


**BUILDING AN EMOTIONALLY INTELLIGENT ORGANIZATION IN THE WORLD OF IT:  
A CONCEPTUAL FRAMEWORK**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 15 May 2023</p> <p><b>Accepted</b> 07 August 2023</p>	<p><b>Purpose:</b> To provide importance of Human Skills how does it help to build and Emotionally Intelligent organization by considering various components of emotional intelligence and learning organization.</p>
<p><b>Keywords:</b></p> <p>Emotional Intelligence; Emotionally Intelligent Organization; Organization Culture.</p>	<p><b>Theoretical framework:</b> Based on review of literature is has been observed that there is a pressing need of being an emotionally intelligent organization by having emotionally intelligent employees and practicing learning organization in the current technology era. Emotional intelligence is a valuable resource that can renew and reignite organizational purpose and inspire people to perform better. As clients will attest, the emotionally intelligent organization is in tune with its needs (Oosten, Boyatzis et al., 2003).</p>
	<p><b>Design/methodology/approach:</b> This study employs a qualitative approach to explore the methods of constructing an Emotionally Intelligent Organization. Through an extensive review of literature, the researchers have identified multiple variables relevant to this pursuit. Ultimately, the paper proposes a conceptual model that organizations can adopt to enhance their emotional intelligence.</p> <p><b>Findings:</b> Embracing emotionally intelligent organizations in the era of information technology offers significant benefits by promoting a humane approach in the workplace.</p> <p><b>Originality/value:</b> The value of the study reveals that, fulfilment is regularly tied to its capability to attract, retain, and recognize talented and effective employees.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i8.2961">https://doi.org/10.26668/businessreview/2023.v8i8.2961</a></p>

**CONSTRUINDO UMA ORGANIZAÇÃO EMOCIONALMENTE INTELIGENTE NO MUNDO DA TI:  
UMA ESTRUTURA CONCEITUAL**

**RESUMO**

**Propósito:** Para dar importância às Habilidades Humanas, como ajuda a construir uma organização Emocionalmente Inteligente, considerando vários componentes da inteligência emocional e organização de aprendizagem.

**Estrutura teórica:** Com base na revisão da literatura tem sido observado que há uma necessidade premente de ser uma organização emocionalmente inteligente, tendo funcionários emocionalmente inteligentes e praticando a organização do aprendizado na era tecnológica atual. A inteligência emocional é um recurso valioso que pode renovar e reacender o propósito organizacional e inspirar as pessoas a ter um melhor desempenho. Como os clientes atestarão, a organização emocionalmente inteligente está em sintonia com suas necessidades (Oosten, Boyatzis et al., 2003).

**Projeto/metodologia/abordagem:** Este estudo utiliza uma abordagem qualitativa para explorar os métodos de construção de uma Organização Emocionalmente Inteligente. Através de uma extensa revisão da literatura, os pesquisadores identificaram múltiplas variáveis relevantes para essa busca. Em última análise, o documento propõe um modelo conceitual que as organizações podem adotar para melhorar sua inteligência emocional.

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**Descobertas:** Adotar organizações emocionalmente inteligentes na era da tecnologia da informação oferece benefícios significativos ao promover uma abordagem humana no local de trabalho.

**Originalidade/valor:** O valor do estudo revela que, a realização é regularmente vinculada à sua capacidade de atrair, reter e reconhecer funcionários talentosos e eficazes.

**Palavras-chave:** Inteligência Emocional, Organização Emocionalmente Inteligente, Cultura de Organização.

## CONSTRUIR UNA ORGANIZACIÓN EMOCIONALMENTE INTELIGENTE EN EL MUNDO DE LA TI: UN MARCO CONCEPTUAL

### RESUMEN

**Propósito:** Proporcionar importancia de las Habilidades Humanas ¿Cómo ayuda a construir una organización Emocionalmente Inteligente, considerando varios componentes de la inteligencia emocional y la organización del aprendizaje?

**Marco teórico:** A partir de la revisión de la literatura se ha observado que existe una necesidad apremiante de ser una organización emocionalmente inteligente al contar con empleados emocionalmente inteligentes y practicar la organización del aprendizaje en la era tecnológica actual. La inteligencia emocional es un recurso valioso que puede renovar y reavivar el propósito de la organización e inspirar a las personas a desempeñarse mejor. Como atestiguan los clientes, la organización emocionalmente inteligente está en sintonía con sus necesidades (Oosten, Boyatzis et al., 2003).

**Diseño/metodología/enfoque:** Este estudio emplea un enfoque cualitativo para explorar los métodos de construcción de una Organización Emocionalmente Inteligente. A través de una extensa revisión de la literatura, los investigadores han identificado múltiples variables relevantes para esta búsqueda. En definitiva, se propone un modelo conceptual que las organizaciones pueden adoptar para potenciar su inteligencia emocional.

**Hallazgos:** Abrazar organizaciones emocionalmente inteligentes en la era de la tecnología de la información ofrece beneficios significativos al promover un enfoque humano en el lugar de trabajo.

**Originalidad/valor:** El valor del estudio revela que, el cumplimiento está regularmente vinculado a su capacidad para atraer, retener y reconocer empleados talentosos y eficaces.

**Palabras clave:** Inteligencia Emocional, Organización Emocionalmente Inteligente, Organización Cultura.

### INTRODUCTION

Human emotions and the business landscape seem to be separate and different worlds. That may be, but when it comes to business, there are always people involved, and with people come emotions. We all know the having a good level of intelligence (IQ) is important if we want to learn fast, apply that knowledge and use sound reasoning. But we cannot deny that human emotion is also a driving force in business today, especially now that technology is advancing the point where many routine jobs can be automated. As humans, we all have different approaches and levels of emotion. Some are a lot more “in control”, while others are energized by their emotions to stay upbeat and make quick decisions. We all show different emotions depending on the people and situations around us, and to be able to control this, we must have a good level of emotional intelligence, or EQ.

In recent years, the concept of organizational learning has enjoyed a renaissance among both academics and practitioners seeking to improve organizations (Robey et al., 2000). Organizational learning has been identified as a significant method for ensuring the success of continual changes in organizations (Senge, 1992). All business houses which have followed the

success route, whether it is the overall leader, Apple Inc. or Google or Sony, the names that follow can be enormous, have adopted the concept of becoming Learning Organizations in order to survive and lead. To create a competitive advantage, companies need to learn faster than their competitors and to develop a customer responsive culture. Argyris identified that organizations need to maintain knowledge about new products and processes, understand what is happening in the outside environment and produce creative solutions using the knowledge and skills of all within the organization. This requires co-operation between individuals and groups, free and reliable communication, and a culture of trust.

The basic rationale for such organizations is that in situations of rapid change only those that are flexible, adaptive and productive will excel. For this to happen, it is argued, organizations need to 'discover how to tap people's commitment and capacity to learn at all levels'. While all people have the capacity to learn, the structures in which they have to function are often not conducive to reflection and engagement. Furthermore, people may lack the tools and guiding ideas to make sense of the situations they face. Organizations that are continually expanding their capacity to create their future require a fundamental shift of mind among their members.

Emotional intelligence is a valuable resource that can renew and re-ignite organizational purpose and inspire people to perform better. As clients will attest, the emotionally intelligent organization is in tune with its needs (Oosten, Boyatzis et al., 2003).

## **LITERATURE REVIEW**

### **Emotional Intelligence**

The term became widely-known with the publication of Goleman's 'Emotional Intelligence - Why it can matter more than IQ' (1995). The mixed model of EI proposed by Daniel Goleman (1998), focuses on EI as a wide array of competencies and skills that drive leadership performance. According to Goleman, EI includes five main constructs like- self-awareness, self-regulation, internal motivation, empathy and social skills. "Working with Emotional Intelligence" revealed how stellar career performance also depends on EI. (Robbins, Judge, 2009) defined EI as the ability to detect and manage emotional cues and information. (Goleman, 1995) and (Robbins, 2007) listed five dimensions of emotional intelligence including self-awareness, self-regulation (management), self-motivation, empathy, and social skills. Judge (2009) argue that people who know their own emotions might be more effective in doing their jobs. Consequently, this increases the importance of understanding EI and its

influence on the different aspects of organizational practices such as organizational learning and technology learning in particular.

(Brenda, Chan, 2004) in their paper attempted to synthesize how emotional intelligence, organizational learning and Participative Decision Making can combine to facilitate an organization's response to change. Involving employees closest to the decision source can provide organizations with the flexibility to continuously change and improve in dynamic environments. Higher levels of emotional intelligence is reputed to contribute substantially to higher performance outcomes and inter-group relations, and is a prerequisite for organizational learning (Dissanayaka et al,2011).

(Singh, 2007) concluded that the employees in the study possessed above average level of emotional intelligence and the processes of organizational learning characterized by innovation, implementation, and sustenance of new ideas, processes, structures and the likes are more than satisfactory.

### **Learning Organization**

The concept of learning organizations has become very popular in recent years, owing to the growing need for organizational learning, knowledge management and change management that keeps a boat sailing smoothly in the doldrums that are currently witnessed. Advocates of the concept have written extensively on the benefits that accrue to organizations that undertake the transformation to become an ever-learning one. When looking at the literature on learning organizations, it is hard not to recall that famous line from Mark Twain: "Many researchers have already cast much darkness upon this subject, and it is probable that if they continue, that we shall soon know nothing at all about it."

The concept is rooted within current literature on learning and management science, and shares common ground with several other areas of inquiry, including leadership, human resources management, organizational behavior, and systems thinking. (Paziuk,2009). The learning organization is an organizational model proposing to build a culture of adaptation to change (Senge, 1990; Watkins & Marsick, 1993, 1996). The learning organization is considered a forum for individuals to interact with their capacity to exchange skills (Senge, 1990). Learning is acquired by the learning organization to transform itself (Watthkins and Marsitck, 1993). To sustain competitive advantages learning must be addressed on an ongoing basis. It creates an environment for people to enhance the culture of inquisitiveness and team learning.

Peter Senge (1990) a key proponent of the learning organization, posits the radically humanist idea that organizations should become places where people can begin to realize their highest aspirations. The transformation process towards learning organizations should commence with re-thinking of the overall goals and developing shared goals through shared commitment. Senge talks of developing worker commitment not compliance; of building shared visions, not imposing a mission statement from above; of effectively reconciling individual and organizational objectives (Hughes, 2000). Senge(1990) proposes five dimensions that make up learning organizations, Systems thinking, personal mastery, mental models, shared vision and team learning.

Lau, K.S. and Mackechnie, I. (2023) ddresses those sub-concepts of leading learning to organizational value from HR view, with several valid and reliable items preliminarily. Under the leadership of managers and supervisors in learning, employees would be led in discussion for learning needs, given useful feedback with possibilities identified, developed with learning atmosphere, tracked for their learning process to organizational actions and vision consistently, associated their learning to organizational values and success, as well as available for future roles required. However, Rusok, N.H.M., Samy, N.K. and Bhaumik, A. (2023) conluded that higher education institutions (HEIs) leaders should excite their academic fraternity to overcome uncertainty and pledge wholeheartedly to professional and personal growth. This study identified some of the base challenges for HEIs leaders in the coming years.

### **The Importance of Human Skills and Human Intelligence in IT and Automation**

Intelligence is the defining characteristic that sets humans apart from all other creatures in the universe. The emergence of Artificial Intelligence (AI) and automation has brought about a revolutionary transformation in human life.

AI is already a reality in today's world. Companies are harnessing the power of AI integrated into their customer engagement platforms to enhance efficiencies, boost agent productivity, improve customer experiences, and ultimately reshape their operations by discovering new revenue streams. However, it is crucial to recognize that AI can only provide value when it is integrated into a solid operational foundation and considered within a broader context that involves the human workforce.

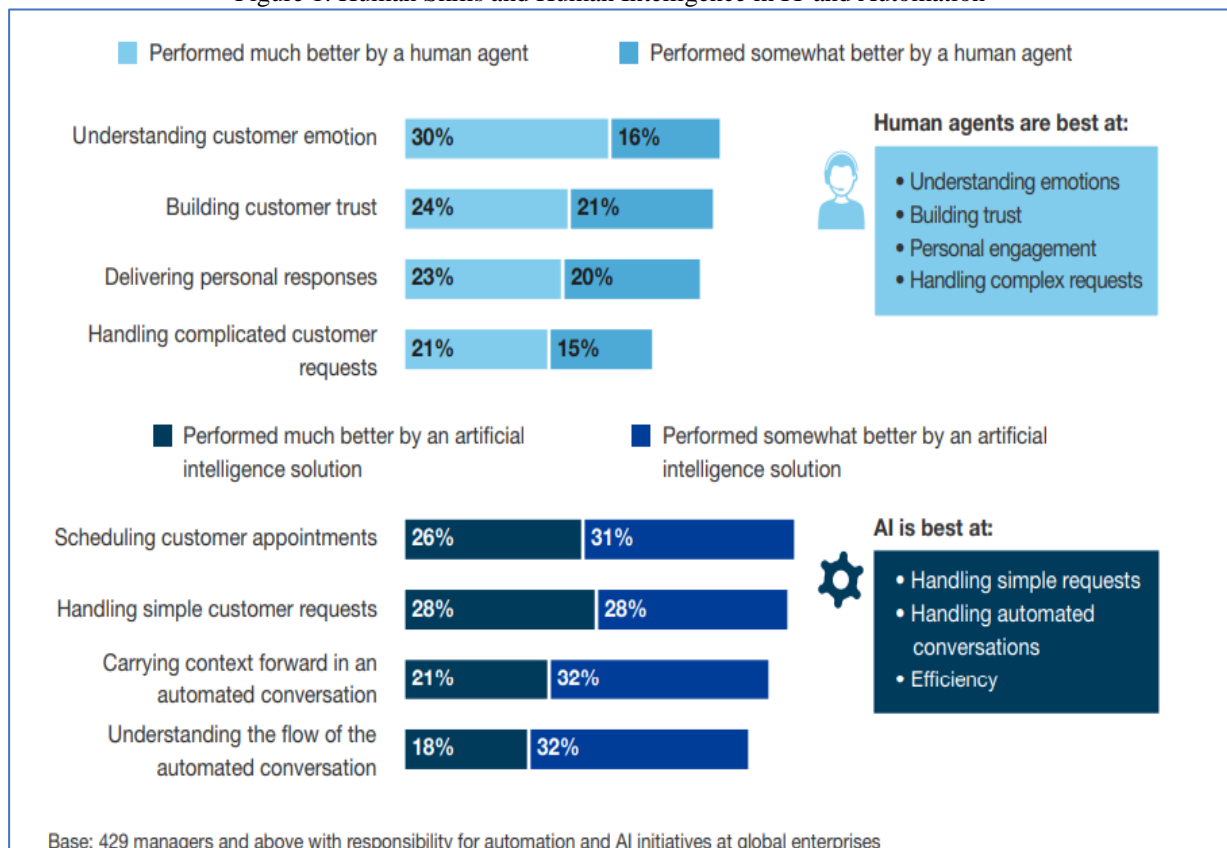
AI should not and has not completely replaced the role of human beings, particularly due to the intricacies of human emotions in customer engagement. While AI can bring many

benefits, it cannot fully replicate the empathy, understanding, and nuanced responses that humans can offer. Human skills and human intelligence are indispensable in maintaining effective customer interactions and establishing genuine connections.

The integration of AI and automation should be approached as a partnership between technology and human capabilities. By leveraging the strengths of both, organizations can achieve optimal outcomes in customer engagement. Human employees bring unique qualities such as emotional intelligence, creativity, adaptability, and critical thinking, which are essential for addressing complex customer needs and building meaningful relationships.

In conclusion, while AI and automation have revolutionized various aspects of our lives, human skills and human intelligence remain vital components in the IT and automation landscape. Recognizing the value of human input alongside technological advancements is crucial to create successful and satisfying customer engagements.

Figure 1: Human Skills and Human Intelligence in IT and Automation



Source: Forrester Consulting Group; August 2017

The provided image depicts a snapshot of a report published by Geneyes in 2017, highlighting a comparison between AI automations and human touch. The report's findings indicate that human agents excel in understanding emotions and fostering trust. This finding

holds great significance as establishing emotional connections has become increasingly challenging in our digitally-driven world.

### Research Questions

Based on review of literature it has been observed that there is a pressing need of being an emotionally intelligent organization by having emotionally intelligent employees and practicing learning organization in the current technology era.

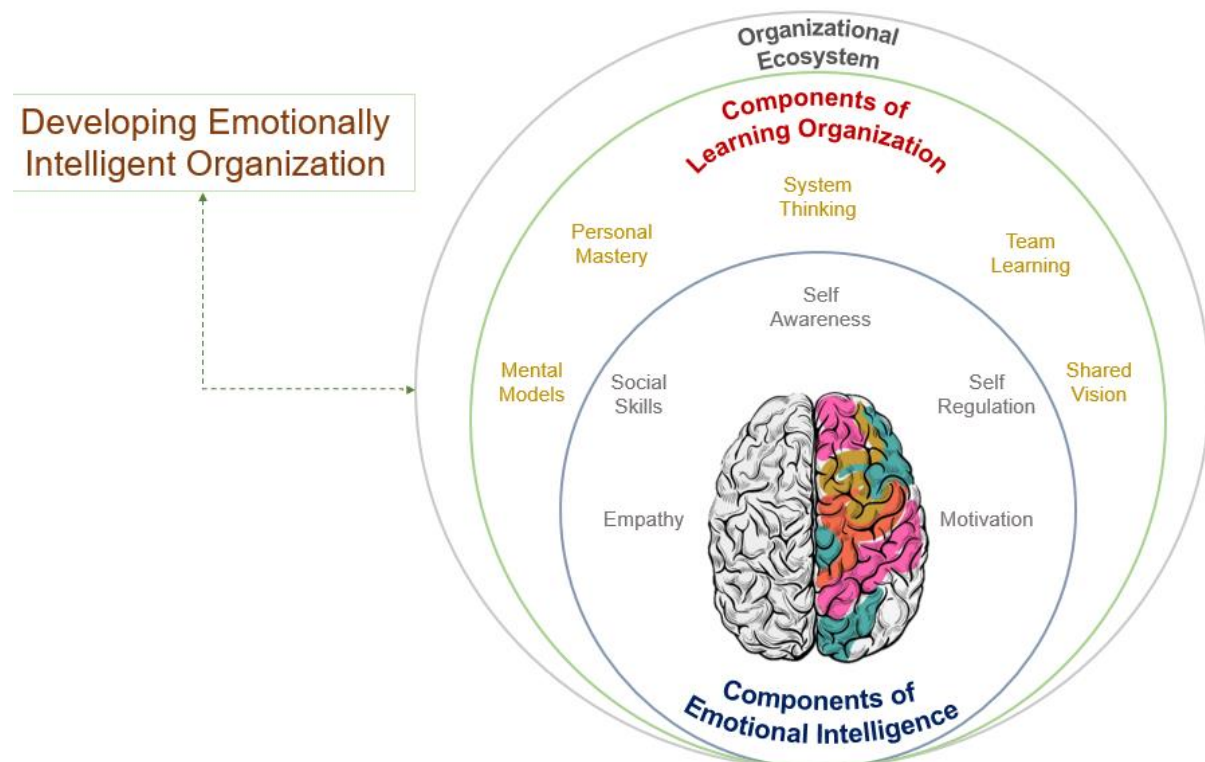
### DATA AND METHODOLOGY

This study employs a qualitative approach to explore the methods of constructing an Emotionally Intelligent Organization. Through an extensive review of literature, the researchers have identified multiple variables relevant to this pursuit. Ultimately, the paper proposes a conceptual model that organizations can adopt to enhance their emotional intelligence.

### RESULTS AND DISCUSSION

#### Conceptual Model to Define Synergy Between EI and LO

Figure 2: Conceptual Model for Research



Source: Own - Compilation

In the era of technology-driven workplaces, the conceptual model presented offers a framework for cultivating an emotionally intelligent organization. Referred to as the Emotional Intelligence Ecosystem, this model consists of interconnected layers. Two critical elements to consider in building an emotionally intelligent organization are the adoption of a learning organization approach and the cultivation of emotionally intelligent employees. The model provides guidance on how to achieve these objectives and outlines the pathways to success.

### **To Become Emotionally Intelligent**

(Daniel Goleman, 1998) has identified that “effective leaders are alike in one crucial way: they all have high degrees of emotional intelligence.” According to Goleman, effective project leaders have the abilities to identify and employ those leadership approaches pertaining to the situations in an organization. The following are the five components of Emotional Intelligence defined by Goleman.

- **Self - Awareness:** It refers to the ability to recognize the feelings of self and how emotions affect the behavior and performance.
- **Self - Regulation:** It is the ability to stay focused and think clearly when one has powerful emotion (Positive / Negative).
- **Motivation:** It defines an individual’s ability to use the deepest emotions to move and guide towards goal.
- **Empathy:** An ability to sense, understand and respond what other people are feeling.
- **Social Skills:** It is the ability to manage, influence and inspire emotions in others, building rapport.

### **To be a Learning Organization**

A learning organization places emphasis on acquiring new skills to foster innovative ideas. Simply put, it involves the creation and utilization of knowledge within an organization (Senegy, 1990). Within the context of a learning organization, there are five distinct disciplines that encompass various aspects of this concept.

- **Personal Mastery:** It deals with clarifying personal vision and clarity towards work and vision. Personal Master is a process of special proficiency that is lifelong and never finished or complete.



- **Mental Models:** Ability of the organization to understand its own strength and weaknesses by interpreting the reality in order to plan better for the future.
- **Team Learning:** Team learning starts with dialogues and ensuring people are thinking together. It helps to discover insight. It is a process of aligning and developing of a group of people to function as one, or as a whole.
- **Shared Vision:** clear picture of a desired state which organization wish to achieve with the help of employees who can map their personal vision with the overall vision.
- **System Thinking:** This encompasses all four disciplines to enable learning organization to be actualized.

### **Linkage between Emotional Intelligence and Learning Organization**

Research indicates a direct correlation between collective emotional intelligence at the group level and employee performance, as well as organizational effectiveness (Stubbs-Koman & Wolff, 2008). Ghosh, Shuck, and Petrosko (2012) demonstrate that a group's emotional intelligence positively contributes to the team members' ability to work cohesively for the benefit of the team and the organization.

On an individual level, emotional intelligence plays a pivotal role in equipping individuals with the necessary skills to effectively navigate daily workplace challenges and improve personal and interpersonal abilities. Those with high emotional intelligence are adept at articulating their ideas, maintaining clarity in their intentions and goals, displaying positivity, sensitivity, and a willingness to learn from mistakes or oversights, showcasing a remarkable degree of adaptability. These attributes are particularly valuable in today's contemporary work environment.

At higher hierarchical levels, emotionally intelligent managers exhibit reduced tendencies for negative behaviors, possess strategies for handling difficult situations, and make sound decisions (Furnham, 2012; Ghosh, 2015). Consequently, employee development encompasses not only cognitive aspects but also emotional growth. Regardless of their hierarchical position, employees evolve by acquiring knowledge through formal education to fulfill the organization's mission and by acquiring skills that foster internal growth. This includes gaining a deeper understanding of their role within the workgroup, redefining personal values, and aligning them with organizational objectives (Furnham, 2012; Tran, 1998).

## CONCLUSION

In conclusion, building an emotionally intelligent organization necessitates two key factors: adopting a learning organization approach and cultivating emotionally intelligent employees. The conceptual model presented offers a framework for developing such an organization—an Emotional Intelligence Ecosystem with interconnected layers. Emotionally intelligent managers at higher hierarchical levels exhibit reduced negative behaviors, possess strategies for navigating difficult situations, and make informed decisions.

There is substantial evidence demonstrating a direct correlation between emotional intelligence and various career-related aspects. Emotional intelligence entails the ability to understand and manage emotions in oneself and others, enabling individuals to overcome challenges in a positive manner. It plays a significant role in multiple facets of work. Therefore, prioritizing emotional intelligence skills is crucial.

While the growth in computing power allows for the widespread application of artificial intelligence, it remains essential to provide important human guidance. Studies reveal the direct impact of collective emotional intelligence at the group level on employees' performance and organizational effectiveness. Furthermore, on an individual level, emotional intelligence is key in effectively addressing workplace challenges and enhancing personal and interpersonal skills.

Embracing emotionally intelligent organizations in the era of information technology offers significant benefits by promoting a humane approach in the workplace.

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