



## DETAIL NOMENCLATURE OF EMOTIONAL INTELLIGENCE THROUGH ITS THEORETICAL EVOLUTION

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**ABSTRACT-** For more than 20 years emotions was not consider as an integral part of intelligence as discussed by earlier philosophers from Greek and Romans. In the nineteen century emotions were treated as negative consequences of human behavior, and they were considering as ruling agent of individuals. Emotions may be controlled by human or submit to their clout. Later on emotions were considered as prioritizing task, to organize efforts, motivating intrinsically one self. And finally it was concluded that emotions are holistic in nature and control over all mechanism of human body. The current study tries to understand different models of emotional intelligence (EI) explained by Nath (2013), Craig, (2019) and other latest work on EI. Based on the detail discussion of different EI model it can be concluded that in accordance to the findings of Faltas, (2017) different EI model can be assessed based on their relevancy to human behavior. EI is one of the evolving field and it need to be investigated from various prospective like leadership.

**Keyword: Emotional Intelligence, Emotions, Human Behavior**

### I. INTRODUCTION;

For more than 20 years emotions was not consider as an integral part of intelligence as discussed by earlier philosophers from Greek and Romans. They consider emotions as rationality based on unpredictable nature (Antonakis., 2004). In the nineteen century emotions were treated as negative consequences of human behavior, and they were considering as ruling agent of individuals. Emotions may be controlled by human or submit to their clout (Leban ,Zulauf , Rahim, & Psenicka.,2004). Later on emotions were considered as prioritizing task, to organize efforts, motivating intrinsically one self. And finally it was concluded that emotions are holistic in nature and control over all mechanism of human body. (Higgs, Singh, & Rowland., 2002). According to biological prospective emotions arise in human because of evolutionary process, i.e., "to provide new ways of motivating individuals, new way of tendencies and variation in human behavior to cope with various demands related to environmental and self-demand" (Singh,, 2007).

**Thorndike,(1920)** conduct a research study among military personals to understand the personal efficiency from psychological point of view. He fined that every coupe individual was different from another in specific intelligence behavior. The variation in intelligence level was based on life experience. According to his views human intelligence may be viewed from three important perspectives, i.e. abstract view, mechanical and social. As the entire human varies from each other on these three perspectives. He further elaborate intelligence as the ability of individuals to understand and manage ideas(abstract), from environmental prospective (mechanical) and human interaction capability (social). He also explains social justice as a phenomena "to manage human in social context with in cultural ethos for establishment of social system".

Emotional intelligence constructs actually based on social intelligence theory presented by Thorndike (1920). After sixty years (Burns, 1978) investigate the concept of social intelligence in the form of separated cognitive abilities as compare to general intelligence. Gardner use multiple characteristics i.e. (interpersonal and intrapersonal) that are an integral part of his multiple intelligence theory. According to his theory of multiple intelligence "intelligence can be treat as bio psychological capabilities of human to understand information's in the given culture and to offer solution to the problem based on values, ethics, regulation of that culture.

Gardner (Burns, 1978) stressed that human have a number of intelligence that cause to interact with each other and produce different results. He noted that individual can utilize more than single intelligence while communicating with other to produce favorable results.

Multiple intelligence consist of music, logics, spatial, body kinetic, linguistic, naturalistic are various other interpersonal as well as intrapersonal characteristics. In order to understand the concept of multiple intelligence theory a business leader will utilize different intelligent system as compare to musician, lawyers, or actor. Gardner theory was based on two important foundation that are interpersonal and intrapersonal and intrapersonal attributes of humans.

Based on Gardner (Burns,1978) Leadership interpersonal (social activation system) and intrapersonal "emotional system" ( Bass & Avolio.,1994) characteristics are emerged. Bar- on develop new construct titled "emotional social intelligence". According to Gardner (1983) Bar-on intelligence is based on emotional social intelligence and other attributes, skills, abilities and characteristics of humans.

His model of wellbeing consist of non-cognitive abilities that enable human to collect information's, analyzed it, and to control as well as adopt the environmental stressors. (Duckett, and Macfarlane,2003; Mayer, Caruso, and Salovey, 2002).

Bar-on model consist of five important components (interpersonal skills among society members intrapersonal skills (emotions of individual to become the part of any society), adaptability skills, stress management and general mood. They can be measured through self-report emotional quotient ( EQ-i) construct.

According to Bar-on (emotional intelligence) can be define as diversified but interrelated nature of emotional, cultural and social capabilities, that enable human to understand, manage emotions, for the solution of personal(interpersonal ,intrapersonal) nature, and to effectively manage daily demand and pressures.

Solavey and Mayer (1990) for the first time define the term emotional intelligence for the first time. They express it as "the ability of individual to critically view one owns and other feeling as well as emotions, to understand the difference among both and to guide for further course of actions".

Salovey & Mayer (1990) studied in detail about the previous work about intelligence to drive EIA model. That emphasize on cognitive characteristics as compare to personality attributes. These cognitive characteristics enhance person's ability to perceive, understand, reason, on the basic of logic and then regulates emotions of one self and others. (Mayer, Caruso, and Salovey, 2002; Koman and Wolf. 2008; Stough, Saklofske, & Parker, 2009).

Mayer et al (2002) measure emotional intelligence model of ( ) on four attributes/characteristics i.e.(emotion perception about self and others), (facilitation to other during emotions), (understanding the myth behind emotion) and finally management. All these can be measured on the basis of ( Mayer – Salovey, Caruso emotional intelligence test, MSCEIT).

In (1995) Goleman express his views about emotional intelligence through his eminent work titled as "emotional intelligence (1995)" and "working with emotional intelligence (1998)". He define EI as "the tendency of human to differentiate between one owns and others feelings, for motivating ourselves to behave properly to maintain positive relationship.

Goleman (2001) later express that EI is the integral part of leadership, and without emotional intelligence. Person may be trained bitterly, having analytical abilities, smart flow of ideas. But still he cannot become a good leader (Weinberger,). Goleman (2002) EI can be expressed in five different characteristics (Self-regulation, Motivation, Empathy, Self-awareness and Social skills). Goleman theory revolved around four clusters i.e. (Self-awareness management, Social awareness and relationship management) (Maull, 2001). It can be measured through emotional competency inventory (ECI) or emotional & social competency inventory instrument (ESCI).

Petredis & Furnham (2003) developed the most advanced construct of EI model based on traits. Trait EI model comprise of various qualities related to individual derived from EI constructs. Petredis (2010) focused on emphasizing personality characteristics as compare to competencies, abilities, cognitions and

facilitations. Four important attributes of TEI model are (a) Sociability (Social factors), (b) wellbeing (social factor), (C) self-control (personality factor), (d) Emotionality (Self personality). This can be measured through (TEIQve) instrument.

Emotional intelligence represents mutual respect for leading peoples and it is a need for employees in today organization. Now-a-days, employees are not in the position to accept authoritarian style of leadership that has stressed by the historical models of leadership. Leadership initiates the concept of democracy and independence in the mind of workers (Koman & Wolumba, 2008). Researchers had stressed effect of emotional intelligence on the basis of 4 leadership issues. One leadership issue expresses empathy for leadership. Empathy can easily recognizes among all dimensions of emotional intelligence. Based on crisis moments, successful leaders in organization have expressed that if you acknowledge your workers feelings, you can share their reactions and take decision for best option. Effective leader manage their feelings, understanding employees feelings within work environment and to increase morale of employees through effective intervention. Transformational leader which possess the property of emotional intelligence is said to be effective leader. Research literature confirmed the role of emotional intelligence leaders to leadership effectiveness and expresses the ability to understand emotions in one self and in other employees. Such action will make leader effective towards elevated job performance (Nath.,2013). Many researchers have expressed that emotional intelligence necessary for the success of leadership. Researchers also expressed that leaders with emotional intelligence has the ability to use favorable emotions to undertake main improvement for the operation of an institution. High level of emotional intelligence permit leader to form agreed set of values for the progress of employees in institution (Nath., 2013).

For 2 thousand years, emotion was not treated as a component of intelligence. On the basis of historical records of philosophical debates that happened between Roman and Greek declared that emotion is unpredictable part of emotional thought ( Grewal, & Salovey, 2005).

Emotions were considered as an aspect of ruling individuals. Emotions can control those individuals if he or she succeeds to their influences (Young, 1936; Schaffer, Gilmer, and Schoen, 1940). Through the passage of time, emotions was considered as a positive characteristics of human being to prioritize task, organize, focus as well as motivate oneself and others. The nature of emotions is holistic because emotions are limited to human mind (Leeper, 1948; Mandler, 1975; Tomkins., 1962) . It has been confirmed by the research process that emotions have risen in human beings through evolutionary process “To provide new type of motivation and new action tendencies as well as a greater variety of behaviours to cope with the environment and life’s demands” (Izard, 1991).

Thorndike (1920) analyzed principles of psychology in military in order to interpret how to manage personnel efficiency. According to Thorndike, human being does not possess one kind of intelligence but on the basis of life experiences, human beings possess different types of intelligences. Thorndike explained that level of intelligence can be studied in 3 different types. 1) Abstract, 2) Mechanical, 3) Social intelligence. The reason is that all the human beings are not intelligent in the same manner in all areas. Thorndike explained intelligence, the ability to interpret and manage ideas (Abstract), environmental object (Mechanical) and human being (Social). Thorndike also explains social intelligence as, “the ability to understand and manage men and women, boys and girls—to act wisely in human relations”.

Thorndike, (1939) studied mind of a person on the basis of independent cognitive abilities of social intelligence instead of general intelligence. Gardner added interpersonal as well as intrapersonal intelligences which has close association with social intelligences. According to the theory of multiple intelligences, intelligences can be interpreted in the following words, “a bio psychological potential to process information that can be activated in a cultural setting to solve problems or create products that are of value in a culture” (Gardner & Moran, 2006).

Gardner examined that people possess different types of intelligences. When these people interact with each other then it will create different results. Gardner noticed that people which possess more than one intelligence, produce successful action when interact with each other. Multiple intelligence theory contains linguistic, logical-mathematical, musical, spatial, bodily-kinesthetic, naturalistic, interpersonal, intrapersonal and existential intelligence. To interpret the idea of multiple intelligence, musician will use various types of intelligence in order to be successful as compared to business leader and law

enforcement executive (Thorndike, 1939). Gardner's interpersonal as well as intrapersonal is the 2 basic components of Emotional intelligence model.

On the basis of Gardner's principles of intrapersonal (Emotional) as well as interpersonal (Social) intelligence, Bar-on (1988) (2006) constructed a model known as emotional-social intelligence model. Bar-on (2006) analyzed that human behaviour can be found by using together emotional and social intelligences. The construct of well-being deals with Non-cognitive skills which helps people to explain, control and to adapt with environmental stressors (Bar-on, 2006; Cherniss, 2010).

Intrapersonal skills, interpersonal skills, Adaptability skills, Stress management and General mood are the 5 parts of Bar-on model. Self-report emotional Quotient inventory (EQ-i) model are used to measure the 5 skills of Bar-on construct.

Salovey and Mayer for the first time in (1990) interpreted Emotional intelligence (EI) in the following words, "The ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (pp.189). Salovey and Mayer (1990) conduct researchers on the concept of Social intelligence so that to develop EI model. The model deals with cognitive abilities as compared to personality characteristics and express individual ability to realize, perceive, interpret and regulate emotion in oneself and in other employees (Mayer, Salovey, & Caruso, 2008; Stough, Saklofske, & Parker, 2009).

## II. LITERATURE REVIEW

### 2.1. OPERATIONALIZATION OF EMOTIONAL INTELLIGENCE.

For the first time, Mayer et al (2008) measure and operationalize EI. Emotion perception, facilitation, understanding and management are the 4 parts of EI model. The 4 parts of EI model were analysed with the help of self-report Mayer-Salovey-Caruso Emotional intelligence test (MSCEIT). Goleman Emotional intelligence (1995) and work with Emotional intelligence (1998), popularize the concept of EI. Goleman expressed EI in the following words, "The capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships" (Goleman,1998).

Later on, Goleman interpreted EI as "Sine qua non" of leadership but without the concept of EI, an individual can gain best training opportunities, he can possess analytical mind and endless smart ideas but he will be unable to become a successful leader. Goleman (1998) distinguished that self-awareness, self-regulation, motivation, empathy as well as social skills are the 5 basic parts of EI. But later on, Goleman EI model reduced to 4 basic skills (such as: Self-awareness, Self-management, Social awareness as well as relationship management) (Goleman,2001). The 4 EI skills were measured by applying 360 degree multi-rater Emotional competence inventory (ECI) instrument (Cherniss,2010; Goleman,1995).

The trait EI model is a new model that has been designed by Petrides and Furnham (2000; 2001). The trait EI model mainly deals with personal qualities as compared to cognitive abilities, well-being, sociability; self-control as well as emotionality are the basic dimensions of trait EI model. The 4 dimensions were further analysed and interpreted by using self-report TEL Que techniques.

### 2.2: EI MODELS:

There is a lacking in the definition construct and measurement of EI (Cherniss, 2010; Fambrough, & Hart, 2008; Maul,2011;Muyia,2009). The ability model (Mayer, Salovey and Caruso (2000); Bar-on (1997) (2001) model of emotional social intelligence (ESI), trait emotional intelligence model (Petrides and Furnham (2000;2001;2003). The emotional-social intelligence model deals with theory performance in the natural context of an organization (Goleman.1998; Sayeed & Shanke,2009; Boyatzis,2006; Craig, 2019).

According to Bar-on, Emotional intelligence is the Non-cognitive skills which permits an individual employee how to scrutinize, control, and manage and to adapt with stressors in an environment of organization. Mayer et al expressed that emotionally intelligence centered on employees capability to understand and to regulate emotions in themselves as well as in other employees. Goleman's suggested that Emotional intelligence is an individual employee ability to analyze his feelings and other employees in order to manage and to associate with each other.

### 2.3: BAR-ON MODEL:

According to Bar-on mixed model of EI (Bar-On,1998; 1997), emotion as well as personality are Non-cognitive parts which expresses that how employees responds and adapt with stressors of an environment, Intra-personal, inter-personal skills, adaptability, stress management as well as general mood ((Bar-On,1998; 1997; 2009) are the 5 parts of Bar-on mixed model.

The sub-parts of Bar-on model mixed models are as follows:

- a) Intrapersonal component represents internal intelligence and includes the components of self-regard, self-awareness, assertiveness, independence, and self-actualization.
- b) Interpersonal component expresses external intelligence and possess empathy, social responsibility, and interpersonal relationships.
- c) Adaptability means testing of reality, flexibility as well as problem solving.
- d) Stress management specifies stress tolerance and impulse control.
- e) General mood contains the elements of Optimism and happiness (Bar-on, 1998).

Bar-on (1998; 1997) model analyzes the various components in order to judge how employees respond to the different perspectives of personal success, happiness and well-being. Bar-on model deals with worker's self-awareness in physical context of an organization and how workers expresses themselves and deals with each other in a stressful conditions.

#### **2.4: MAYOR-SALOVEY-CARUSO'S MODEL:**

The ability model of Emotional intelligence was designed by Salovey and Mayer (1990). Salovey and Mayer has interpreted the Emotional intelligence in the following words, "recognition and use of one's own and others' emotional states to solve problems and regulate behaviour", not the "general sense of self and appraisal of others". Salovey and Mayer further expressed the term Emotional intelligence as follows, "The subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (Salovey and Mayer,1990).

Mayer et al (2008) described that Emotional intelligence (EI) deals with individual cognitive abilities. The model describes individual cognitive abilities rather than individual personal traits and expresses individual abilities to interact within the natural environment of an institution (Mayer et al, 2008; Stough, Saklofske, & Parker,2009). This model deals with 4 emotional components. a) Perception, b) facilitation, c) understanding, d) Management (Craig, 2019).

**Perceiving Emotion** gives the idea of how an individual can understand his own emotions and other peoples (Mayer et al, 2008; Muya, 2009).

**Facilitating Emotion. It** describes the individual ability to control and manage his emotions for problem solutions.

**Understanding Emotions. It** expresses individual capabilities to explain the way through which employees combine, progress and transmit emotion with each other.

**Managing Emotions. It** evaluates the employee's ability to manage emotions in themselves and in other employees in particular situation .

#### **2.5.: GOLEMAN AND BOYATZIS MODEL:**

The Goleman and Boyatzis model expresses that emotionally intelligent people can learn their abilities through emotional competencies (EC), which is a part of awareness of emotions with oneself and with other individual (Boyatzis, 2008; Goleman,1998,1995). Goleman (1998) presented a model of Emotional intelligence in the book of "Working with emotional intelligence". Goleman (1998) interpreted Emotional intelligence in the following words, "Managing feelings so that they are expressed appropriately and effectively, enabling people to work together smoothly toward their common goals". Self-awareness, Self-regulation, Self-motivation, Empathy, as well as Social skills are the 5 dimensions of Emotional intelligence model of Goleman.

Goleman model of EI consists of 2 levels of competencies. Social and Personal competencies. The 3 dimension of Goleman EI model (such as: Self-awareness, Self-regulation, and motivation) describe personal competencies while the 2 dimensions (such as: Empathy and social skills) describes social competencies. But later-on Goleman's model was transformed into 4 dimensions of self-awareness, self-



management, social awareness as well as relationship management (Cherniss,2008; Craig, 2019; Goleman, Boyatzis and McKee,2003;Goleman, 2001).

Self-awareness dimension contains emotional self-awareness, accurate self-assessment as well as self-confidence competencies. The dimension of self-management contains emotional self-control, trust worthiness, conscientiousness, adaptability, achievement drive, and initiative competencies. Empathy, service orientation as well as organizational awareness are the competencies of social awareness dimension. Dimensions of relationship management contain developing others, influence, communication, conflict management, visionary leadership, team work, collaboration and building bonds (Goleman, 2001). The dimensions of EI were scrutinized by Hay group and are as follows:

**a) SELF-AWARENESS:** It means to understand and analyse own emotion by an individual and possess the competency of Emotional self-awareness,

**b) SELF-MANAGEMENT:** It expresses the effective management of an individual own emotions. It contains the following competencies such as: Emotional self-control, Achievement orientation, positive outlook as well as adaptability.

**c) SOCIAL AWARENESS:** It expresses how to understand and interpret the emotions of other peoples. Empathy as well as organizational awareness are the competencies of this dimension.

**d) RELATIONSHIP MANAGEMENT:** This dimension suggests how to express and represent emotional understanding with other peoples. Influence, coach and mentor, conflict management, inspirational leadership and teamwork are the unique competencies of Relationship management dimension.

Boyatzis and Goleman construct of EI can be applied to the work environment of an institution. In the current research study, the Boyatzis and Goleman model will be used to express the association between EI, leadership effectiveness as well as EI and leadership styles.

## 2.6: PETRIDES'S TRAIT EI MODEL:

Petrides's and Furnham (2003) developed a model of trait-EI by analyzing and scrutinizing the previous construct. Petrides's and Furnham (2009) expressed the differentiation between trait and ability intelligence. "Trait-EI appertains to the greater personality realm whereas ability EI is an attempt to chart new territory in the field of human mental ability" .

Petrides's (2009; 2001) contains 4 parts along with 15 facets of personality domain.

**1) Emotionality** represents those individuals who are familiar with their own emotions and other peoples. Empathy, Emotional perception, emotional expression as well as relationship are the important facets of Emotionality.

**2) Self-control** expresses individuals to control their desires and impulses. Self-control contains the facets of emotional regulation, impulsiveness and stress management.

**3) Sociability** deals with those individuals who are engaged in the formation of social association and influences. Emotional management, assertiveness and social awareness.

**4) Well-being** represents and deals with those individuals who express favorable feelings and remain happy and fulfill their objectives based upon past actions and future expectation. The well-being includes the facets of Optimism, happiness and self-esteem .

## 2.7: THEORY OF EMOTIONAL INTELLIGENCE PROPOSED BY DR. DALIP SINGH:

Singh expressed Emotional intelligence in the following manner, the ability of an individual to appropriately and successfully respond to the variety of emotional stimuli being elicited from the inner-self and immediate environment. According to Singh (2003), EI model consists of 3 Psychological dimensions such as: Emotional competency, Emotional maturity as well as Emotional sensitivity. These dimensions motivate peoples and tell us that truthfulness, honesty and tactful handling are the main attributes of human behavior. Singh has explained 3 dimensions of EI as follows:

### **EMOTIONAL COMPETENCY:**

It expresses to handle emotional upsets. This dimension also represent increased self-esteem and Optimism, careful reaction to emotional stimulus which has been produced from different situations, and to handle self-interest and egoism. This dimension also mention to cope with emotional frustration, inferiority complexes, emotional self-control as well as the ability to refrain oneself from emotional exhaustion in the form of stress, burnout and negative emotion. **EMOTIONAL MATURITY:**

This dimension evaluates how to deal with natural environment in which an individual is working. Self-awareness, to delay gratification, adaptability and flexibility and to develop employees in organization.

### EMOTIONAL SENSITIVITY:

This dimension interprets to understand emotional arousal, improvement of inter-personal relation, empathy and communication of emotions. Emotional sensitivity also assists to maintain harmony, rapport and comfort in organization. This dimension also deals with how individuals are evaluated in organization.



### 2.8. Drigas, A. S., & Papoutsis, C. (2018).

A new layered model on emotional intelligence Another model of EI developed by Drigas, & Papoutsis, in the year (2018) consist of 9 layer that determine individual capacities to describe their emotional intelligence.

### III. CONCLUSION

Based on the detail discussion of different EI model it can be concluded that in accordance to the findings of Faltas, (2017) different EI model can be assessed based on their relevancy to human behavior. As Goleman Model consist of four major capabilities that leads to arise different types of emotion i.e. “emotional self-awareness, emotional self-control, adaptability, achievement orientation, positive outlook, influence, coaching and mentoring, empathy, conflict management, teamwork, organizational awareness and inspirational leadership” These different capabilities were aroused during working with different work class. On the other side Bar-On’s EI Competencies Model state that emotional intelligence of an individual’s is the system of emotions and social competences that guide human behavior and act as a catalyst to perform various kind of behaviors. According to Craig, (2019) The different competences of Bar-On’ s EI Competencies Model are “self-regard, self-actualization, emotional self-awareness, emotional expression, assertiveness, independence, interpersonal relationships, empathy, social responsibility, problem-solving, reality testing, impulse control, flexibility, stress tolerance and optimism” (Faltas, 2017). In the view of Mayer, Salovey and Caruso’s EI Ability Model human’s decision making depend upon the proper understanding of individual’s emotion and their response to emotions. In the view of Craig, (2019) Mayer, Salovey and Caruso’s EI Ability Model consist of four basic attributes “Perceive emotion, Use emotion to facilitate thought , Understand emotions , and Manage emotions” . However in (2016) Mayer, Caruso & Salovey enhanced the four factor model by adding mental capabilities. The same model is than extended once again by using the term “hot Intelligence” by Mayer, Roberts, and Barsade in the year (2018). According to Mayer et al (2018) the term hot intelligence re those capabilities are those one in which people concern with subject matter of other individuals.

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