

Emotional Intelligence in Romanian Business

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Abstract: Intelligence is one quality that all mental activity, the expression of superior organization of all psychological processes, including emotional - motivational. As the forming and developing the mechanisms and operations of all other mental functions we encounter a flexible and versatile intelligence. Unlike IQ, emotional intelligence (EI) has proven to be a more reliable predictor of success in personal and professional life. IQ and IE is not opposing powers, but rather separated, but first they can not operate at maximum potential without the second. We tried to identify what emotional intelligence is considered perhaps the most important core competence to determine the success of an organization. Analytical intelligence or IQ compared with that change very little after adolescence, emotional intelligence seems to be largely learned and continue to develop as we go through life and learn from experience. In the quality of being a good user enters emotional intelligence and understanding that it is not and should not be viewed as a replacement or substitute for skills, knowledge or skill gained over time. Emotional intelligence is an innovative and unconventional idea in the business world. Promoters of this concept emphasize its importance in all activities that take an individual as a primary factor of success in personal or professional life. Increasing attention is given to this concept, internationally and, more recently in Romania, should raise an exclamation point on what was hitherto considered to be "intelligent" support development programs of intelligence instruments representing real emotional awareness rising and its impact on everyday life and in business success.

Keywords: emotional intelligence; organization; leader; manager

1. Emotional Intelligence at Work

Why is Emotional Intelligence so Important at Work?

For years, trainers, professionals in human resources, teachers, recruiting teams, managers and other people have found out what is that differentiates the normal workers from those who are rendering themselves evident in the crowd. It is not about technical skills – these are relatively easy to learn, and is easy to determine if a person has this kind of skills or not. It is not necessarily the intelligence either. It is about something else, something you know that exists only when you see it but that is difficult to define clearly. It is about personal abilities (Carusso, 1999).

After many years of discussions regarding personal abilities, the people working in training, management and employment fields have finally let themselves convinced. The discovery of the essence of what makes people evident at work brought this discussion in front. Starting from now on, we can replace the subjective term “personal abilities” with a more objective and exact one – “emotional intelligence”.

Those who never appreciated the ability of “reading” or understanding the people, or understand their feelings because they were too “soft” and couldn’t be measured, will have a very accurate measuring

instrument. And this is because the emotional intelligence is an intelligence form or a set of skills.

IE Enter the Market of Training and Recruitment

In the Romanian market are already several companies that are using the concept of IE or in their work or giving presentations or training. Those who drive them have in common revelation made by finding the concept and usefulness IE passion for this area and wish to share with others what they learned.

Not incidentally, are among those companies and Korn / Ferry International, the American firm recruitment and management consulting and leadership in over 40 countries, the market leader for leadership development. Effectiveness of training on IE is best evidenced in the case of companies that have direct relationships with customers and especially for financial professionals who are often in a position to help customers to achieve their personal and professional goals.

What is the Role of Feelings at Work?

Let's consider, for example, feelings like fear, anxiety or concerns. Assume a car factory whose management decided to increase the productivity. The workers will have to work faster than before and, yet, to maintain the same product quality. If the speed imposed is still at a reasonable level, people can mobilize and they will become aware of the fact that they have to be more attentive and to work harder. But if the rhythm increases to a level where the workers feel they cannot resist, they will start to worry. They will worry about not making mistakes and not harming themselves. They can also ignore those feelings and continue to work. If they ignore their feelings, all could be normal or, on the contrary, many errors may occur and people might lose their jobs.

Worries, fear and anxiety are feelings that may mean that something is not going well. Worries can give an alarm about future dangers. When concerns regarding the increase of production rhythm occur, they may be used in a constructive way. For example, they can increase the sleeping time so that they are more refreshed at work. Or the breaks between the different sets of operations can be shortened. Or, the management can be told that the more products produced the more defects.

All feelings are extremely important at work, not only fear or concerns. Satisfaction, for example, is a sign that the works are going well. A feeling of pleasure at work may signify a thing well done. It is important to know that feelings comprise critical information that we have to take into consideration if we want to be efficient.

Where does Emotional Intelligence Intervene in Work's Success?

Emotional intelligence cannot predict for itself the work success, a satisfying career or an efficient leadership. It is only one of the components which are important.

The quality of being a good user of emotional intelligence also comprises the understanding of the fact that it is not and it shouldn't be thought of as a replacement or a substitute of abilities, knowledge or skills obtained in time. The emotional intelligence increases the chances of success but it does not guarantee the success in the absence of the necessary knowledge.

The emotional intelligence is always helping the individual. It is a good thing for it to exist. But also the other abilities and competences are important.

Use Emotional Intelligence at Work (Goleman, 2001, p. 88)

Some ways in which emotional intelligence may help in the day by day activity are presented below.

Identification of Emotions

- one should be aware of the own feelings and emotions so that not to be “blind” by feelings;
- one should be aware of the feelings of the others as this is a key point when working with people.

Use the Emotions

- creativity may come from the ability of generating a certain state or a proper feeling;
- to feel “for” the others, to be able to be emphatic, may come from the ability of generating a feeling that the other persons perceive.

Understanding the Feelings

- to know what motivates the people;
- to understand the point of view of other people;
- to understand and to manage with the interaction within the group.

Emotions Control

- all the time to be aware of your own emotions which contain valuable information and use this information to resolve your problems;
- whenever you are sad, find out the root cause for your frustration, why have you been disappointed, and solve the problem;
- when you are upset, find out the reason why you are frustrated and solve the problem;
- when you are anxious, find out the reason of your worries and solve the problem;
- when you are pleased, find out the root cause for your happiness and repeat it.

2. Specific Applications of Emotional Intelligence at Work

2.1. Considerations Regarding the Intelligence Concept in the Companies’ Operations

The Companies’ operation may be defined as the assembly of homogenous and/ or complementary activities performed by the working personnel having a certain qualification and specialization that use certain specific methods and techniques in order to achieve the objectives of the company. (Danăiață, Nicolae & Predișcan, 2002, p. 95)

According to the author’s approach, the main activity fields, functions respectively within a company are the following:

1. the research – development function;
2. the production or operational function;
3. the commercial function;
4. financial – account function;
5. the function of personnel (human resources).

Taking into account the fact that the functions of an economical company are generally the same, this meaning that they do not differ from one branch of the economy to the other depending on the object of the activity performed, a general theory of the involvement of the intelligence concept at the organization level may be developed.

Starting from the model of Multiple Intelligence made by Howard Gardner (Gardner, 1993, p. 104), the following question may rise: which of the seven types of intelligence mentioned by the author has a more important role in making more efficient and for a good development of each of the functions of the company?

According to the multiple intelligence theory, not only that individuals possess numerous mental representations and languages of the intellect but the individuals differ one from another by the form of these representations, of their size or the easy ways in which they are used and also the way in which these representations can be changed.

As regards the **function of research - development**, it comprises all the activities in a company oriented towards the achievement of the objectives in the field of generating new ideas that should materialize in products, useful services (elaboration of product development strategies, of technologies and development of the activity). The main characteristic of this function is its innovative character that assures the adaptation of the company to the needs of the consumers, and clients, as well as to the evolution of science and technique. We may say that in order to be successful in this kind of activities, a high level of intelligence type visual-spatial, visual-linguistics, logical-mathematical is more than necessary. We define the visual-spatial intelligence as the “ability to perceive visually what is around us”, a determining factor when elaborating some research-development activities in the light of the need to identify the necessity upon which the specialists will concentrate their efforts.

Next to this type of intelligence, we define “the ability to use reason, logic and numbers”, (Gardner, 1993, p. 104) this meaning the logical-mathematical intelligence, this representing maybe the main characteristics taken into consideration when developing some research activities, mainly in the technical domain. We cannot neglect the fact that, generally, the research-development activities are performed within teams, and rarely these responsibilities are being delegated or assigned to individual level. In this way, types of intelligence such as the verbal-linguistics and inter-personal intelligence (the ability to use words and to speak, as well as the ability to understand and interact with the others) are needed for establishing an open cooperation and understanding atmosphere within the group.

The production or operational function is defined as the assembly of basic activities of the company/organization through which the work objects are being transformed into products, finite services meant for selling towards customers.

The experience of some visits to big companies in Timisoara or in the country have strengthened my opinion that in the case of individuals directly involved in this kind of activities, the visual-spatial intelligence, the logical-mathematical intelligence as well as the kinaesthetic intelligence (the ability to control the body movements and of dexterity in working with different objects) are essential for the success of the activities undertaken.

We have to remind once again that many of the activities included in the production function need team work, thing for which the inter-personal intelligence is playing an important role in reaching the common group objectives.

The following activities are being taken into consideration:

- a) technical-material provisioning;
- b) storage, preservation and management of fuels, materials and raw materials stocks;
- c) transportation outside the economical unit.

In the case of the first three activities, it is obvious that types of intelligence such as: visual-spatial intelligence, logical-mathematical intelligence and kinaesthetic intelligence are necessary attributes to the directly involved persons. Besides the intellectual effort, the transportation, preservation or management of raw materials and of materials, also imply the usage of kinaesthetic or dexterity abilities.

As regards the **commercial function**, which includes the sales and marketing activities, competencies as the verbal-linguistic, musical, inter and intra personal ones (the ability of self-reflection and awareness of the own ego) have a significant importance if we think of individual's abilities such as creativity, persuasion, ambition, negotiation ability etc. Therefore, the **commercial function** includes all types of intelligence mentioned by Howard Gardner, and one of the conclusions might be that the group of individuals directly involved in the component activities of this function reunites the whole palette of the above mentioned abilities and competences.

The financial – accountant function comprises the assembly of the following activities: financial planning and execution, accountancy, costs and price calculation, economical-financial analysis. These activities have a strong synthesis character, highlighting, in monetary expression, the economical aspects of the activity of the entire company.

By the self nature of these activities, it is obvious the fact that the dominant feature that has to be taken into consideration in the case of this function, is the logical-mathematic intelligence, this meaning the ability to use reason, logics and numbers.

Gardner sustains the fact that any person has a certain coefficient of each of these intelligence types (visual-spatial, visual-linguistic, logical-mathematic, kinaesthetic, musical, inter-personal, intra-personal), the only thing that makes the difference being the way in which they vary or combine with one another.

The components of the **personnel function** are very complex because each person is a unique. (Danăiață, Nicolae & Predișcan, 2002) The activities included in this function are determination of the personnel needed, personnel recruiting, personnel evidence, appreciation and promotion, rewarding and punishing the employees, training and perfecting, protection and work hygiene, as well as administrative activities.

The most of those who studied emotional intelligence consider that it can be applied in all domains of life as knowing to work and to communicate with people is an ability that no one can live without. In the conditions of quick changes within organizations, the high level of emotional intelligence has become an important factor of success, which sometimes exceeds the technical professional competence.

In fact, it is a reality that, at present, people are being employed based on an interview whose purpose is to appreciate the emotional abilities of the individual. It goes even further in the way that promotions and dismissals are the result of this interview.

Activities included in the personnel function as well as the considerations regarding the role of emotional intelligence concept upon them can be found in the next section, but what we have to keep in mind up to now is the following: the emotional intelligence finds its importance in each of the functions of the company, by its components also shown by Howard Gardner in the Multiple Intelligence model: verbal-linguistic intelligence, musical intelligence, inter-personal and intra-personal intelligence.

According to Daniel Goleman, for an organization to work well is necessary to pay attention to the emotional abilities of its members, assuring compatibility between them, in emotional-affective terms. In the past ten years, a new type of management has shaped, namely the emotional intelligence management within an organization. The organizational psychology researches led to the conclusion that managers (starting with the team leaders or the working team and up to the general manager), as well as the employees having a higher emotional coefficient are more successful than those who only have a good professional qualification. They are better seen in the organizations, are more cooperative, stronger motivated and more optimistic.

The conclusion that can be drawn from all these studies is that besides the “professional” intelligence or the high level of professional abilities, the capability of an individual of being “intelligent emotionally” brings that plus of value which transforms a simple employee in a formal or informal leader within the organization to which he/she belongs.

3. References

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