

Impact of Emotional Intelligence on Managerial Decision Making Process

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Abstract— This paper entitled “Impact of Emotional Intelligence on Managerial Decision Making Process” is truly related with management of the emotion of the individual and organization. They can influence our perceptions, judgments and choices in various ways. Emotions can provide valuable information and guidance in decision-making, it's also essential to balance them with critical thinking, logical analysis and consideration of relevant information. Striking a balance between emotional awareness and rational decision-making can lead to more informed and well-rounded selections. The abstract begins by providing an overview of emotions, emotional intelligence, emphasizing its components. It explores the role of emotional intelligence in managerial decision-making and its impact on organizational outcomes. The study highlights the significance of understanding and managing emotions when making decisions to enhance the effectiveness and efficiency of managerial processes. This research suggests that emotionally intelligent executives are more likely to make well-informed decisions, nurture positive work environments and build strong interpersonal relationships. Understanding and harnessing emotional intelligence can contribute to improved employee engagement, decision-making outcomes and overall organizational accomplishment.

Keywords— Emotion, Mood, Feeling, Sentiments, Thought, Idea, Passion, personal beliefs.

I. SECTION I

This section of study deals with all about the preliminary part of the research that is “Impact of Emotional Intelligence on Managerial Decision Making Process”. Actually this part discusses on the study of emotions like preface, nature, types etc.

1.1 Emotion: An Introduction

The word ‘Emotion’ derived from Latin word “Emovere” which means ‘to stir the sentiments’. Infact, Emotion means “a strong feeling deriving from one's circumstances, mood or relationships with others”. Emotion are part of state of mind. An emotion refers to a complex psychological and functional state that arises in response to an explicit event, involvement or thought. It contains a combination of subjective feelings, physiological changes, expressive manners and cognitive progressions.

Emotions is a collective human experience and play an essential role in our lives. They can arise in a wide variety of passions and can be influenced by numerous factors for example personal beliefs, cultural norms, past experiences, individual differences etc. It is a complex psychological and physiological responses to specific stimuli or occasion that is accompanied by subjective experiences, physiological changes

and behavioral expressions.

Emotions are commonly recognized as:

- *Love* symbolize a very complex emotion categorized by deep affection, attachment and care for someone or something.
- *Excitement* implies a positive emotional state associated with anticipation, enthusiasm and delicate encouragement.
- *Happiness* which is an optimistic emotional state characterized by feelings of joy, gratification, and satisfaction.
- *Sadness* refers a negative emotional state characterized by feelings of unhappiness, grief and dissatisfaction.
- *Anger* is a strong emotional reaction often caused by frustration, superficial injustice and menace. It is accompanied by feelings of aggression, annoyance and bitterness.
- *Fear* indicates emotional response to a perceived jeopardy or threat. It involves feelings of apprehension, anxiety, or concern and can trigger a physiological "fight or flight" response means an automatic physiological reaction to an event that is perceived as stressful or frightening.
- *Surprise* denotes a brief emotional state that ensues when something unexpected happens. Generally, it is characterized by a sense of astonishment, doubt or incredulity.
- *Disgust* represents an emotional retort to something perceived as aggressive, repulsive or unpleasant. It often includes feelings of antipathy or revulsion.

There are a wide range of emotions that humans can experience and these are just a few examples. While an Emotions serve important functions, such as providing information about our internal states, influencing our behavior and decision-making procedure and simplifying social interactions. Managing emotions is a key aspect of emotional intelligence and can contribute to overall well-being and effective social associations.

1.2 Strategic features of the nature of Emotion:

To understand the nature of emotions we have to recognize, interpret and manage individual's emotions as well as respond to the emotions of others. It plays a vital role in various aspects of human experiences including interpersonal relationships, decision-making and overall psychological well-being and happiness.

- *Physiological Response:* As we know Emotions are linked with physiological changes in the body. These changes can include variations in heart rate, blood pressure, respiration,

hormone levels and brain activity etc.

- **Mental Judgment:** Emotions are influenced by cognitive assessment which includes the evaluation and interpretation of a situation or occurrence. This appraisal process controls the significance and meaning of the event which in turn impacts on the emotional response.
- **Behavioral Appearance:** Emotions are often expressed through apparent behaviors such as facial expressions, body language, verbal tone and gestures. This behavioral expression can provide cues to others about one's emotional state.
- **Adaptive Function:** Emotions work adaptive functions that help people respond and navigate their surroundings. Emotions can encourage behavior, decision-making and facilitate social relations.
- **Social and Cultural Stimuli:** The knowledge and manifestation of emotions can be influenced by social and cultural factors. Different cultures may have unique customs and expectations regarding emotional expression and directives. Social environment and interpersonal relationships also play a role in shaping emotional practices and expressions.
- **Complex and Dynamic Atmosphere:** Emotions are very complex and dynamic phenomena. They can be multi-dimensional and have network with other psychological procedures, such as motivation and perception. It can also change over time and vary in intensity, duration and chemistry positive or negative.
- **Individual Participation:** Emotions include subjective experiences that are unique to each individual. These practices can include feelings such as happiness, joy, sadness, anger, fear, love, surprise etc. This individual participation of an emotion is influenced by personal beliefs, values and past experiences or practices.

1.3 Emotions: A Classification

There are several emotions and sentiments that individuals can experience and they can vary in intensity and complexity. A list of common emotions is here:

- **Happiness:** Pleasure, joy, delight, satisfaction, contentment, bliss, euphoria, gladness etc.
- **Sadness:** Sorrow, melancholy, despair, loneliness, grief, heartbreak, gloom etc.
- **Anger:** Rage, frustration, annoyance, indignation, resentment, irritability, fury etc.
- **Fear:** Nervousness, anxiety, apprehension, terror, panic, unease, horror etc.
- **Surprise:** Amazement, astonishment, revelation, shock, disbelief, wonder etc.
- **Disgust:** Antipathy, revulsion, repulsion, aversion, loathing, contempt etc.
- **Love:** affection, adoration, passion, attachment, tenderness, honey, devotion etc.
- **Excitement:** Enjoyment, Enthusiasm, anticipation, thrill, eagerness, exhilaration etc.
- **Guilt:** Remorse, regret, shame, self-reproach, self-blame, culpability etc.

- **Pride:** Satisfaction, self-worth, accomplishment, confidence, self-esteem, egotism, vanity etc.
- **Jealousy:** Wariness, Envy, covetousness, insecurity, possessiveness, distrust etc.
- **Embarrassment:** Blushing, shame, awkwardness, humiliation, mortification, discomfort etc.
- **Gratitude:** Gratefulness, thankfulness, appreciation, recognition, indebtedness etc.
- **Hope:** Confidence, optimism, anticipation, expectation, aspiration, courage etc.
- **Compassion:** Empathy, sympathy, understanding, kindness, concern, care, kindheartedness etc.

Here it is very important to note that emotions are not always detached and can blend and evolve into different emotional situations. Additionally, social, cultural and individual differences can influence the way emotions are experienced and expressed. Some specific emotions that are not listed here because emotional landscape is amusing and different.

II. SECTION II

This section of study deals with all aspects of emotional intelligence. Different modules and sources of emotional intelligence.

2.1 Emotional Intelligence Modules:

- The idea of emotional intelligence was promoted by psychologists Peter Salovey and John Mayer in the 1990s and further developed by psychologist Daniel Goleman. Emotional intelligence (EI) refers to the skill to identify, understand and accomplish one's own emotions and others. It includes a set of abilities and competencies that enable individuals to navigate their own emotions and interpersonal dealings effectively. There are five key mechanisms of emotional intelligence:
- **Self-Awareness:** The ability to recognize and understand one's own emotions, strengths, weaknesses, ethics, beliefs, values, goals etc. Self-aware individuals are in tune with their approaches and feelings that have a clear understanding of how their emotions influence their thoughts and behavior.
 - **Self-Regulation:** The ability to cope and control one's emotions, wishes, impulses and behavior in various situations. This involves being able to delay satisfaction, adapt to change and maintain self-control even in challenging environments.
 - **Self-Motivation:** The ability to connect emotions to drive and sustain motivation, set and achieve goals and persist in the face of difficulties. Emotionally intelligent individuals are often self-motivated, resilient, tough etc. and have a strong sense of fortitude.
 - **Self-Compassion:** The ability to understand and share the feelings, moods, perspectives and experiences of others. Compassionate individuals are skilled at recognizing and responding to the emotions of others, which helps them build and maintain positive and encouraging interactions.
 - **Self-Compulsion of Social skills:** The ability to

successfully navigate social situations, create empathy, communicate openly and clearly and resolve conflicts easily. People with strong social skills excel in teamwork, leadership and cooperation with others as they can build and maintain healthy and productive relationships.

In fact, Emotional intelligence is not fixed but can be developed and improved through self-reflection, practice and knowledge from experiences. Emotional intelligence is considered a vital aspect of personal and professional success. It plays a very essential role in various areas of life, including leadership, work environments, communication, decision-making, mental well-being and building strong interpersonal relationships and overall well-being. Emerging emotional intelligence involves self-reflection, empathy-building exercises, active-listening and practicing effective communication and conflict resolution abilities leading to more successful interpersonal interactions and increased emotional well-being.

Additionally, emotional intelligence is recognized as an important aspect in effective leadership, as it helps leaders understand and connect with their team members, inspire and motivate others and create a conducive work environment.

III. SECTION III

This section of study discusses all about the managerial decision making process. It shows the association among different decision-making steps.

3.1. Managerial decision-making process

Managerial decision-making process denotes to the steps and events that managers undertake to make well-versed choices and take actions that will accomplish organizational objectives. Here are the key steps involved in the managerial

decision-making process:

- *Identifying of Issues and Challenges:* Managers defines problems or challenges that require attention or opportunities that can be capitalized on. It involves recognizing deviations from desired outcomes, anticipating future needs or identifying areas for development.
- *Gathering Alternatives:* Manager produces a range of possible solutions or alternatives to address the identified problem or challenges. This step boosts up creative thinking and consideration of different possibilities.
- *Analyzing and Evaluating of Alternatives:* Managers evaluate the pros and cons of each alternative by considering features such as feasibility, budget, risks, possible outcomes and placement with organizational objectives. This study helps in narrowing down the alternatives and identifying the most feasible options.
- *Making Decision:* Based on the above evaluation and analysis manager makes a decision by picking the best alternative or a combination of alternatives. The decision-making process may involve consulting with team members, stakeholders or experts' advice.
- *Implementing the Chosen Alternative:* Manager develops an action plan and allocate funds to implement the chosen alternative. He/she communicates the decision, assign responsibilities and established timelines for execution to the relevant team members and stakeholders.
- *Monitoring and Evaluation:* Manager always monitor the execution of the decision and assess its effectiveness. He/she tracks progress, gather feedback and assess whether the decision accomplishes the desired outcomes. If needed, some alterations or corrective actions may be taken.

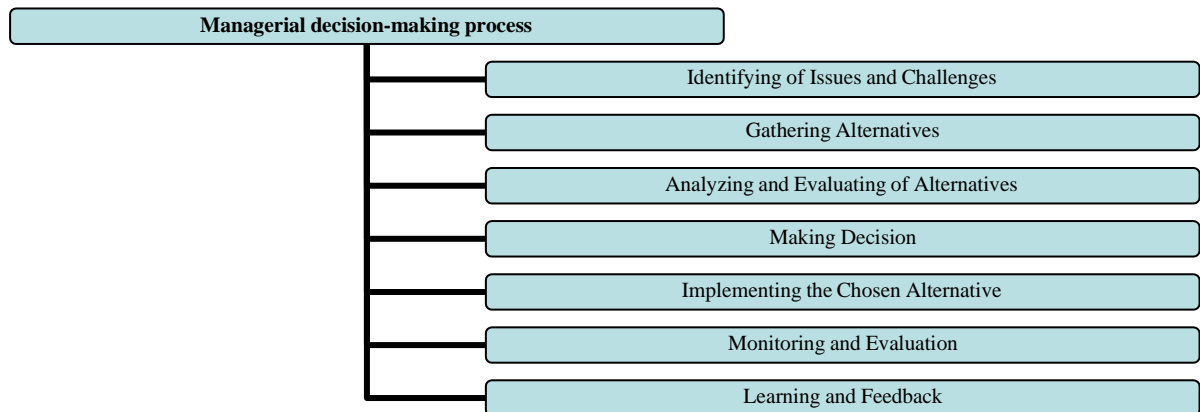


Fig. 3.1. Managerial Decision-Making Process Model

- *Learning and Feedback:* Manager collects feedback from customers, employees and stakeholders to study from the decision-making process. Actually, this feedback helps in taming future decision-making by categorizing areas of achievement and areas that need improvement.

Operational decision-making involves a mixture of knowledge, awareness, experience, investigations, rational analysis and consideration of emotional and social factors.

IV. SECTION IV

This section of study discusses all about the managerial aspects of emotional intelligence. It shows the relationship between decision-making process and emotional intelligence. It also discusses the benefits of study to tackle the situation which creates the imbalance in personal-life which is directly or indirectly related with the health of the management.

4.1. Management of Emotional Intelligence:

Management of Emotional Intelligence refers as emotion-focused therapy. It is a type of therapy that helps people better understand, accept, regulate and express emotion. Doing so helps to develop more positive and constructive ways of responding to good and bad stimuli in our world.

4.2. Emotional Intelligence and Managerial Decision Making Process:

Emotional intelligence and managerial decision making process have very close relationship. Both are inter-dependent to each other. EI always play a vital role in all decision making activities. Some techniques in which emotional intelligence can impact on managerial decision making process.

➤ *Managing Consciousness*: Emotional intelligence starts with self-Consciousness, which involves identifying, understanding and accepting one's own emotions. Managers with high self-awareness can better understand how their emotions may influence their decision-making process.

They can identify their preferences, emotional situations and create more objective and balanced decisions.

➤ *Managing Consideration*: Consideration of emotional intelligence involves sharing the emotions of others. Managers who are empathetic can consider the emotions and perceptions of their team members, participants and clients when making decisions. This understanding attitude leads to decisions that are more caring, reasonable and complete.

➤ *Managing Connotation*: Emotional intelligence enhances managers' talent to maintain and build optimistic relationships. Effective associations with team members, colleagues and stakeholders facilitate effective communication, teamwork and information sharing. So these associations can provide cherished visions and perspectives that advise decision-making and lead to superior conclusions.

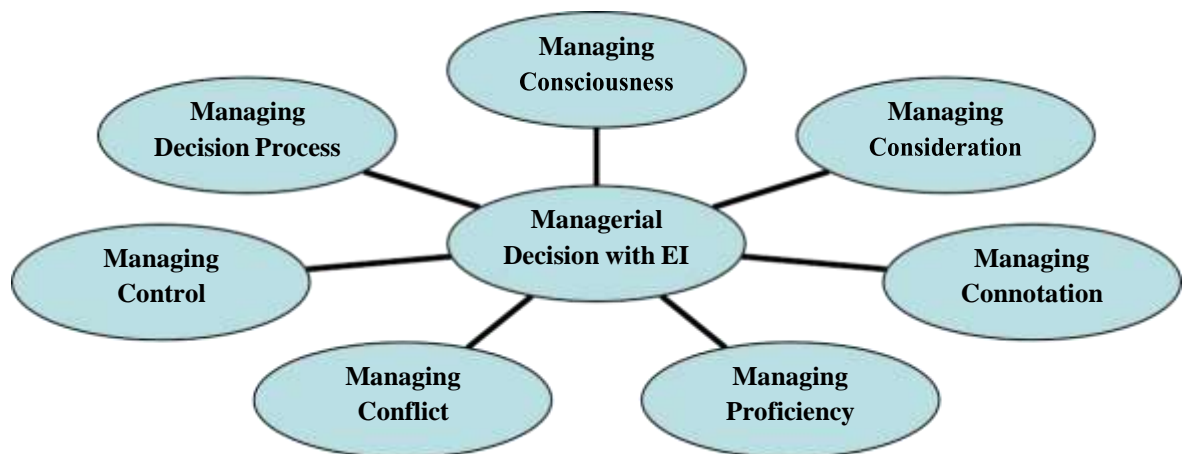


Fig.4.1. Emotional Intelligence and Managerial Decision Making Process

➤ *Managing Proficiency*: Emotional intelligence is closely tied to Management proficiency. Managers with high emotional intelligence can stimulate and encourage their team members and building a constructive work environment. They can also adapt their leadership style to encounter the emotional needs of their team fellows, leading to better commitment, enhancing better productivity, fulfilling a job satisfaction and social well-being. So, an effective management always contributes to healthier decision-making outcomes.

➤ *Managing Conflict*: Managers with high emotional intelligence are expert at managing conflicts and resolving disputes. They can navigate emotionally charged situations with compassion, understanding, active listening and effective communication. By managing conflicts positively, directors can make effective decisions that address underlying subjects or problems and maintain team solidity.

➤ *Managing Control*: Emotional intelligence supports managers to successfully control their own emotions. They can diagnose when they are facing strong emotions that may cloud their verdict or lead to impulsive judgments. With the help of flexibility and control in emotions, managers can

make decisions effectively that are more balanced, thoughtful and allied with organizational objectives.

➤ *Managing Decision Process*: Emotional intelligence supports principled decision-making activities. Executives with high emotional intelligence are agreed to their moral compass and control of their decisions to accomplish their objective. They can navigate ethical problems with understanding, integrity and respect of emotions and well-being of all participants and stakeholders involved.

In short, emotional intelligence boost up manager's self-awareness, emotional directives, understanding, liaison management, conflict tenacity, control effectiveness and ethical decision-making. As a result, managers with high emotional intelligence are better equipped to make informed, well-versed, balanced and operational decisions that deliberate all the rational and emotional aspects of situation and circumstances.

V. SECTION V

This section of study related with short summary and conclusion of the article entitled "Impact of Emotional Intelligence on Managerial Decision Making Process".

4.1 Summary and Conclusion:

Emotional intelligence added important attention in recent years due to its influence on various aspects of human behavior with decision-making processes. This article explores the role of emotional intelligence in the managerial decision-making process and highlights its significance in enhancing the quality and effectiveness of decisions made by executives.

The managerial decision-making process involves defining problems, finding different solutions, evaluating alternatives, analyzing information and selecting the best course of action. This research has shown that executives with high emotional intelligence enjoy numerous key qualities that positively affect the decision-making process.

Executives are skilled at identifying and understanding their own emotions which allows them to better control their emotional responses during the process of decision-making. Emotionally intelligent executives excel in observing, perceiving and understanding the emotions of others, including their customers, stakeholders and all team members.

Additionally, emotional intelligence contributes to effective communication and conflict resolution skills. Executives with high emotional intelligence can navigate stimulating situations, negotiate with shareholders and resolution conflicts in a productive manner.

Moreover, emotional intelligence plays a crucial role in managing stress and pressure, which are inherent in the decision-making process. Organizations that highlight emotional intelligence in their managerial roles incline to benefit from value-added decision-making outcomes.

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