INTELLIGENCE IN FACILITATING INTERPERSONAL COMMUNICATION AND STRENGTHENING RELATIONSHIP

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**Running head:** ARTICLE ON EMOTIONAL INTELLIGENCE

**Sanjay Sunny**, Research Scholar, Loyola college, Chennai

**Dr.M.Salathiyan**, Assistant Professor, Loyola college, Chennai

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### **Abstract**

Higher emotional intelligence is necessary for both managers and employees in an organisation because it helps all the individuals in an organisation to control individual emotions in operation management activities. This emotional intelligence is necessary because it brings flexibility and reduces the chances of workplace stress. As a result, the individuals can understand the situations of other individuals in the workplace quite effectively. This is necessary to maintain a friendly and peaceful workplace environment. Strong emotional intelligence not only facilitates good communication approach, but also helps organisations to maintain strong relationship between the management professionals and employees of an organisation.

**Keywords:** Emotional Intelligence; Communication; Relationship; Employee; Manager.

### **Chapter 1: Introduction**

Emotional intelligence is the ability of an individual to understand, utilise, and manage his or her emotions in optimistic ways to reduce stress, communicate effectively, empathise with others, overcome the challenges, and defuse the conflicts. Strong emotional intelligence helps an employee to improve his or her performance at the workplace. The performance level improves because of improvement in stress management activities and communication processes. Strong emotional intelligence also allows the managers and

leaders at the workplace to improve their flexibility and higher flexibility helps those leaders and managers to manage employees successfully in different challenging situations. Therefore, positive emotional intelligence helps both management professionals and employees in an organisation. Effective control over emotions and strong emotional intelligence can help the employees as well as managers in an organisation to communicate freely and interact effectively with others. It assists in developing a strong relationship between the management and employees of an organisation. Positive emotional intelligence depends on some important aspects, such as self-awareness, self-motivation, self-control, social skills, and empathy. The contemporary organisations consider all of these aspects in the training and development activities to enhance positive emotional intelligence of the employees

### **1.1: Research Aim and Objectives**

Major aim of this research article is to understand the role of emotional intelligence in the improvement of HRM practices of an organisation. The impact of strong emotional intelligence on interpersonal communication and organisational relationship will be analysed in this research article.

#### **1.1.1: Research Objectives**

This research article will achieve the following research objectives. The objectives of this research article are:

- To determine the role of emotional intelligence in enhancing interpersonal communication in organisations.
- To realise the importance of emotional intelligence in ensuring strong organisational communication.
- To analyse the steps taken by the contemporary organisations to enhance positive emotional intelligence at the workplace.

### **Chapter 2: Literature Review**

Controlling emotions and maintaining strong emotional intelligence has become necessary for the organisations in the contemporary era. Higher degree of emotional intelligence helps an individual to perceive and realise the feelings and emotions of others in a workplace. Improvement in emotional intelligence can allow an individual to communicate with others more effectively. The managers or organisational leaders can become highly successful if they manage their staffs through their effective managerial activities and leadership skills. Consideration of strong emotional intelligence in managerial activities and leadership skills can help the managers or leaders of an organisation to understand the emotions of employees (Cui, 2021). Overall, it significantly helps in employee management activities. The needs of employees are effectively perceived by the managers through strong emotional intelligence. Hence, it can be mentioned that emotional intelligence allows the

managers or leaders of an organisation to maintain a transparent communication. As a result, transparent communication and positive interaction can help the management to strengthen the relationship with the employees. On the other hand, strong emotional intelligence also helps the employees because it increases their level of flexibility. Employees with higher level of emotional intelligence become flexible in different challenging workplace situations. It helps the employees to reduce their workplace stress and allows them to achieve their objectives despite several challenges (Susanto & Rachmadtullah, 2019). Ultimately, strong emotional intelligence helps both employees and managers to maintain an effective communication network and strong relationship.

### **2.1: Emotional Intelligence Improves Communication**

Emotional intelligence helps in improving organisational communication activities due to several important aspects. First of all, strong emotional intelligence helps the individuals in improving self-control. Strong emotional intelligence actually allows the individuals to stay calm and flexible in different challenging situations. Employees or managers or organisational leaders with strong emotional intelligence do not get hyper or angry in different challenging situations (Nguyen et al., 2019). High emotional intelligence allows individuals to interact with other effectively and listen to others' views. As a result, it ensures transparency in communication activities between the managers or leaders and employees. Therefore, it can be acknowledged that emotional intelligence helps in improving self-control and improved self-control allows the individuals to stay calm in the communication process with others during any serious situation.

Secondly, strong emotional intelligence also helps the individuals of an organisation to improve the level of diplomacy. Most importantly, managers or leaders of an organisation with high emotional intelligence can perceive the feelings and emotions of others quite effectively. This allows the individuals to read the situations of the organisations quite effectively. Therefore, the individuals can react to the challenging situations quite effectively. It helps the individuals to restrain them from reacting impulsively (Cavaletti et al., 2021). This is an example of higher level of diplomacy in which the individuals can respond in calm, measured, and reflective manner. Improved diplomacy itself is an example of effective communication approach. Therefore, it can be acknowledged that improved diplomacy due to strong emotional intelligence can help the individuals to improve communication activities.

Thirdly, positive emotional intelligence allows the individuals of an organisation to make more assertive. Assertiveness helps the individuals to become more confident in the communication process. As a result, other individuals involved in the communication process get more clear messages from the individuals with higher level of emotional intelligence. Assertiveness helps the individuals to communicate freely and effectively. Most importantly, improved assertiveness helps in improving self-motivation level (Salim & Portmann 2022). Overall, it can be acknowledged that high emotional intelligence improves the level of assertiveness, which facilitates effective communication activities.

Fourthly, strong emotional intelligence helps the individuals to develop empathy and this allows the individuals of the organisations to facilitate effective communication approach. People with higher level of emotional intelligence become active listeners and it allows the individuals to get engaged in important projects. As a result, the possibilities of any kind of conflicts in communication activities can be overcome (Alsayed, 2022). Individuals with developed level of emotional intelligence are able to develop improved level of intrinsic motivation within them. It ensures positive flow of information within the workplace. Therefore, it results in positive and transparent communication approach.

Fifthly, it is also important to acknowledge that positive emotional intelligence helps the organisations to improve social skills. It is already discussed in the above paragraphs that individuals with strong emotional intelligence are able to perceive the feelings and emotions of other individuals. Therefore, such individuals can read the situations very well. As a result, the ability to read the situation allows those individuals with high emotional intelligence to respond to the situation accordingly. Hence, interaction with others according to the demands of the situation can be considered as a significant example of effective social skills (Brown, 2019). These social skills help those individuals to improve the overall communication activities more effectively because strong emotional intelligence allows those individuals to develop true emotional intelligence.

## **2.2: Emotional Intelligence Strengthens Relationship**

It is already identified that emotional intelligence allows both managers and employees to understand the needs, emotions, and feelings of each other in a workplace. As a result, the individuals can communicate with each other quite effectively and effective organisational communication is the foundation of strong organisational relationship. Individuals with strong emotional intelligence significantly communicate with others and it allows them to strengthen the relationship with others (Ene, 2019). Therefore, a feel-good and friendly workplace environment is developed in an organisation.

Emotional intelligence is considered as a crucial component for maintaining strong relationship between employees and managers in an organisation. Lack of emotional intelligence can result insecurity in the workplace environment. Due to lack of emotional intelligence, individuals in a workplace cannot get involved in collective approaches or collaborative activities. This limitation can ultimately result in trust deficit in a workplace environment and trust deficit may result in poor communication activities (Hogg et al., 2018). Therefore, it can be acknowledged that poor emotional intelligence of individuals in an organisation can result in weak organisational relationship between the employees and management professionals.

## **Chapter 3: Research Methodology and Data Collection**

Research methodology is considered as an imperative fundamental part of any research work. Selection and application of an appropriate research method can assist the

researchers to carry out the research work in an effective way and meet the developed objectives appropriately. There are two kinds of research methods, such as qualitative method and quantitative method. In qualitative process, researchers consider the views, feelings, perceptions, and thoughts of other researchers or authors or experts on a specific subject matter to carry out a research. After considering the views of others, the researchers apply individual knowledge to complete the research work. In quantitative research method, researchers consider numerical figures and numbers as data to complete a study. In this quantitative methodology, scientific methods, statistical formulas, and mathematical techniques are used.

### **3.1: Justified Method**

In this research work, the researcher has decided to use qualitative methodology. The objective of this research is to determine the role of emotional intelligence in facilitating communication activities and strengthening relationship in an organisation. Hence, the study is all about realising human behaviour. Therefore, the views of experts or authors or other researchers on this specific subject matter can help in carrying out the study and meet the developed objectives. It is not relevant to use quantitative techniques to determine the role of emotional intelligence of individuals in organisations. Therefore, it is highly justified to consider qualitative methodology to complete this research work.

### **3.2: Data Collection**

Similar to research methodology, data collection is also considered as an important part of any research work. There are two kinds of data collection activities. These are primary data collection technique and secondary data collection technique. In primary data collection technique, researchers consider live, fresh, and raw data through surveys and interviews. In secondary data collection technique, researchers gather data from existing data sources like journal articles, websites, and academic text books. Primary data collection technique can allow researchers to gather high quality, up-to-date, and authentic data. However, the primary data collection process is time taking and costly approach. On the other hand, researchers can gather huge amount of high quality data from existing data sources in secondary data collection process in limited time, limited cost, and minimised effort compared to the primary data collection process. Looking into these benefits, it will be justified to consider secondary data collection process. In this secondary data collection process, academic text books and authentic scholarly journal articles are considered to collect the valuable secondary data.

## **Chapter 4: Data Analysis and Findings**

It is already identified from the above section that the researcher will consider secondary data collection process. Some real-life examples are considered in this analysis part to gather and analyse secondary data.

#### **4.1: Analysis**

Analysis of real-life case studies will help here to determine how the contemporary organisations are using emotional intelligence to facilitate effective communication approach and strengthen relationship in organisation.

##### **4.1.1: Case Study Analysis of Tesco Plc**

Tesco Plc is one of the leading organisations within the UK retail industry and the company has applied different competitive strategies in the business operation activities to become successful in market. The company believes that employees are the major growth drivers. Therefore, the management professionals of Tesco Plc are considering the employee centric strategies to boost the motivation and performance level of employees (Browne, 2019). The main fact is that the management professionals of Tesco Plc organise training session for both employees and managers to ensure strong emotional intelligence.

The employees as well as the managers of Tesco Plc believe that they are flexible in handling different kinds of challenging situations and effective training sessions on this emotional intelligence aspects have allowed the managers as well as employees of Tesco Plc to become flexible. This positive emotional intelligence has helped the management professionals of Tesco Plc to enhance happiness at work because such practices have helped the company to promote a friendly workplace atmosphere. In addition, positive emotional intelligence also has helped the leaders or managers of Tesco Plc to improve the level of authenticity of their leadership and managerial activities (Ramos et al., 2021). Overall, majority of the employees and managers of Tesco Plc have higher degree of resilience because the training on emotional intelligence has allowed these individuals to manage the workplace stress in effective ways. The company also has enhanced conflict free communication approach and healthy organisational relationship due to this practice of developing strong emotional intelligence.

##### **4.1.2: Case Study Analysis of Apple Inc**

Apple Inc is considered as one of leading technology companies in the world. The company is popular across the globe for manufacturing and distributing unique, attractive, and technologically advanced technology devices and gadgets. The management of Apple Inc also believes that the employees are the real assets of the company and the growth of the business has become possible due to the creativity, innovation, and efforts of the employees. Apple Inc has become the most emotionally intelligent brand in the year 2018 due to high emotional intelligence of both employees as well as managers (Suwandana, 2019). Innovation and creativity are two major priorities for the management of Apple Inc. The company always wants to be best in the market by offering great quality and unique products as well as services to the target customers. So as to uphold this, the administration of Apple Inc has always focused on the recruitment and section of self-motivated and skilled employees.



These employees already have higher degree of emotional intelligence. In addition, it is also identified that the visionary and democratic leadership styles of the managers and organisational leaders enhances higher level of flexibility in the employees. Therefore, the employees do not hesitate to perform in challenging situations. In addition, several motivational elements as well as positive training sessions for employees regarding emotional intelligence have resulted in higher level of emotional intelligence (Helmold, 2021). Due to this higher level of emotional intelligence, the communication activities between the employees and managers are highly transparent. In addition, it is also identified that the management professionals of Apple Inc have become successful in maintaining healthy relationship with the employees due to strong emotional intelligence in the workplace.

#### **4.2: Findings**

In this contemporary business environment, the degree of market rivalry has increased rapidly. Different organisations are adopting diverse kinds of competitive strategies in the business operation actions to gain competitive advantages. Similarly, consideration of sustainable human resource management activities has become an important option for the contemporary organisations to gain competitive advantages. The sustainability of overall human resource management practices can be maintained by enhancing a friendly and conflict-free workplace environment (Mishra, 2022). Most importantly, consideration of strong emotional intelligence helps an organisation to maintain a friendly workplace environment as it facilitates communication activities and strengthen organisational relationship.

The case example of Tesco Plc has significantly analysed that the management invests capital in training and development sessions to boost the level of emotional intelligence of the employees. The managers and experts of different departments of Tesco Plc try to calm the challenging workplace situations by active listening and employee engagement activities. These specific activities allow the managers to calm the situation without any conflict and employees can share their views with the managers quite effectively (GURIEVA et al., 2018). In addition, calmness, active listening skills, and employee engagement activities considered by the managers of Tesco Plc allow the employees to share every unsatisfied aspect with top-level management. As a result, it helps the management of Tesco Plc to maintain transparency in the overall communication network. On the other hand, these consequences of strong emotional intelligence of the managers result in healthy relationship between the managers and employees. Tesco Plc is a successful company because of maintaining strong emotional intelligence in the workplace.

The case analysis of Apple Inc also has made it clear that the management of the company purposely recruits self-motivated and self-controlled employees to perform effectively with innovations in different challenging situations. In addition, effective visionary managerial approach and democratic leadership styles of the organisational leaders of Tesco Plc always have helped the employees to share their views and innovative ideas

with the top-management professionals (Helmold, 2021). Higher liberty for employees at the workplace has ensured effective communication approach. This positive emotional intelligence has enhanced strong relationship between the employees and management professionals of the organisation.

### **Chapter 5: Conclusion**

Higher degree of emotional intelligence assists an individual to perceive and comprehend the feelings and emotions of other associated individuals in a workplace. Improvement in emotional intelligence allows an individual to interact and communicate with others in more effective way. Emotional intelligence is the competence of an individual to understand, utilise, and control his or her emotions in positive ways. It helps in reducing stress, communicating effectively, empathise with others, overcoming the challenges, and defusing the conflicts. The organisational leaders or managers can become highly successful if they manage the emotions of the staffs through effective managerial approaches and leadership skills. Strong emotional intelligence in managerial approaches and leadership style can help the managers or organisational leaders to realise the emotions of employees in the workplace. Overall, it assists the management professionals in employee management activities.

From the analysis of case examples of Tesco Plc and Apple Inc, it has been identified that strong emotional intelligence helps an organisation to maintain a friendly and conflict-free workplace environment as it enables effective communication activities. The case example of Tesco Plc has significantly analysed that the organisational management invests capital in training and development sessions to improve the level of emotional intelligence of the employees. Active listening skills, employee engagement, and calmness are considered by the managers of Tesco Plc, which allows the employees to share every unsatisfied aspect with top-level management. As a result, it helps Tesco Plc to maintain transparency in the overall communication activities in workplace. The case analysis of Apple Inc also has made it clear that the management intentionally recruits self-motivated and self-controlled staffs to boost the performance level. It promotes innovations in different challenging situations. Higher liberty for staffs at the workplace has ensured effective communication process and strong relationship with the employees at Apple Inc.

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