



The Role and Importance of Emotional Intelligence in Knowledge Management

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Abstract: *This report clearly picture raises what is actually emotional intelligence and its actual three models that we follow around with a good survey and also its main role in taking up and overall importance of it when implemented in knowledge management. When implementing the Emotional Intelligence in Knowledge Management and then a company follows it in its organization the overall yield and profit seems to be increased in a exponential rate and overall it helps in the growth of the company. It also explains Emotional Intelligence along with the Knowledge Management when implemented in the organisation helps the employees developing their own leadership skills and also enhancing the actual skills they posses in the various fields. it also tell us the overall impact of emotional intelligence over the leadership. It also teaches how the Emotional Intelligence and Knowledge Management are correlated to each other and which depend on each. They also tell us the steps they need to be followed to create these Emotionally Intelligent teams and corresponding groups.*

Keywords: *Emotional Intelligence, Knowledge Management, Leadership skills, Organization, Employees, Correlated, Teams, Groups.*

I. INTRODUCTION

Emotional intelligence (EI) is the ability to monitor one's own and other people's emotions, to separate between different emotions and label them appropriately, and to use emotional information to guide thinking and conduct.

In that respect three models of Emotional Intelligence are the Ability model, which concentrates on the individual's ability to process emotional data and utilize it to navigate the social surroundings. The Trait model which encompasses behavioral dispositions and self -perceived abilities and is measured through self-report. The final model, the mixed model is a combining of both ability and trait EI. It defines EI as an array of achievements and features that drive leadership performance.

Surveys have indicated that people with high EI have greater mental health, exemplary job performance, and more potent leadership skills. Markers of EI and methods of developing it have become more widely coveted in the past few decades. In addition, subject fields have begun to offer grounds to help characterize the neural mechanisms of emotional intelligence

Knowledge management is the important part of knowledge-based society. Learning systems are mindful of the importance that lies in human resources, and are produced by producing fresh concepts in leadership, where hierarchy and pyramid structure decision-making do not bet the primary part. This novel concept is how to build upon a partnership between professionals from different sectors of the governing body. Partnership as alliances has always depended solely on the character of human dealings.

We indicate that emotional intelligence enhanced with new concepts of leadership increases generating and transfer of knowledge. The survey receives a qualitative approach used up through interviews that were conducted with top management in order to investigate the purpose of emotional intelligence and its impact on management in correlation with sharing knowledge. The findings supported our two hypotheses, since research has recorded how the leadership strategy reflects on input of employees, and the path, resulting in stimulation or discouragement of the transfer of knowledge in the system.

The purpose of this paper is to reflect on new management paradigms that shape the development of knowledge-based organizations. Modern ways of doing business are changing considerably the original construction which was initially based solely on an autocratic model of leadership. Experts think that consolidation of personal potency of an individual plays a substantial part in producing a successful management style. Referring to human relations, success depends on the realization and consciousness of our emotional reactions towards obstacles and battle sites. The intensity of conflicts reflects on organization climate within the society, and the quality of relations between people. In this report, we will identify and examine dimensions of emotional intelligence, and its impact on leadership and creative decision-making, while trying to encourage the Board of Executives for using more innovative decisions concerning human

resource management. Emotional intelligence serves as an added value in guiding people. Emotionally intelligent abilities are not innate gifts, but learned skills, and each of them contributes in its own way to a more effective management. In the theoretical portion of this report, a descriptive method will be employed to specify the basic concepts within the dissertation, namely leadership, emotional intelligence and knowledge management. The empirical character is based on a qualitative research; whereby, the research instrument is presented through semi-structured interviews. The analysis will be based on interviews conducted with ten senior managers, of which seven will be male and three females, all employed with a low to medium-sized business organizations. Throughout this report, we emphasize that creating added value among employees, which results in positive stimulation of their potential, is tantamount to an estimate of the company's vision of personal values of employees.

II. EMOTIONAL INTELLIGENCE AND LEADERSHIP

Emotional intelligence bears an important impact on self-development of the manager and his leadership qualities. Doing activities that support EI behavior illuminates positive effects that can be noted and measured by higher productivity. Its impact is visible in building positive relations and gaining emotional commitment of employees. At a higher level this strengthens organizational culture, sharpens its resilience and stretches its flexibility, both in the long run lead to greater competitive advantage in the marketplace. Empathic communication between CEOs and employees, develops a culture of trust that increases synergy among team members. Synergy stimulates employees' creativity, which is indispensable in building up fresh solutions and forming innovative responds to the increasingly complex needs of a learning society.

2.1. Developing leadership skills

Effective leadership requires strong engagement and all-embracing commitment for developing personal potentials of an individual (leader). The procedure involves a heavy deal of self-discipline, strong study, elbow grease, and uninterrupted learning. Seeking knowledge is a lifelong journey, and a successful leader is aware of it at all times. By getting his/her inner potentials and transforming them into personality traits, he/she sets a milestone for his/her career growth. His/her input on leadership, strategy reflects his/her authentic power based on his/her unity. Manager's integrity is important when addressing the organizational culture and stimulating the emotional potential of the system.

Kyle defines the principal goal of efficient leadership as achieving results, nurturing the team and increasing competence of all squad members. He thinks that the leader's function is to create conditions which allow the squad members to prove their knowledge and accomplishments. Achieving desired state is led by nurturing shared values, integration of the intentions of an individual with the intentions of the establishment, and institution of a shared vision. Every manager who wants to become a great leader should impersonate active and lasting commitment to seeing the extension between assigned positional power, and his/her own personal power. This link forms a setting which uses feedback information regarding emotional commitment of employees, their orientation towards the common goal and their willingness for behavioral modification. A director who does not pay adequate attention to his/her leadership potential is able to achieve only short-term outcomes, otherwise he/she is not capable to build a relationship that encourages employees' innovation, creativity and emotional association with the establishment. In other words, the leader will operate his/her team members, but will not run them.

2.2. Emotional intelligence and its impact on leadership skills

Joseph LeDoux, a neurologist and researcher at the Centre for Neurological Sciences at New York, refuted traditional views of neurology on the operation of our limbic brain. In his discoveries, he pointed out the complexity of our emotional brain. His research represents a major turning point in interpreting the emotional life, as there were for the first time explained ways in which emotions literally bypass neocortex. Based on LeDoux's analyses of his research data, Daniel Goleman formed a model of emotional intelligence that relates an individual's set of skills powered by the brain dynamics in the background with one's reactions. He divided emotionally intelligent skills into two groups; the first group indicates abilities for successful management of ourselves as individuals, while the second group determines how receptive we are for the guidance of others. His findings are established on scientific studies that study human complexity, such as Biopsychology and neurology. Agreeing to his conclusions, the oldest centers of the human genius, those responsible for feelings, are also responsible for managing ourselves and our social skills. These are accomplishments that are incorporated in the genetic development of the masses and serve for the endurance and adaptation of human beings. The emotional component of the brain perceives the universe otherwise than the sensible part. This last brings new perspective on an enormous gap between knowledge and emotion. Some sciences are merely cognitive, such as analytical thinking and expert sciences. Some of them are a mixture of combined parts between cognition and emotion; this is called emotional intelligence. The kernel of emotional intelligence is based on adaptation of creating conscious and intelligent actions regarding our own emotional reactions as easy as handling other people's reactions to an emotionally charged situation. In parliamentary law to be capable to successfully handle all these reactions, we first need to recognize the emotional state that we find ourselves in, and subsequently recognize its impact on our behavioral patterns. For conforming, or better yet transforming those patterns, we must use our conscious mind while evaluating if we are addressing ourselves and others in a reverential way. Deference is the cornerstone of any nonviolent and effective communication.

Development of emotional intelligence and illumination of the important insights that we benefit from, is not meant to be exaggerated to the extent that overshadows the importance of rational intelligence. We are simply underlining the importance of drawing a link between our brain and our emotional triggers in a fashion that they do not rule us. The findings that center on managing our emotional responses suggest the possibility of building a more efficient working environment. We like to stress that the concept of leadership and the concept of emotional intelligence may not live in isolation; anyone who desires to turn a successful manager/leader, must learn at first how to manage/lead himself/herself, and then lay out an example in leading others successfully. Emotional intelligence can therefore be defined as the ability to realize and adjust our emotions that trigger our reactions to certain sites or people. We can find out how to gain mastery over our responses and actively take part in shaping our social skills. Emotional intelligence – the power to handle ourselves and our relationships – consists of four fundamental capabilities: self-awareness, self-management, social consciousness, and social science. Each capability, in turn, is composed of specific sets of competencies.

2.3. Creating emotionally intelligent teams

Goleman says that employees under the leadership of emotionally intelligent people are more prone to give mutual support to each other. Their participation is evident in an interchange of ideas, transfer of knowledge, and assuming responsibility for creating and carrying out joint tasks. Emotionally intelligent leader will also be able to spontaneously develop and make emotionally intelligent teams. Goleman describes emotionally intelligent teams with the same characteristics as individuals, as for EI skills are interrelated and cumulated in a group. Self-awareness of the squad members and parallel recognition of needs and moods make for more empathy into the workplace environment. In a squad story, empathy is the ground for building effective relationships within the team as well as with other components of the system. Consequently, leaders who are able to produce empathy and other important social skills, must bind themselves to forming emotionally intelligent organizations. Employees should be afforded the chance to develop their potentials and participate in forming organizational integrity. Managers on the other hand, should find appropriate ways to transform organization's vision into actions that support emotionally intelligent practice. On a strategic level, this reflects measures that create systems, where rules, legislative acts and personnel practice in human resource management are aligned with the desired targets. Goleman indicates triple benefits from creating emotionally intelligent organization for CEOs. Firstly, open conversation and true assessment of behavioral and emotional facets of an organizational culture and leadership style create new, healthy relations among employees. Secondly, new process reflects in generating new habits: when employees understand the behavioral change in head managers, they are more likely to express their needs and prepare a more respectful attitude towards their colleagues, since they attempt to replicate the behavior from their squad leaders. And thirdly, if a principal director is someone people can look up to, a person of integrity, all employees, especially those in lower places, are more willing to accept risks.

III. THE CORRELATION BETWEEN EI LEADERSHIP SKILLS AND KNOWLEDGE MANAGEMENT

Knowledge management is the heart of all strategic planning on how to increase the value of human resources while trying to carry the most efficient kind of stimulating their potential. From a manager's position, knowledge, its effective use, and integration in all pores of the work process stand for a corporal value that must be fostered and honored. Effective leaders and management skills that reflect in a successful stimulation of generating new knowledge, transfer of knowledge, and other knowledge-based processes delineate the company as a learning system. Knowledge, like innovation and creativity, needs to be promoted and stimulated in appropriate ways, it cannot be raised on command. Commitment to taking new knowledge is linked to the quality of interpersonal relations. Those relations rely to a large extent along the emotional intelligence of central people. They create interactive effects at all layers of the system, which leads to enrichment of intellectual capital, while allowing a transparent flow and conveyance of knowledge through different sectors of the governing body.

3.1. Knowledge management

Knowledge management is by definition part of the overall management process that focuses on systems analysis, acquirement, creation, development, storage and use of knowledge. Its main purpose is to maximize human capital to the extent where we can transform it into structural capital, a part of intellectual property which allows organizations to develop competitive advantages and efficiently achieve goals. Intellectual capital can be parted into two crucial segments which are also really important for understanding the meaning of knowledge. First segment belongs to employees, and after finishing work and leaving the office, they strike it home with them. We make it as human capital. Second part of this segment belongs to the governing body and stays in that location even after employees leave work. We bring up to it as structural capital. Thus, we can conclude that knowledge of employee presents only a percentage of the entire intellectual capital and overall knowledge, taking a larger position.

According to Sitar human capital can be further characterized as employee's competencies, their attitude towards employment and intellectual flexibility. Competencies reflect the understanding and utilization of knowledge, both theoretical and academic; corresponding to the degree of an individual's education as well as learned skills – practical knowledge, earned by training or learned and obtained by experience; this also includes talents of a person. Attitude towards work mainly depends on personal traits of each person and represents the creation of added value through work motivation and testing of employees' responses to novel circumstances, including behavioral reactions and tendency to remain confident in terms of optimism and ebullience. Intellectual flexibility reflects an inability to transmit knowledge

from one position to another, the ability to integrate skills, to provide constant development of knowledge, the ability to be innovative and to transmute ideas into products and services – all this can be read as part of human capital. The definitions above imply the importance of producing conditions for effective function of knowledge management. The responsibility for creating such circumstances lies with the CEOs, while the co-responsibility lies with the employee engagement to the transfer of knowledge. Conditions for creating added value depend on stimulation of acquiring knowledge and circumstances that integrate knowledge into the corporate strategy along with the work process itself. Self. All requirements must be fulfilled; knowledge management should summarize all aspects of operation, which shape and maintain the core strategy of the organization.

3.2. A program for an effective transform of knowledge: creating synergy effects

A simple definition of synergy insinuates the state in which two or more things running together in a particularly fruitful way produce an issue larger than the sum of their individual effects. The definition can also be interpreted as »the whole is bigger than the sum of its parts. The description points out the importance of relations between different constituents, which are an important component of the total. Those relationships present a valuable resource for catalyzing and strengthening as well as promoting the operation of each element. Synergy is therefore the essence of successful management, for it is activated, releasing and combining creative forces of employees.

Dziechciarz believes that a successful synergy management performance requires a heavy batch of use in managing leader's emotions and inner views. We worked up some of the main components of this operation.. Manager's performance is the key to success, because there is a tight correlation between his/her personality and further business development. His/her chief concern should be focused on building trust between him/her and his/her team members, by doing so, he/she is taking his/her position. The emotional potential of the leader should pay heed to every bit a security card for making efforts. Maintenance of systematic implementation of activities which build a high level of motivation and self-appraisal of team members is emphasized, as easily as the increase of abilities that determine priorities with ensuring the holding out of everyday projects and combining them with corporate strategy. Training in communication techniques must also not be willed out. Mořina states the fundamental components for conducting a successful, self-learning organization

IV. CONCLUSION

The main objective of this study was to outline new dimensions of leadership practice, which incorporate elements of emotional intelligence in order to strengthen mutual relations and employee loyalty. The analysis provided evidence that this produces an organizational culture, which is based on knowledge and trust and which tolerates and promotes knowledge sharing among employees. Top management is responsible for the founding of a company's culture, therefore their strategy must not be focused on retention of knowledge by people who feel threatened and therefore cause a low degree of trust. The main project of all line managers focuses on raising the emotional potential of employees, whereby each participant provides a singular contribution to overall team performance in conformity with its capabilities. This promotes synergy instead of contributing to conflicts and competitive demeanor.

The study also shows the importance of developing leadership competencies, since all business managers must be capable to pick out the potentials and restrictions of their team members, which could then be consistently developed in the arenas, where such progress is required. Our overall conclusion states, that emotional intelligence, which bulges out on top with the Head managers and CEO's and operates throughout the society, affects all levels of the system. Obtaining employee commitment to reach common objectives remains an artistic production of those directors who have internalized the desire to continually grow their leadership potential and create synergistic effects that can be observed and measured in the integrated system.

A second tradition views emotion as an organizing response because it adaptively focuses cognitive activities and subsequent activity. Rather than characterizing emotion as chaotic, haphazard, and something to outgrow, Leeper suggested that emotions are primarily motivated forces; they are "processes which arouse, sustain, and direct activity". Modern theories of emotion also see it as directing cognitive activities adaptively. Artificial intelligence researchers have recently considered the value of adding emotion to computers so as to prioritize and direct their processing. The full face of emotions seems to be a primary human motive and it may therefore be worthwhile to look at it from a functionalist perspective.

V. FUTURE RESEARCH ON EMOTIONAL INTELLIGENCE

As emotional intelligence may provide a theoretical account for organizing personality, it may also indicate an outline for personality researchers who study emotion. Investigators may wish to analyze emotions in the ego, the appraisal of others' emotions, the ways in which emotion is regulated, or the adaptive functions of emotion. Merely, in addition, others may take a research scheme that requires the identification of emotionally intelligent individuals through the utilization of laboratory tasks or conventional scales. They might as well study the acquisition of emotionally intelligent skills and interventions to encourage them. We would hope as well that researchers in this area might examine the part played by emotional intelligence in understanding other complex social processes such as the growth of friendships and other close relationships.

In the close, by distinguishing the contribution of emotional intelligence to a healthy personality, and how to foster it, we may come to recognize advantageous qualities or needed alterations in social establishments and ethnic exercises.

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