

Emotional Intelligence and Innovative Work Behaviour: A Review

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ABSTRACT

With the headway of globalization, the achievement and endurance of an organisation are pawned to innovation and adaptability. Innovation plays a crucial role in gaining a competitive advantage within the organization. For any organization to be innovative, employees' innovative work behavior assumes an indispensable role. Capturing innovative ideas from employees at different levels, building an active and collaborative workforce within organisation, recognizing employees' effort, and communicating effectively with all stakeholders are the vital building blocks of innovation. Building the culture of innovation that drives productive and sustainable innovation practices can spark from within the workforce helping organizations to remain competitive and stay ahead in the long haul. Research indicates that innovation and creativity are attained through emotional intelligence. Given this contention, the purpose of this paper is to examine the role emotional intelligence plays in bringing innovative work behavior within the employees. An extensive literature review on the said constructs was conducted where both variables were studied independently and the linkages that both variables exhibit together were also studied from different database sources like Emerald insight, Science Direct, Taylor and Francis, Springer, Google Scholar, etc. and also, the models of emotional intelligence were put forth.

Keywords-- Emotional Intelligence, Innovation, Innovative Work Behavior

I. INTRODUCTION

With the onset of globalization and enhanced competition, innovation plays a critical role in the growth and survival of organizations. Research has shown that innovation is advantageous for the performance of organizations (Damanpour, 1991; Jimenez-Jimenez and Sanz-Valle, 2011; Thornhill, 2006) because organizations are in better positions to respond to challenges faster and are better at exploiting market opportunities. One of the greatest challenges faced by the companies in this era of globalization is to preserve a high level of competitiveness through fortifying the knowledge and innovative abilities of their workforce (Prajo and Ahmad, 2006; Chen et al., 2012). Organizational innovation is viewed as a fundamental constituent of organizational survival and the manner in which it competes in today's increasingly global markets (Suliman and al-Shaikh, 2007). As Scott and Bruce (1994)

explained "the basis of innovation is ideas and the people who develop, carry, react to, and modify ideas" (Van de Van 1986). The organization that innovates tap the latent creative potential of employees and provides them the necessary support and infrastructure to introduce new products and services in the market or to improve the existing quality of products (Van der Panne et al, 2003). Organizations and their employees must be persistently innovative and adaptive in order to maintain their survival and be successful in the long run (Jimenez, J.D. & Sanz, V.R 2011). According to Agarwal (2014), "One option for organizations to become more innovative is to encourage their employees to be innovative. Getz and Robinson (2003) demonstrate that eighty percent of the ideas in an organization is initiated by the employees. Therefore, employee innovative work behavior assumes an indispensable role in fetching innovation to the organization. De Jong (2007) defined innovative work behavior as "the intentional behavior of an individual to introduce and/or apply new ideas, products, processes, and procedures to his or her work role, unit, space or organization." Employees who display more innovative work behavior show more job involvement, as higher innovation is a result of employee's higher concentration at work, which in turn leads to increased involvement in the job (Daft, 2004). Job involvement assists employees to work wholeheartedly for their organization in solving problems and different issues of their organization (Rogelberg, 2007). According to Brown (2007), innovative work behavior aids in organizational production and effectiveness that requires deep involvement of employees in their work by providing them with autonomy and making their work experience meaningful. Katz (1964) asserted that in order to increase the efficiency of the firm, it is significant that the innovative work behaviour of employees is taken into account, as new ideas are considered more important as compared to the conventional ideas. Given the significance of innovative work behavior among employees, a myriad of research undertaken nurtures and promotes this kind of behavior. In particular, emotional intelligence is acknowledged as one of the key contributors to augmenting innovative work behaviour (Abubakar and Al-Shaikh 2007, Jafree, Dem, et al. 2016). According to Cherniss (2001) and Fenwick (2003), the display of innovative work behavior is closely related to employees' emotional intelligence. Emotionally intelligent individuals are better at controlling the emotions of themselves and possess a better

understanding of other people's emotions and feelings, which in turn assists them to maintain long term, harmonious and cooperative relationships with their colleagues and create a harmonious atmosphere in the workplace, which becomes the basis for creativity and innovation (Suliman and Al-Shaikh, 2007). Several studies have revealed that employees who possess higher levels of emotional intelligence tend to stay more motivated and productive at the workplace (Diggins 2004, Brooks and Nafukho 2006) and display better job performance (Wong and Law 2002, Langhorn 2004). According to Cooper (1997), previous research affirmed that properly managed emotions cannot only boost the accomplishments of individuals, teams, organizations, innovations, and increase productivity gains but also enhances trust, loyalty, and commitment of individuals. According to Hayashi and Ewert (2006), the more the emotional intelligence, the better and more effective is the performance of the employees.

Nevertheless, it becomes imperative to identify and study the drivers of innovative work behavior as it plays a pivotal role in the growth, survival, and development of organizations, and means should be found to improve employees' innovative work behavior. And as such emotional intelligence is believed to be one of the antecedents of innovative work behavior. Therefore, authors have attempted to put forth the relationship between emotional intelligence and innovative work behavior based on an extensive literature review undertaken for this study.

II. LITERATURE REVIEW

Emotional Intelligence

The evolution of emotional intelligence construct dates back to 1990 when Salovey and Mayer (1990) defined "Emotional intelligence as the subset of social intelligence that involves the ability to monitor one's feelings and emotions, to discriminate among them and to use this information to guide one's thinking and action". In a more recent definition, Mayer and Salovey and Caruso (2004) defined "Emotional intelligence as the capacity to reason about emotions to enhance thinking. It encompasses the abilities to accurately perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions to promote emotional and intellectual growth". Goleman (1998) defined emotional intelligence as the capability of recognizing the feelings in oneself and others, motivating self and managing emotions well in ourselves and our relationships. His emotional intelligence framework encompasses four competencies. 1. Self-awareness is the ability to accurately perceive the emotions in oneself and to be aware of them as they happen, including the ability to manage one's response to specific situations and people. 2. Self-management is the ability to be aware of one's emotions and have the flexibility to positively direct

one's behavior in response to those emotions, to manage emotional reactions in all situations, and with all people. 3. Social awareness is the ability to accurately identify the emotions of other people and thus understand the effects of those emotions, that is, to understand the thinking of other people. 4. Relationship management is the ability to use awareness of one's own emotions and those of others to successfully manage interactions, that is, to provide clear communication and effectively handle conflict (Goleman, 2004). Bar-on (2010) posits that "emotional intelligence is an array of interrelated emotional and social competencies and skills that determine how effectively individuals understand and express themselves, understand the feelings of others and relate with them, and cope with daily demands, challenges and pressures". According to Benson (2010), emotional intelligence covers the process of managing personal, social, environmental changes by coping with a situation, solving problems, and making decisions immediately, realistically, and flexibly. It is a set of abilities that relate to the processing of emotions and emotional information. Luu (2014), states that emotional intelligence can activate behavior and acts as a layer between cognition and behavior. It has been seen that high emotional intelligence level can help not only to manage our own emotions but also to manage the emotions of others. Emotional Intelligence is a form of ability that can be learned and developed (Cherniss and Goleman 2001, Berman and West 2008).

III. MODELS OF EMOTIONAL INTELLIGENCE

Concerning the models of Emotional intelligence, currently, there are three main models summarised as under:

- Ability based model.
- Mixed EI model.
- Trait EI model.

Ability model of Emotional Intelligence

Salovey and Mayer's Ability based model of emotional intelligence describes four areas of capacities or skills that collectively describe many areas of emotional intelligence (Mayer and Salovey, 1997). The four areas are given below:

1. **Perceiving Emotion:** Perceiving emotions is the most basic area and deals with the nonverbal reception and expression of Emotions in the face, voice, and related communication channels. It involves the capability of recognizing emotions in others' facial and postural expressions. The capacity to accurately perceive emotions in the face and voice of others provides a crucial starting point for a more advanced understanding of Emotions.
2. **Using Emotions to Facilitate Thought:** It pertains to the capacity of emotions to enter into the cognitive system and guide the cognitive

system to promote thinking. Having a good emotional input helps to direct thinking into the matters that hold importance. Several researchers have suggested that emotions are important for certain kinds of creativity to emerge.

3. **Understanding Emotions:** Understanding emotions reflects the capacity to analyze emotions, involves the comprehension of the meaning of emotions coupled with the capacity to reason about meanings of emotions. Understanding emotional messages and the actions associated with them is one of the crucial aspects of this area of skill.
4. **Managing Emotions:** Since emotions convey information, Emotions can be managed. It is the ability to regulate emotions in both ourselves and in others. Therefore, the emotionally intelligent person can harness emotions, even negative ones, and manage them to achieve personal and social goals.

Mixed Model of Emotional Intelligence

Bar-On (2006) reviewed personality characteristics supposed to determine lifesuccess beyond cognitive intelligence and identified five broad dimensions. He regards these dimensions, which are further subdivided into 15 subscales, as key factors of EI. They are:

1. **Intrapersonal Skills:** Interpersonal skills comprise of self-regard (being aware of oneself and understanding and accepting oneself), emotional self-awareness (being aware of oneself and understanding one's emotions), assertiveness (expressing one's emotions, ideas, needs, and desires), self-actualization (realizing one's potential capabilities), independence (being self-directed, self-controlled and free of emotional dependency);
2. **Interpersonal Skills:** Interpersonal skills comprise of empathy (being aware of others feelings and understanding others' emotions), social responsibility (demonstrating oneself as a constructive member of one's social group) and interpersonal relationships (forming and maintaining intimate relationships);
3. **Adaptability:** Adaptability comprises of problem-solving (solving personal and as well as social problems constructively), reality testing (validating one's thinking and feelings) and flexibility (adjusting one's feelings, thoughts, and behavior to changing conditions);
4. **Stress Management:** It comprises of stress tolerance (actively and positively coping with stress), o impulse control (resisting or delaying

an impulse or drive, and controlling one's emotions);

5. **General Mood:** General mood comprises of happiness (feeling satisfied with oneself or one's life), optimism (maintaining positive attitudes).

Goleman and Boyatzis developed another mixed-model approach to emotional intelligence. It includes several competencies sorted into 4 clusters including self-awareness, self-management, social awareness, and relationship management (Boyatzis, 2009; Cherniss, 2010, Goleman et.al, 2002; Goleman, 1995, 1998).

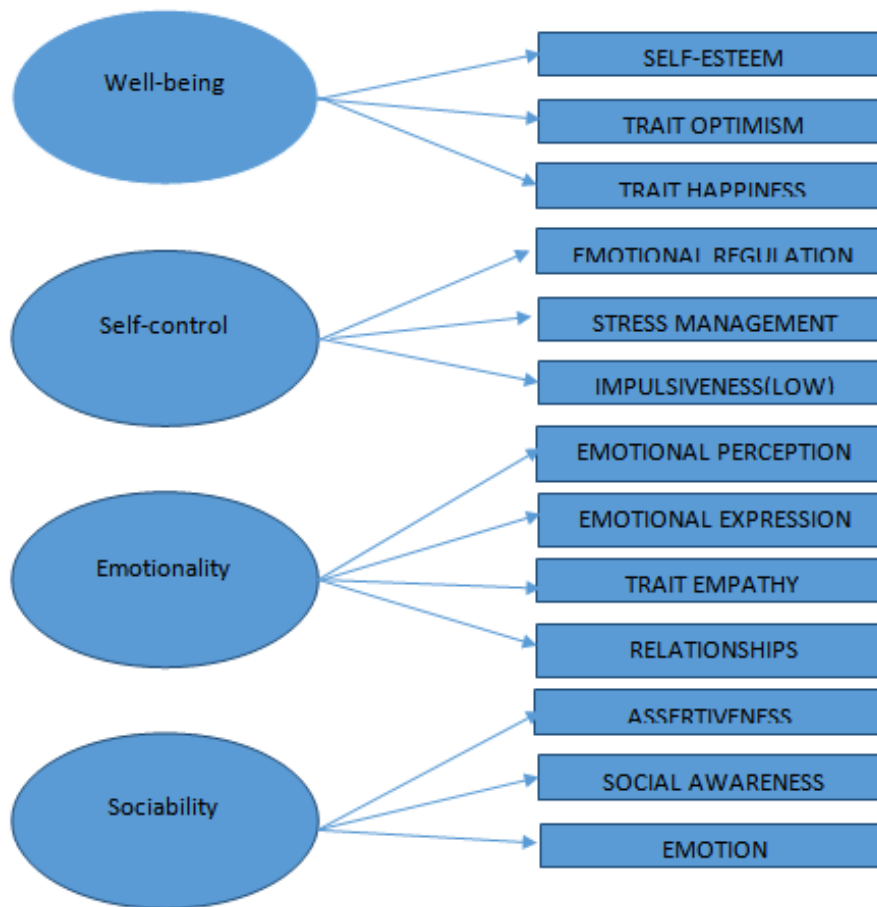
1. **Self-awareness** includes the ability to identify one's emotions and recognize their impact by using gut feelings to guide decisions (Goleman 1998).
2. **Self-management** involves the ability to control one's emotions and impulses, thereby continuously adapting to dynamic circumstances (Goleman 1998).
3. **Social-awareness** includes the ability to sense, understand, and react to the emotions of others while comprehending social networks (Goleman 1998).
4. **Relationship management** entails one's ability to inspire, influence, and develop others while managing conflict (Goleman 1998).

Trait Model of Emotional Intelligence

Konstantinos Vasilis Petrides proposed the conceptual distinction between the ability model of emotional intelligence and a trait model of emotional intelligence and has been developing the later over many years in numerous publications. Trait emotional intelligence has been labelled as the constellation of emotional self-perceptions located at the bottom levels of personality. Trait emotional intelligence generally refers to the self-perception of emotional abilities or simply put trait emotional intelligence concerns people's beliefs about their emotions.

Research has proved that trait emotional intelligence offers a beneficial framework for the classification of particular skills required in understanding emotions (Stubbs Koman & Wolff, 2008) which guides behavior and reasoning in the means that improve performance (Santos et.al, 2015). This model places emotional intelligence (EI) within the personality domain.

Previous studies have shown that there are significant individual differences in the perception of people's emotional abilities (Petrides, 2011). Trait Emotional Intelligence includes four factors or subscales that help summarise scores of people on 13 different facets (see fig). The four subscales or factors are well-being, self-control, emotionality, and sociability (Ruslan, Jantan, et. al (2016).



Innovative work Behaviour

Organizations heavily rely on employees for continuous innovations to cope up with rapid market changes and gain competitive advantage (Udin and Yuniawan 2019). With the increasing pressure of developing new products and services more quickly and efficiently, organizations continuously strive to encourage employee innovative work behavior for maintaining and improving long term performance (Van Burg, Bereneds, & Van Raaij, 2014). King and Anderson (2002) argued that innovative work behavior differs from creativity which focused on the discovery and creation of novel ideas. Creativity is the starting point of innovation and entails the production of novel and useful ideas whereas while as innovative work behavior entails a series of activities aimed at the introduction, development, adoption, modification, and implementation of existing ideas. Innovative work behaviour includes exploration of opportunities in generating new ideas as well as the behaviors that are directed at implementing change and new knowledge or improving work processes to achieve individual as well as organizational performance (De Jong and Den Hartog, 2008). Innovative work behavior is also perceived as the process of creating new problem-solving applications that begin with the identification of problems, finding solutions to the problems, and finally implementing the solutions (Turgut and Begenirbas, 2013).

Farr and Ford (1990) defined work role innovation is “the intentional introduction of novel and useful ideas, products, processes or procedures within one’s work role.” Spreitzer (1995) defined innovative work behavior as the contemplations of something novel or distinct. Innovative work behavior is defined as the sum of behaviors that involves the development of a novel idea, implementation of the idea, and finally the actualization of an idea for the benefit of the organization as a whole (Dincer and Orhan, 2012). Scott and Bruce (1994) argued that innovative work behavior is the production of useful products, processes, and services that were originated from problem recognition and ideas initiation.

Janssen (2000 and Janssen 2004) perceived innovative work behavior in the workplace as a complex process that entails three processes namely idea creation, idea promotion, and idea implementation. Idea creation refers to the production of useful and novel ideas in any domain (Kanter 1988, Amabile, Conti et.al.1996). Idea promotion involves finding potential allies that can help to power up the generated ideas (Kanter 1983, Kanter 1988) and idea implementation means producing prototype or the model of innovation that can be applied within a work role, a group, or to the total organization (Kanter 1988). According to Battistelli, Montani, et al. (2013), to keep up with the high demands of organizations, innovative work behavior can assist

employees to become acclimated to meet job and organisational related outcomes. Innovative work behavior is widely claimed to be critical to the effective functioning and the long term development of organizations (West and Farr, 1989, 1990; Woodman et.al., 1993). As Thompson and Werner (1997) stated that it's not sufficient for an employee to simply carryout essential job functions, instead employees are expected to take initiative actions and come forth with creative ideas in order to guarantee organizational performance. Employees possessing higher levels of innovative work behavior are more able to quickly respond to the work environment, propose new ideas and provide with more services and products (Afsar et. al,2018)

Emotional Intelligence and Employee Innovative Eork Behavior

Based on the available literature it can be affirmed that emotional intelligence has been identified as a key contributor in enhancing innovative work behavior (Abubakr and al-sheikh 2007, Jafri, Dem et.al. 2016). Research has also argued that employees with higher emotional intelligence tend to have a better relationship with their co-workers (Wong and Law 2002). This in turn leads to more informational exchange among co-workers, which enables them to create ideas for difficult issues and develop original solutions to the problems at work, which is characterized as idea generation (Al-Omari 2017). Besides employee with higher emotional intelligence are more likely to have peace of mind, stable life and tend to stay more focused (Abu Bakar and Al-Sheikh 2007) this assists them to evaluate the utility of innovative ideas, introduce innovative ideas at the workplace in a systematic way and transform innovative ideas into the useful application which is characterized as idea realization (Al-Omari 2017) and employees with higher emotional intelligence tend to stay positive (Ivcevic, Brackett et al. 2007) which leads them to inspire their co-workers to embrace innovative ideas. With their positivity, employees are more likely to display a broad way of thinking and flexibility (Ivcevic, Brackett, et al. 2007). This in turn fosters their ability to mobilize support for innovative ideas and acquire approval for innovative ideas which is characterized as idea promotion. Therefore literature has found links between emotional intelligence and innovative work behavior. Abubakr and Al-Shaikh (2007) in their study indicated that employees with higher levels of emotional intelligence have higher levels of readiness to create and innovate than those possessing lower levels of emotional intelligence. In the same vein the research conducted by Dincer, Gencer et.al (2011) also indicated that both emotional intelligence and innovative work behavior affect each other positively. When the degree of EI increases, the level of innovative work behavior also increases. To conclude, the managers as strategic decision-makers with a high level of emotional intelligence are better at decision making. Also in another study, Dincer and Orhan (2012) found that there is

significant relationship and interaction between employees' emotional intelligence and innovative work behavior in a positive way but not so strong. It is also observed from their study results that there is a significant difference between state-owned and private banks in terms of both emotional intelligence and innovative work behaviors. Furthermore, the results indicate that the first talent 'regulation of emotion' which is one of the components of Emotional Intelligence is higher in state-owned bank employees. The second talent 'self and others' emotional appraisal is the same in both the sectors and the third talent 'use of emotion' is used much by private bank employees. Yet in another study, Shojaei and Siuki (2014) found that there is a positive and significant relationship between EI and its components with IWB. Besides, regression analysis showed that component self-management had the highest effect in estimating the managers' innovative work behavior followed by the components of relationship management, self-awareness, and social awareness. In addition, Mohammadi and Salimifard (2016) have found that there is a positive and significant relationship between emotional intelligence and innovation and also between cultural intelligence and innovation. Their results also indicated that there is no significant relationship between emotional intelligence and organizational identity and also, there is no significant relationship between innovation and organizational identity. Chin Raman et al. (2012) also found that both emotional and spiritual intelligence plays an important role in nurturing creativity and innovation among entrepreneurs. Furthermore, in the dimensions of Emotional Intelligence developed by Palmer and Stough(2001), emotional recognition and expression, understanding other's emotions, emotional management, and emotional control encourages the entrepreneur to be able to work with others, understanding the expressions of others around them. And also, Spiritual Intelligence brings about the finer points of the entrepreneurs that make them stand out for others. Al-Omari (2017) also added that there is a direct relationship between engineers' emotional intelligence and innovative work behavior.

IV. CONCLUSIONS AND RECOMMENDATIONS

The current study provides a review of the literature on the role that emotional intelligence plays in enhancing innovative work behavior among employees. Various studies undertaken for this review indicated that emotional intelligence plays a significant role in enhancing innovative work behavior among individuals. Research indicates that individuals with higher levels of emotional intelligence tend to possess higher levels of innovative work behavior. However, the review of literature also indicated that there exists the dearth of literature associating the above-mentioned variables. Therefore, it becomes imperative to conduct such kind of

research in the future to gain deeper insights into the relationship between the said constructs. Emotional intelligence is a form of ability that can be learned and developed. Therefore, proper emotional intelligence training programs should be designed to enhance emotional intelligence among employees. It can also be suggested that future researchers should consider various mediating or moderating variables to explain and reveal the relationship between emotional intelligence and innovative work behavior.

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