

**EMOTIONAL INTELLIGENCE IN ORGANIZATIONS:
ASSETS OR LIABILITIES FROM THE PERSPECTIVE OF ADMINISTRATORS?**
*EMOTIONAL INTELLIGENCE IN ORGANIZATIONS: ACTIVE OR PASSIVE
FROM THE PERSPECTIVE OF ADMINISTRATORS?*

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The present work aims to analyze and investigate how administrators manage emotional intelligence within organizations. As emotions are a fundamental part within companies and the object of attention and analysis by contemporary administrators, in the last 50 years, they have gained prominence and figured in strategic planning as a competitive advantage. The methodology used was a theoretical bibliographical review, with a qualitative approach, from which we sought to understand this contemporary social fact, in an attempt to answer a disturbing question about how administrators in current times understand emotional capital, whether as an asset or expenses. Within a global context, in which there are rapid and considerable changes at all levels and in various dimensions, social, economic and above all technological, these acute transformations increasingly demand more and more from people who work within organizations skills and competencies that are not just technical. , even more so of emotional skills. In addition to emotional balance, administrators are being invited to review concepts and deconstruct old paradigms regarding emotions. These administrators

now dedicate themselves to the study and application of theories and concepts that structure new work environments, in order to promote the well-being of employees, while at the same time encouraging them to manage emotions in mutual favor, for employees and also for companies and their respective markets.

Key words: Management. Emotional intelligence. Emotions. Well-being. Social advantages.

ABSTRACT

This work aims to analyze and investigate how administrators manage emotional intelligence within organizations. As emotions are a fundamental part of companies and an object of attention and analysis by contemporary managers, in the last 50 years, they have gained prominence and figure in strategic planning as a competitive advantage. The methodology used was a theoretical literature review, with a qualitative approach, from which we sought to understand this contemporary social fact, in an attempt to answer a disturbing question about how administrators in current times understand emotional capital, whether as an asset or expenses. Within a global context, in which there are rapid and considerable changes at all levels and in various dimensions, social, economic and above all technological, these acute transformations increasingly demand

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from people who work within organizations, not just technical skills and competences. , even more so of emotional skills. In addition to emotional balance, administrators are being asked to review concepts and deconstruct old paradigms when it comes to emotions. These managers are now dedicated to the study and application of theories and concepts that structure new work environments in order to

promote the well-being of employees, while encouraging them to manage emotions in mutual favor, for employees and also for companies and their respective markets.

Keywords: Management. Emotional intelligence. Emotions. Welfare. Social advantages.

1. INTRODUCTION

Human intelligence is intrinsically intertwined with the times and movements of work. From the simple manufacture of tools to the construction of sophisticated electronic equipment, human intelligence is present. More recently, within the concept of the fourth Industrial Revolution - that advancement in the field of science, supported by new information and communication technologies, which enhance intelligence in general within organizations, but especially emotional intelligence - is It is necessary, within these contexts of radical changes and daily adaptations, for company markets (internal and external) to impose themselves on people within organizations. According to Schwab (2016):

We currently face a wide range of fascinating challenges; Among them, the most intense and important is the understanding and modeling of the new technological revolution, which implies nothing less than the transformation of all humanity. We are at the beginning of a revolution that will profoundly alter the way we live, work and relate. In its scale, scope and complexity, the fourth industrial revolution is something that I consider different from anything that has ever been experienced by humanity (SCHWAB, 2016, p. 15).

Human intelligence and its derivations, throughout history, have been and still are the subject of studies. Specifically, emotional intelligence, over the last 50 years, has been gaining prominence in the field of research within organizations, as work environments increasingly increase their level of complexity and the most elementary concepts about general intelligence no longer support the universe circumscribed organizations.

In this direction and sense, and within the context of emotional intelligence in organizations, a term that comes from Physics – resilience^{two}- that in the context of behavior

^{two}Resilience:property that some bodies have of returning to their original shape after being subjected to elastic deformation

human is the ability of people to withstand pressure, adapt and use the inner capacity that adds technical skills and competencies to social and emotional skills, is now an integral part of the uplifting structure of professionals in organizations. Therefore, emotional skills (knowing how to deal with emotions) are increasingly valued in organizational environments and have a prominent place in the skills of professionals in general, regardless of the functions they perform in their respective jobs.

Without any obstacles, within organizations, when making investment decisions in emotional intelligence, some uncertainties arise. Many executives, administrators, managers and owners, and even accounting, cannot reach a common denominator regarding this investment. Among countless questions, a disturbing one arises: Are investments in emotional intelligence in organizations understood as assets or expenses? Just like research and development (R&D), why are investments in emotional intelligence still timid within organizations?

In the desire to discuss emotional intelligence within organizations, its impact and its relevance as an investment, this article, based on the considerations, statements and propositions of authors and experts on the subject, seeks to elucidate these disturbing questions.

The methodology of this work presents a qualitative approach and the technique of observation and theoretical bibliographic review was used for the analysis. As Minayo (2001) argues:

Qualitative research answers very particular questions. It is concerned, in the social sciences, with a level of reality that cannot be quantified. In other words, it works with the universe of meanings, motives, aspirations, beliefs, values and attitudes, which corresponds to a deeper space of relationships, processes and phenomena that cannot be reduced to the operationalization of variables (MINAYO, 2001, p. 22).

Therefore, bringing to the fore an observational study and a look inside organizations regarding people's emotions is a social fact of current relevance in the field of contemporary administration.

2 THEORETICAL FRAMEWORK

Within contemporary companies, specifically with regard to people management, idealizing, developing, distributing goods, products and services only in a rational, systematized way and with a deliberate focus on financial issues are no longer sufficient for survival in their respective markets. Leaders and followers within organizations need to act with skills and competencies that go beyond technical skills. In the intelligence of Pezzi, Eckert, Pezzi and Zanotto (2020):

Emotional Intelligence (EI) generates a greater quality of life for people who begin to better control their feelings and this directly affects well-being in the work environment, as they begin to interact in a more pleasant way and tend to reduce unnecessary conflicts and focus on the company's objective (PEZZI, ECKERT, PEZZI; ZANOTTO, 2020, p. 3).

In this direction, giants in the technology sector, such as Google and Microsoft, have investments in the emotional intelligence of their direct and even indirect employees. These organizations generally know that the results of realizing (emotional) benefits that can affect the personal and professional lives of employees represent added value not only to the brand, but also have a direct impact on the commercial relationships of their products and services.

From the perspective of organizations, the main benefits of emotional intelligence are the integration of teams, which begin to show more commitment to their activities and tasks, as they can deal with adversities arising from work and their personal lives. Employees who have been exposed to knowledge about resilience, the ability to work as a team, face difficulties in conflict situations and maintain emotional balance tend to respond more assertively to the demands that arise in the workplace on a daily basis. Among the skills that organizations expect from their employees are:

- self-awareness;
- leadership of positive emotions;
- self motivation;
- empathy;
- positive interpersonal relationships.

Therefore, many companies develop their activities focusing on the interpretation and use of emotional intelligence as a productive factor. It is inevitable to think about resilience without addressing the topic "self-motivation". Only professionals with broad control over their

emotions, combined with a good relationship with the entire organization, from the presidency, management, to operational areas, develop the ability to self-motivate and focus on solving the problem.

It is important to highlight that the founding concepts of emotional intelligence were proposed by Salovey and Mayer in the 1990s.³ In his theoretical and seminal article that dealt with “the individual's ability to monitor the feelings and emotions of others and their own, to discriminate against them and to use this information to guide their own thinking and actions”. In this decade, the work of Jonh Caippo and Gary Berntson on the also seminal “Social Neuroscience” can also be highlighted, according to Goleman (2011). *Afterwards*, understanding what emotions are and their importance within organizations was and still is a challenge for administrators.

In addition to understanding emotions in the workplace, administrators, within their planning, are constantly concerned. Investments in ongoing training for employees regarding emotional intelligence. It is not enough to simply understand this social phenomenon of interpersonal relationships and emotions within organizations, it is also necessary to establish planning, organization and control of effective and affirmative actions within this scope.

Therefore, this planning must include investment that enhances the capabilities of employees (direct and indirect) with regard to emotional intelligence, in such a way that if, in the past, this topic was restricted to academic circles and featured more intensely with philosophical aspects, it is now a reality within companies and must receive support from the financial sector, being managed by departments that deal with people management.

A good example of this new dynamic is the example of Google and Tecfil, which implemented a happiness director in their internal structures. At the technology giant, the name of the position was called *Chief Culture Officer* (CCO). This position aims, fundamentally, to manage the well-being of employees as well as good results in professional environments.

As HR manager at Tecfil for 15 years, Ana Paula de Oliveira says that there are no secrets in structuring a corporate happiness plan. “The first step is to know and

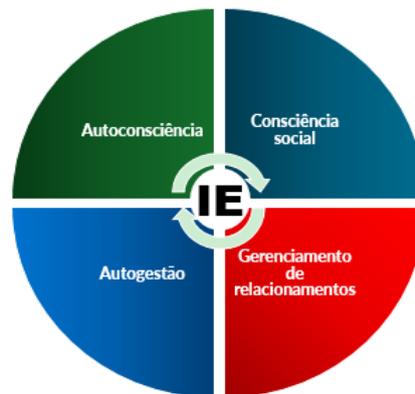
³Mayer, J., & Salovey, P. (1997). *What is emotional intelligence?* New York: Basic Books. Retrieved on July 3, 2021 from <http://citeserx.ist.psu.edu/viewdoc/download?doi=10.1.1.385.4383&rep=rep1&type=pdf>.

understand the profile of employees, interests, objectives, dreams, and build a journey that makes sense", he declared. Tecfil, a manufacturer of automotive filters, has 1,500 employees (VARELLA, 2017).

In effect, administrators were faced with the challenge of not only managing this transdisciplinary aspect, but also determining whether the investment in knowledge management in emotional intelligence is viewed as an asset or an expense.

Without hesitation, contemporary administration now has in its training structure not only structures from economic sciences, but also from the science of people, human behavior and with an emphasis on social sciences. This is because what is understood as emotional economy directly influences an organization's business. Figure 1 shows the main elements that must be present in emotional intelligence.

Figure 1 – Main aspects involving emotional intelligence



Source: Adapted from Goleman, 2012, p. 10

This diagram proposed by Goleman illustrates and meets the major questions that now raise and frequent not only academic circles, but also permeate the ranks within organizations. Questions such as: Is there an entity defined as organizational intelligence that differs from the intelligence quotient previously used as a measurement parameter? There is also the dynamics of the ethical radar of the brain and emotions, in addition to a neural dynamic of creativity that exists and is present not only within people, but as a fragrance within organizations.

Doubts regarding expected returns from investments in emotional intelligence in organizations on the part of administrators permeate the fact that this

new perspective was not part of their training in the recent past. Classical administration, which for decades provided the knowledge of administrators, did not consider happiness as a powerful asset within organizations. This somehow makes some administrators skeptical who still support their planning in structures focused only on the objective and as a kind of myopia prevents them from seeing that happiness within work environments can be seen as a tool for important strategies.

It must be understood that, as in any investment, there are variables that need to be understood and studied rigorously and that the administrator and/or manager needs to consider this aspect in their *dashboard*. Some important points of this investment require attention from administrators, such as:

- understand what emotional effort is;
- understand the theory of affective events;
- understand how emotions and feelings impact organizational activities;
- understand the importance of emotions for leadership;
- understand the concept of emotional intelligence;
- recognize the importance of emotional intelligence;
- understand what it means to identify emotions and;
- recognize the importance of identifying emotions in work environments.

Studying and understanding these aspects can be crucial for administrators to realize that the strategic management of emotional intelligence (with an emphasis on happiness) in organizations' working environments has the possibility of bringing positive impacts on productivity with consequent positive results in business.

According to Elcio Paulo Teixeira, CEO of Heach Human Resources, several studies indicate a minimum gain of 12% in productivity (for companies that promote some regular happiness actions) and up to 40% (for companies that have well-structured happiness management actions) (VARELLA, 2017).

According to *site*Startee, in his article entitled "Employee Experience and happiness as a productivity tool":

In the last five years, issues related to productivity, well-being, overwork and burnout have increased, according to Deloitte. In a digital transformation scenario, 84% of respondents say they need to rethink their workforce experience in order to improve productivity. However, as important as it is, only 9% of respondents believe they are ready to solve this problem, making it a priority for organizations around the world (PRADO, 2020).

In the same direction, there are the considerations of Madalena Carey, founder of Happiness Business School:

[...] happiness at work is how people feel. We move away from the culture of giving to make employees feel and let them be who they are. If we think about hedonic adaptation, there is clearly no point in thinking that we will make employees happy just by increasing their salaries, bonuses, and benefits. After all, when they achieve this, they will certainly continue in the incessant pursuit of the myth of happiness that we are only happy when we obtain something (RIVETTI, 2021).

Therefore, it can be said with some certainty that emotional intelligence within organizations is increasingly considered a strategic tool for the company, supported by people management actions, rather than just an isolated discipline in the field of social sciences.

In addition to the traditional perceptions of management that, with a lens focused only on practical and economic objectives that aim only at profits and financial results as the main focus of the social function of companies, in contemporary times, emotional intelligence in organizations establishes itself as an important asset and signals to management the importance of ensuring the well-being of its employees.

Among the skills and competencies that will be a differentiator within organizations of the future is the emotional ability associated with the use of new forms of work and technologies that, at this moment, are established for a future within organizations. In this sense and direction, Schwab (2016) advises that:

[...] successful organizations will increasingly move from hierarchical structures to more collaborative and networked models. Motivation will increasingly be intrinsic, driven by employees' and management's collaborative desire for mastery (*mastery*), independence and meaning. This suggests that companies will become increasingly organized around distributed teams, remote workers and dynamic collectives, with a continuous exchange of data and knowledge about things or tasks in progress (SCHWAB, 2016, p. 65).

In this way, it can be said that special attention to emotions, with an emphasis on emotional intelligence, in addition to promoting well-being among employees in general, also promotes a collaborative culture in which feelings come to be understood as a cent of importance. within organizations.

FINAL CONSIDERATIONS

Organizations that focus on the future and their managers, who survive in increasingly changing environments and uncertain scenarios, know that human intelligence is

intrinsically linked to the times and movements of new work realities. And to stay in the market they need to improve their innovation capabilities. There is now a tendency to believe that in order to withstand even more uncertain times and movements it is necessary to break with old paradigms of classical administration and management by objectives. This way of thinking is, in a certain point, positive, since it breaks with old models of administration that were focused only on profit and objectives, relegating people and feelings to a secondary level. Certainly, thinking based on the equation “men x machines x times/movements” no longer supports strategic positioning in the future. A variable (people's resilience) that already existed and that, at times, went unnoticed within organizations is now the driving force behind disruption and that, together with creativity, has been making a difference in the eyes of administrators.

Without any obstacles, emotion is now the core of the scientific outlook of contemporary managers and administrators. Emotional intelligence, which in the recent past was considered a liability, is now an important asset and is being considered as a potential investment.

Teams are integrated with the power of this investment and markets are being explored based on the emotional intelligence of the people who form the ranks within organizations that stand out in various sectors of the economy. Companies in the information technology sector generally stand out in relation to valuing emotional intelligence, which is an integral part of the valuation process of these organizations.

In fact, contemporary management considers emotion and emotional intelligence as a competitive differentiator and as a fundamental part of the strategic planning of organizations. People management departments plan, organize and control this investment and seek to leverage this powerful asset with deterministic actions. This encourages practices in organizational culture that aim to favor not only environments that promote experiences of well-being, but also in which happiness is a feeling to be sought and preserved among the people who give shape to organizations.

Therefore, it can be concluded that if in the past issues related to emotions were directed towards transdisciplinary areas within organizations and were seen by administrators, coming from a classical administration background, as a liability, in contemporary times, no longer so. Now, within organizations, emotions, emotional intelligence and happiness figure as the first order within the strategic planning of organizations, they receive not only attention, but also the contribution of resources

financial resources to establish themselves as an important alternative so that organizations and the people that make them up can face the challenges of the future that will arise.

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