The Role of Emotional Intelligence in Curbing Workplace Violence

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Abstract

Curbing Workplace Violence (WPV) requires comprehensive policies and systems used by managers not only to ensure adherence to established company rules, but also to create sustained perceptions of a harmonious work environment. Ironically, however, as often observed, managers' behaviors go as far as to inflict emotional harm on employees whose response can be physical violence as a retaliatory action. This emotional abuse by managers and supervisors is referred to as bullying, violence that can be motivated by lack of intrapersonal and interpersonal competence, hence the call for managerial leadership with Emotional Intelligence (EI). This paper demonstrates that, with good intentions, emotionally intelligent managers use power conditioned by self-awareness, empathy and sense of justice. Reviewing some of the existing literature on WPV and EI, the paper highlights potential strategies for changes not only in the workplace where problems occur but also in management of organizational behavior, which can be the fundamental cause of the problems.

Keywords: Destructive Behavior, WPV, Bullying, Managerial Leadership, EI, Power Use, Workplace Security.

1. Introduction

This paper is about workplace violence (WPV), a form of "destructive leadership" when perpetrated by managers. It examines WPV against employees by managers or supervisors and what organizations can do about it. WPV can take different forms, ranging from physical to psychological. Bullying is one example, and "can involve blatant emotional abuse by a supervisor" (Hodson et al., 2006:384) and perceptions of injustice (Parzefall & Salin, 2010:762).

The focus of the paper is on WPV, where managers and supervisors are involved in employee victimization (Rayner et al., 2002; Salin, 2003; Hodson et al., 2006; Beale & Hoel, 2011), a situation akin to that of a police officer engaging in criminal acts against the people she/he should protect. WPV is "a generic term that incorporates all types of abuse – behavior that humiliates, degrades or injures the well-being, dignity and worth of an individual or group" (Veneklasen & Barnes, 2008:6). It can be viewed as a destructive behavior, be it performed by a supervisor or supervisee. In line with the findings shown by Keashly, Trott, and MacLean (1994), Bennett J. Tepper (2007:262) suggests that "the most common manifestation of destructive supervisor behavior involves nonphysical actions such as angry outbursts, public ridiculing, taking credit for subordinates' successes, and scapegoating subordinates." These behaviors fall under the umbrella of WPV, which is not only about physical assaults but non-physical attacks as well (Fletcher et al., 2000:339) or "'emotional harm' with signs of symptoms that may be 'immediate or delayed'" (State of California, 1993 in Fletcher et al., 2000:339).

Taking bullying as a central point of discussion, the paper argues that emotion-laden causes of violence leave emotion-driven consequences, and require emotion-regulated solutions.

2. Destructive Behavior and WPV

The phenomenon of "destructive leadership" or destructive behaviors has been described in a multiplicity of constructs such as abusive supervision, petty tyranny, pseudo-transformational leadership, personalized charismatic leadership, strategic bullying and managerial tyranny (Krasikova et al., 2013:2). Usually, these destructive behaviors are practiced within a work environment with a power imbalance and a misuse of authority.

Bullying, for example, creates "a hostile work environment," in which "the targeted person has difficulties defending himself; it is, therefore, not a conflict between parties of equal strength" (Salin, 2001:431), but rather a conflict of "a power disparity" (Cowan, 2012:380). And managers are reported to be the most frequent perpetrators of bullying (Rayner et al., 2002; Beale & Hoel, 2011), which makes the organizational crime hard to address, let alone to stamp out.

2.1. Bullying

A wide range of inappropriate and coercive behaviors by managers that is referred to as bullying "encompassed: sarcasm, threats, verbal abuse, intimidation, bad-mouthing, manipulation, duplicity, assignment to unpleasant jobs, exclusion, isolation, forcing of resignation and (in the odd case) physical violence" (McCarthy et al., 1995 in Sheehan, 1999:59). Denise Salin (2003:1215) saw bullying as a "form of interpersonal aggression or hostile, anti-social behavior in the workplace." She remarked that, "the major difference between 'normal' conflict and bullying is not necessarily what and how it is done, but rather the frequency and longevity of what is done" (Salin, 2003:1215). Thus, bullying can result in a long-term psychological terror and emotional pain, which is serious workplace violence.

Bernice L. Fields, an independent arbitrator and mediator said, "violence in the workplace begins long before fists fly or lethal weapons extinguish lives. Where resentment and aggression routinely displace cooperation and communication, violence has occurred" (Namie, 2003:1). And despite the fact that bullying "is mostly sub-lethal, non-physical violence" as Gary Namie (2003:1) remarked, some victims enduring constant emotional harm seek fatal retribution. Due to the power disparity within the perpetrator-target relationship, victims are not using "fists" in their retaliatory response to bullying, but rather resorting to guns and other destructive arms as their assistants. Hence, the impact can be as devastating as those of any other WPV.

2.2. EI Competence: An Option for Curbing WPV

Technical expertise does not equate to natural ability to supervise, manage or lead and indeed many technical specialists are completely unsuited to managerial or supervisory responsibility, this is perceived to be the case when managers or supervisors are identified as ruthless and stone-hearted leaders or when they are inconsiderate of others' feelings and reactions. One of the alternatives we have in avoiding the destructive consequences of destructive personality is not to appoint people of such personality traits into management and supervisory position in the first place. However, a managerial framework built on EI enables those in higher position or power to self-rectify their personality or behaviors and safeguard their subordinates' emotional, psychological and physical well-being. Management expertise with EI competence is an option for a friendly and peaceful work environment.

In the late 1990s, referring to some Australian court cases, Michael Sheehan (1999) considered legislative changes and the development of a more cooperative workplace as useful solutions to workplace bullying. Addressing the problem by means of such a supportive framework, he suggested developments of people's EI skills. However, the suggestion did not take into account the importance of managerial power used in a way that can uphold organizational justice and the establishment of some sustained perceptions of a harmonious work environment. In addition, very little of the recently published literature gave instructions on how to approach toxic or destructive managers with EI (e.g. Lubit, 2004) and, if there is any, the given strategies were mainly designed for helping employees as victims rather than providing managers with the tools they need to stop their prey on subordinates themselves, which can be a sustainable solution to WPV.

Obviously, there has not been adequate research into the effective approach toward curbing WPV of all types (I-IV). "Although there have been some promising initial findings," as IPRC remarked about the subject, "more research is needed to help businesses properly protect their employees. Very little research has been conducted on organizational/ administrative or behavioral/interpersonal approaches to prevention" (IPRC, 2001:6). NIOSH (2006) devised all-type strategies, and made a list of research items needed to prevent WPV, but the list did not include self-rectification of destructive behaviors or personality flaws by means of EI. This paper is intended to fill in a part of that significant gap. Besides its focus on the *manager-on-subordinate* typology of violence, it addresses the behavioral/interpersonal aspect of WPV prevention. By taking this approach, the study makes some contributions to the emerging literature on harmful interpersonal behavior. First, it shifts the attention from the subordinates or co-employees to managers and supervisors as perpetrators of aggressive actions.

Second, it briefly examines how societal, organizational, individual, and other factors may contribute to making employees more or less vulnerable to victimization. Last but not least, it puts forward some suggestions as preventive measures that can apply to managers of all organizations – business, academic, health care, military, political, or even religious – where an incidence of abusive supervision and management is possibly traced.

2.3. Typology of WPV

The standard definition of workplace violence is "'any work or work environment problem that negatively affects employee production and safety.' This includes on-site problems as well as off-site conditions and occurrences (i.e. stalking, telephone harassment and other confrontations)" (Fletcher et al., 2000:339). The usual types of WPV, which was identified by the *University of Iowa Injury Prevention Research Center* and has been seen in literature (e.g. CAL/OSHA, 1995; Howard 1996; IPRC, 2001), also used by NIOSH (2006:4) are:

Type I: Criminal intent. The perpetrator has no legitimate relationship to the business or its employee, and is usually committing a crime in conjunction with the violence.

Type II: Customer/client. The perpetrator has a legitimate relationship with the business and becomes violent while being served by the business.

Type III: Worker-on-worker. The perpetrator is an employee or past employee of the business who attacks or threatens another employee(s) or past employee(s) in the workplace.

Type IV: Personal relationship. The perpetrator usually does not have a relationship with the business but has a personal relationship with the intended victim.

The types (I-IV) listed above do not clearly show that managers or supervisors are also perpetrators of violence in a workplace. The FBI (2013:13) corrected this typological reference by introducing new elements to the description of type III, being the "violence against coworkers, supervisors, or managers by a present or former employee." Yet, manager-on-subordinate should be classified as an independent type due to the massive power disparity between the two role players. Besides, a bully can be a person who is a supervisor, manager and at the same time the owner of a company seen in different types of businesses (corporation, partnership, or sole proprietorship). In that case, worker-on-worker reference is not always relevant. Then, if the manager-on-subordinate typology is highlighted, it should be stated as *the perpetrator is the manager of the business who attacks or threatens his or her subordinate(s) or past subordinate(s) in the workplace*. The urgency of this work is explained by the fact that "violence in the workplace involving subordinate and supervisors is a problem of increasing magnitude" (Diamond, 1997:228) which, while documented some years ago, remains true today. Bullying is "a growing international problem" (Field, 2003 in Veneklasen & Barnes, 2008:7), it is "very costly for both organizations and society as a whole" (Salin, 2003:1214) and its consequences "has increased in recent years, most notably in Europe" (Dignity at Work Bill, 2002 in Hodson et al., 2006:383). In fact, included on the list of countries of high prevalence of workplace bullying are Demark, Sweden, Norway, Finland, Ireland, England, Korea, Japan, Germany, Italy, Australia, New Zealand, Mexico and the United States (Veneklasen & Barnes, 2008:7).

3. The Causes of WPV and the Inadequacy of the Current Measures

3.1. Recipes for Workplace Violence

Workplace violence is a structural problem rooted in *societal*, *organizational* and *personal factors* (ILO et al., 2002). Outside of the culture in the workplace, said Rachel Roderick (2010:4), "there are societal influences that predispose employees to react constructively or violently to workplace stress." Borrowing ideas from Kinney (1995), Roderick listed three conditions that discourage violent behavior: (1) *economic system,* when creating full or close to full employment; (2) societies with a *legal system* that focuses on crime prevention, rapidly apprehends criminals, and swiftly administers punishment (3) a *culture* that does not embrace violence, but instead sets expectations of good or peaceful, conforming behavior. *As* for *organizational factors*, Roderick used the term "work environment" describing that a clear link between stress and aggression exists, whether it is stress caused by factors in the workplace or in an employee's home life (Roderick, 2010:5). *Personal factors* take into account the traits of managers (as leaders) and employees (as followers), which can bring revelation of destructive behaviors or leadership.

In leadership as in followership, certain risk factors that are linked to higher levels of aggression include personal situations and pre-existing traits that predispose a person to be more easily angered as Kinney (1995) said (in Roderick (2010:4). Addictions such as drug and alcohol abuse, marital and family issues, conflict in the workplace (e.g. jealousy or competition among co-workers) and/or existing personality traits (e.g. short temper, inability to deal with high stress levels) can lead to higher levels of anger for workers, this in turn, is conducive to destructive outcomes. However, "destructive organizational outcomes are not exclusively the result of destructive leaders, but are also products of susceptible followers and conducive environments" (Padilla et al., 2007:179). Maurer (2005) referred to conducive environments as "incident-prone work environment" and susceptive people as "violence-prone individuals," or people of "Type A personality." Some of Type A personalities herein referred to have the predisposition to violence and feel no other option but to react in extreme and destructive fashion when faced with emotionally undesirable circumstances or when they perceive being victims of mistreatment or injustice. Those individuals can be seen as emotionally unstable, for example, as Maurer noticed (2005:14), they are highly impatient, hypersensitive and over-reactive to even the smallest issues, unreasonably judgmental and highly suspicious (paranoid). Such ills demand self-regulating cures, be it for the leaders or followers.

3.2. The Flawed Remedies to WPV

According to ILO and its partners, preventive interventions to curb violence should be seen at three levels: *environmental*, *organizational*, and *individual-focused* (ILO et al., 2002). Similar approaches were previously recommended by the IPRC (2001), which are:

- **Environmental**: adjusting lighting, entrances and exits, security hardware, and other engineering controls to discourage would-be assailants;
- **Organizational/Administrative**: developing programs, policies, and work practices aimed at maintaining a safe working environment;
- **Behavioral/Interpersonal**: training staff to anticipate, recognize and respond to conflict and potential violence in the workplace.

While these approaches make great sense in meeting the danger of WPV, their applications have laid a heavy stress on the environmental and administrative measures.

3.2.1. Over-Reliance on Administrative Measures

Facing the WPV issues, many researchers and practitioners solely rely on management expertise, namely that of Human Resources, to fix the problem. In reference to *societal factors*, for instance, it has been suggested that "HR strategies must correct behavior learned outside the workplace before moving forward in encouraging more positive behaviors" (Roderick, 2010:4). With regards to *organizational factors,* researchers also depend on Human Resources to limit stress caused directly by people, situations, and other factors in the workplace. "It is in this area that HR has particular expertise in behavior and motivation," Roderick (2010:4) said. Giving examples, he enumerated such role-related stressors as job overload, lack of challenge and role ambiguity (Kinney, 1995 in Roderick, 2010:6). Apart from an update of security measures, implementation of comprehensive training and educational programs, recognition of factors contributing to violence-prone individuals and incident-prone environments, Maurer (2005:15) gave warnings against negligent hiring and retention. NIOSH' strategies that were thought to be applicable to more than one type of WPV have put some emphatic stress on management and worker commitment, multidisciplinary team approach to WPV prevention, written WPV policy/program tailored to organization's needs, training, culture change, and evaluation (NIOSH, 2006:14-18). And as a collective consensus, practitioners and researchers alike urge that the best protection employers can offer is to establish, implement, monitor and model "zero-tolerance" policies and "disciplinary actions" toward workplace violence against or by their employees (IPRC, 2001:8; OSHA, 2002:1; FBI, 2002:29; Maurer, 2005:17-18; Roderick, 2010: 11-12). A major organizational setback is that with over-reliance on zero-tolerance policies and punitive actions, trainings are mostly given in relation to recognizing WPV and on how to report it. This way, work climate might be pervaded by personal attack and counterattack. Relating to Type III, as a solution for the problems, NIOSH (2006:14-18) suggested:

- **Evaluation of prospective workers** (e.g.: background checks and reference verification during hiring process);

- **Training in policies/reporting** of all prohibited behaviors among workers (e.g. threatening, harassing, bullying, stalking, etc) during new worker orientation and subsequent refresher training focusing on company WPV definitions, policies, and procedures;
- **Focus on observable behaviors** to be reported and addressed.

These strategies are hardly applicable (if ever applied) to manager-on-subordinate type of violence because of the manager's police-like authority and what Rayner and her colleagues (2002:12) called "formal power" and the subordinate's fear of that power. Regarding the evaluation of prospective workers, elicitation of signs of aggressive behavior and anti-social personality during job interviews (Roderick, 2010: 12), background checks and reference verification (NIOSH, 2006:17; Maurer, 2005:18) are efforts made to avoid future blame and damaging impact of negligent hiring. However, the results of those techniques are not always reliable for several reasons. First, gallons of ink have been spent on documents to help candidates prepare for interviews and some candidates have even learned how to read a prospective employer's mind thanks to the works produced by experts in emotional expression and body language, such as Paul Ekman and Allan Pease, to name but a few. This validates managers' need of EI competence rather than just interviewing techniques and abilities. In addition, some "people lie on their resumes. They lie on job applications. And they generally get away with it—despite HR's best efforts to derail the dishonest" (Stein, 2006:70). Fear or high perception of organizational injustice alone can prompt job applicants to lie about their references or backgrounds. Yet, such consequential perception is common due to managerial negligence of behavioral factors.

3.2.2. Negligence of Behavioral Factors

Taking the reference checks as an example, reliance on a former employer in today's era of horrible bosses does not always lead to successful results. It can happen that the soon-to-be ex-employers do not have the decency to fairly and honestly respond to request for reference verification for reasons of retaliation, jealousy or ill-intention in general. Popular culture can play roles in exposing the destructive behavior of today's "horrible bosses." A movie of that title shows it all as seen in the scene where a "management candidate Nick Hendricks (Jason Bateman) has been logging 12-hour days and eating everything his twisted supervisor Dave Harken (Kevin Spacey) dishes out, toward the promise of a well-earned promotion. But now he knows that's never going to happen" (New Line Cinema, 2011)[1]. Nick and Dave had the following conversation:

> Dave: ... *But* I needed you to stay here and work late because you are an invaluable member of this operation. I need you in the position that you're currently in.
>
> Nick: Well, tough shit, okay? I've been in that position for eight years now. Why would I stay here after being treated like this?
>
> Dave: Because I'd make sure that nobody in the industry would ever hire you again.
>
> Nick: Bullshit.
>
> Dave: No, because they're gonna want my letter of recommendation, right? So, I'm perfectly willing to write that you are an insubordinate, dishonest drunk.
>
> Nick: You can't do that. That's not true.
>
> Dave: Let me tell you something, you stupid little runt. I own you. You're my bitch. So, don't walk around thinking you have free will because you don't. I can crash you any time I want. So, settle in because you are here for the long haul - Markowitz (2011).

Under such manager-on-subordinate type of WPV, precisely bullying, organizational injustice is inevitably perceived. Other types of perceived injustice occur at a work environment when supervisors use the old autocratic style of leadership that does not allow them to let their decisions be questioned. Lamenting her supervisor's bullying, Jeanette, a bank employee said "when I questioned a previous departmental decision, he made it clear that I was free to leave at any time. However, when I stated that was not my intention, he looked at me with contempt, telling me that I might come to regret that decision later" (Rayner et al., 2002:15). Obviously, such inconsiderate and neglectful behaviors inflict emotional harm in a subordinate and invite violence.

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[1] New Line Cinema (July 8, 2011) Horrible Bosses: Production Notes.
http://www.visualhollywood.com/movies_2011/horrible_bosses/notes.pdf (Accessible on Jan. 5, 2014)

The same case is experienced when a company "is driven by 'time, numbers and crises,' resulting in customers being treated like royalty while employees are treated like peasants" (Maurer, 2005:14), which is similar to "the customer is always right" principle. Such a business culture and credo can make employees feel neglected and treated with injustice.

Perceptions of injustice can support aggression (Kennedy et al., 2004) which, in turn, ignites violence in the form of revenge or retaliation. In Nick's case, organizational injustice and bullying led to a plot of murder that his friend, Kurt, called "justifiable homicide." In the U.S., for example, the end-game for perceived injustice is usually marked by the term "going postal," which means becoming extremely and uncontrollably angry, often to the point of shooting people to death. "The expression derives from a series of incidents from 1983 onward in which United States Postal Service (USPS) workers shot and killed managers, fellow workers, and members of the police or general public in acts of mass murder" (Gledhill, 2011:4). Since the time the term was coined, "with disturbing frequency, we see and hear news accounts of yet another disgruntled employee 'going postal'" (Maurer, 2005:18). "Between 1986 and 1997, more than 40 people were gunned down by spree killers in at least 20 incidents of workplace rage" (Gledhill, 2011:4). In the recent case dated July 16, 2013, in Hialeah, Florida, a shooter named Pedro Alberto Vargas, killed the two managers of his building, a bystander across the street, and three more occupants (MAIG, 2013:8).

Remedies to WPV have been flawed partly because management overlooked the behavioral aspect of the preventive interventions. Overuse of administrative measures in solving the problem of violence is like performing the same dance to a different song and rhythm. This is the case when a workplace is dominated by such behavior of power abuse as bullying for which the focus of corrective measure has often been targeted on the victim (employee) rather than the initiator (manager/supervisor) of the violent act. Managerial use of EI is needed to revamp the approach to curbing WPV.

4. Using EI Competence: A Preventive Measure against WPV

4.1. Conceptualization of Emotional Intelligence

First coined in the late 1980s by the two psychologists, Peter Salovey and John (Jack) Mayer, EI has gained much attention in popular literature (e.g. Goleman, 1995) and academic research (e.g. Mayer et al. 2008) since its scientific publication in 1990 (Caruso & Salovey, 2004:24). According to Yvonne Stys and Shelley L. Brown (2004), there are three main existing models of EI today, by: (1) Peter Salovey and John Mayer perceiving EI as a form of pure intelligence, or a cognitive ability; (2) Reuven Bar-On regarding EI as a mixed intelligence, consisting of cognitive ability and personality aspects, emphasizing how cognitive and personality factors influence general well-being; (3) Daniel Goleman, also perceiving EI as a mixed intelligence involving cognitive ability and personality aspects, focusing on how cognitive and personality factors determine workplace success (which distinguishes his ideas from those of Reuven Bar-On).

In this paper, I use the four-branch model by Salovey and Mayer's (1990) not only because it is the most widely accepted and defensible model of EI within academic research (Jordan, 2004:458; Allen et al., 2014:1) but also, as Jordan (2004:458) remarked, their conceptualization deals with the management of emotions and specifically describes the complex process the abilities that link emotion and cognition, while other definitions, for example Goleman's (1995), incorporate social and emotional competencies including some personality traits and attitudes. With the distinctive line drawn between cognitive abilities and personality traits, Salovey and Mayer's model can logically be considered better able to explain how intelligence (cognition) rectifies behavior (personality).

In the four-branch classic model, EI encompasses (a) emotion awareness (accurate perception and expression of emotions); (b) thought facilitation (using emotions to improve cognitive processes); (c) emotion understanding (understanding the progressions of emotions across time and situations); and (d) emotion management (effective regulation of emotions in self and others) (Mayer et al., 1999). In the context of WPV, it is this multi-dimensional EI construct focusing on empathy and emotional management that is responsible for curing destructive behaviors like bullying from the part of managers or supervisors.

4.2. Empathy and Emotion Management Skills

The "core component of EI is empathy" (Robbins & Judge, 2013: 370). Bellhouse and his collaborator said, "when you have empathy with how someone feels, you are more likely to behave in a caring way. Empathy involves trying to put yourself in someone else's shoes and trying to imagine how they might feel" (2005:31).

Managers need these qualities to avoid conflicts and successfully deal with them when they occur. Empathetic managers can sense others' needs, listen to what followers say (and don't say), and read the reactions of others (Robbins & Judge, 2013: 370). This, in turn, builds the interpersonal skills needed to develop relationship and mend it when it is broken so as not to escalate to violence. "You need interpersonal intelligence to collaborate effectively with others and get them to collaborate with you, certainly. But you also need to be interpersonally intelligent to have an effective confrontation with someone else" (Sparrow & Amanda, 2006:17). This competence will refrain a manager from being a bully and help successfully deal with the "Type A Personality" in themselves or others. This is the case when we successfully manage such a negative feeling as anger.

Anger is one of the most difficult and dangerous emotions that can affect a manager-and-subordinate relationship. Aristotle once said, "anyone can become angry—that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way—that is not easy" (Caruso & Salovey, 2004:70; Stein, 2006:202). Accordingly, anyone can get angry for an unjustifiable reason, which can be conducive to unjustifiable violence. Thus, "the ability to regulate your own mood and that of others may be part of what makes good managers great leaders" (Caruso & Salovey, 2004:71). And it is that ability to manage emotion that can correct our nature or personality if it is prone to deviant behaviors. "The components of emotional intelligence are changeable and developable. Emotional intelligence is not the same as personality: it is about how we manage our personality" (Sparrow & Amanda, 2006:12).

In Caruso and Salovey's explanation, before anger is expressed, there are some warning signs to be considered. It can start with a mild feeling of *annoyance*, then when nothing is done (by the target, e.g negligent manager) to correct that, minor annoyance transitions into a feeling of *frustration*. Then, when that frustration is not addressed, real *anger* comes to surface (Caruso & Salovey, 2004:21). Such a feeling as anger or rage (intensified and uncontrolled anger) has caused not only some instances of contract terminations but also life terminations (deaths) at a workplace. Paul Ekman and his co-author, Wallace V. Friesen, learned that, "feelings can motivate the taking of your own life or the life of another" (2003:5), for some situations of emotional outbursts, it is both. Such appeared to be the case at the Hartford Distributors mass shooting (on August 3, 2010, in Manchester, Connecticut, United States) by a driver named Omar S. Thornton, a 34-year-old African American who shot and killed eight people before turning a gun on himself. During a disciplinary hearing of the day the shooting took place, "[Thornton's] bosses said they had video showing him stealing beer from the company," which gave him reason to be worried but, as was reported in Murderpedia[2], "he might also have had cause to be angry: he had complained to his girlfriend of being racially harassed at work, the woman's mother said, and lamented that his grievances had gone unaddressed." From the 911 call, as recorded in a conversation he had with a dispatcher, Thornton was frustrated and angered due to managerial negligence (relating to his grievances) at work. Management did nothing to respond to his harassment complaints, instead his bosses gave him a stark choice of "being fired or resigning," which is a serious act of bullying. Bursting with anger, Thornton was *going postal* and shot fellow drivers, a company executive and a local union president. Such a retaliatory action would have been prevented by the management's possession and use of empathetic abilities based on understanding of the progressions of Thornton's emotions across time and situations, unless mental illness is a factor in motivating such an extreme action of revenge. Violence perpetrated by mentally ill employees cannot easily be prevented by managers or supervisors with EI competence.

In brief, Thornton's retaliation (stealing beers and shooting) was logically the consequence of managerial negligence in addressing hurt feelings and perception of injustice which was likely to be produced by managerial leadership with ruthless use of power (forced resignation). In other words, empathetic and justice-oriented use of power might have mitigated the damage.

4.3. EI Leadership: Empathetic and Justice-Oriented Use of Power

Today's managers are in charge of not only *planning*, *organizing*, *controlling* but *leading* as well (Robbins & Judge, 2013:6). In managerial leadership like in other related disciplines, power has been used for many historical years to obtain compliance from followers. Leaders, be it for private or public management, in the old days or modern times, have different sources and application of power but the possession and use of EI condition their success.

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[2] http://murderpedia.org/male.T/t/thornton-omar.htm (Accessed on Jan. 5, 2014)

For example, Nelson Mandela's long years in prison in the fight against apartheid had given him the moral authority or power to convince his constituents to support and sustain his effort not only in dismantling the apartheid system but also in reconciling the "black aspirations" with "white fears" of South Africans and building the so-called "Rainbow Nation." This was successfully done by the use of power based on empathetic heart and love for justice instead of passion for revenge that many South Africans thought would drive his administrative agenda in the aftermath of apartheid. Other leaders stay in power because of their *self-control* and *empathy* toward others, but even the possession of one of these EI qualities can help in leadership. Bill Clinton, for example, scores low on the first and very high on the second dimension (Nye Jr., 2008:70). Apart from the high job approval ratings of his administration (Newport, 1999), Clinton's EI might have kept him in power to complete the second term of office, otherwise even conspiracy by cabinet members might have been possible. The same leadership portrait can be drawn for business.

Certainly, "power is an important force behind any leader's effectiveness. Without power, it would be impossible for leaders to exert their influence to get things done" (Barrett, 2010:117). For the same subject, Rob Yeung said, "the foundation for influencing others effectively is to become more aware of what they think and feel by empathizing with them" (2009:72). For that reason, power (influencing others) is a central element of emotionally intelligent leadership given the fact that empathy is the core of EI. An empathetic and justice-oriented use of power is about empowerment of others; in the context of emotion, it is about addressing people's hearts rather than their brains or anything else.

4.3.1. Addressing the Heart, not the Brain

In his book, *The Prince,* Niccolò Machiavelli (1513) said, "one ought to be both feared and loved, but as it is difficult for the two to go together, it is much safer to be feared than loved, if one of the two has to be wanting" (2008:69). Defending this argument, he explained that "men love at their own free will, but fear at the will of the prince (leader), and that a wise prince must rely on what is in his power and not on what is in the power of others" (2008:71). In reality, however, EI can offer that social power (love). In the effort of winning over the Afrikaners, Mandela, for example, displayed this EI power when he said, "you don't address their brains," to his followers, "you address their hearts" (Carlin, 2008:148). In fact, it was the power of such emotional competence that helped change South Africa, free from the fear of social oppressions. And it was this emotionally intelligent leadership style that rewarded Mandela the reputation of being a loved leader with "integrity, dignity and charm" (Adair, 2010:10). Those three qualities, for example, were the basic power constructs Mandela had, but his communication skills were also a big asset for addressing people's hearts. In management as in politics, emotionally intelligent communication help attain objectives, which include curbing violence. As ILO and its collaborators (2002:19) pointed out, "a management style based on openness, communication and dialog, in which caring attitudes and respect for the dignity of individuals are priorities, can greatly contribute to the diffusion and elimination of workplace violence."

A Machiavellian skill makes up "hard power" constructs, it possesses the ability to bully (Nye Jr., 2008:83) among other destructive capabilities like intimidation and threats. Some destructive behavior like bullying, for example, was defined by the Sheffield City Council as "the misuse of power to intimidate somebody in a way which leaves them feeling hurt, angry, vulnerable or powerless" (in Rayner et al., 2002:9). With misuse of power, leaders can become nothing but anger-dispensing machines and murder instruments.

4.3.2. Making Good Judgment vs. Misusing Power

If this discussion should be closed with the adverse side of an insightful and empathetic use of power, the case of a mass murder at Hartford beer distributorship in Manchester where Omar Thornton worked can be of a good reference. The choice given to Thornton between "being fired" or "resigning" could have been interpreted as "you fire yourself or we'll fire you." Asking an employee to resign instead of firing him/her can help revive their chance of being a potential candidate for a new job of which the HR management spot *leave with a resignation* on a resume instead of being *fired* (which makes a bad impression). On the other hand, a managerial request for resignation can also be a destructive measure used to strain an employees' eligibility for unemployment compensation, employee benefits, references, severance pay or to mitigate the damage of a lawsuit (for punitive or compensatory damages) filed by the terminated employees on the ground of, for example, racial discrimination.

However, under any purpose, with imposed discipline on employees, especially on one who is already a victim of mistreatment and negligence, injustice is done and a dangerous violation of security measures is committed. "Angered employees who already feel wronged may perceive further mistreatment by disciplinary action – especially if perceived as disproportionately harsh" (Geddes & Stickney, 2011:207). Emotionally intelligent managers would understand that exercise of power in a form of imposed discipline is not only destroying the managers' subordinates but also the managers themselves.

Good judgment plays roles in the use of power, especially during a contract termination like that of Hartford's, or generally in the time of crisis (with high level of emotional stress). Crisis is one of the situational factors that can impact or shape a manager's leadership allowing or failing to inhibit harmful actions (Barret, 2010:134). Making good judgments gives the ability to be put in the other persons' shoes; this is the role of empathizing. "With good judgment, little else matters. Without good judgment, nothing else matters" (Tichy & Bennis, 2007).

5. *Implication and Major Recommendation*

All that has been said so far implies that positive use of EI (as opposed to ill-intentioned application of it) in a form of empathetic and justice-oriented use of power is crucially important in establishing a sustained perception of harmonious work environment which, in turn, gives way to the so-called "positive peace."

5.1. Positive Use of Emotion and EI

"Feeling bad can be good, and feeling good can be bad. It all depends on the situation, the people involved, and our goal" (Caruso & Salovey, 2004:69). Used in a positive way, EI competences can help in avoiding the *bad impact* of feeling good or bad which is, in the present context, workplace victimization. The success of an emotionally intelligent manager in avoiding bad consequences and building a peaceful workplace is limited to the leader's intention and behavior being good or bad, and the follower's perception of the intention and behavior.

Michele M. Tugade and Barbara L. Fredrickson (2002:335) realized that, "the ability to recognize and use positive emotions to manage negative circumstances can have beneficial effects on one's well-being." While this statement can make sense in the fight against WPV, it is important to note that, *using positive emotions* and *making positive use of emotions* are different. Making positive use of emotion is displaying positive or negative emotion to support, comfort or energize people. For example, talking about one's sadness after years of a dead grandfather can relieve somebody's current pain of the same experience. On the other hand, using positive emotions by showing happiness after being promoted can be inappropriate or even dangerous when talking to someone who has been in the same position for 20 years. To put it another way, a Machiavellian leader who stays in power and gets what she/he wants from followers under his/her control might have a certain level of emotional intelligence – allowing him/her to know not only what makes him/her happy but also to be aware of and able to play on people's feelings (e.g. fear, anxiety or even joy) – but plays with fire and creates incident-prone work environment. Some employees might be willing to accept a leader's control hoping that such acceptance will eventually turn into job security, career development, and just treatment. However, as Diamond emphasized, "when and if this psychological contract is broken, employee may feel deceived and betrayed" (1997:231). Under such emotional outcome, victims have an alternative "to welcome violent acts as a way of stopping the work of worrying" (Kets de Vries, 2009:190). To free the subordinates from any illusive and destructive feelings (e.g. deceptions, betrayals, abuse, manipulation, injustice), sustainable perception of harmonious work environment should be put in place.

5.2. Sustained Perception of Harmonious Work Environment

The success in building a sustained perception of harmonious work environment lies behind a managerial practice upholding a culture of equality and justice reflected in Alexandre Dumas' credo, *"all for one, one for all"* (Dumas, 2001:22). Once the organization has adopted and put into practice that motto, managerial leadership with positive use of EI has taken root, and only then has an organization started to establish a *rapport* with its employees. Building rapport is an essential part of business management (Yeung, 2009:73). In an organizational context, "all for one" should refer to the employee's commitment to create something of value to the manager or organization and "one for all" should demonstrate the manager's commitment to safeguard the employees' well-being and sustain their morale. This, among other things, necessitates the change of "the customer is always right" indoctrination into "the employees come first" mindset, which has been successfully used and recommended by practitioners like Shami Khorona, president of an Indian-based HCL Technologies, U.S. unit (Robbins & Judge, 2012:71) and Hal F. Rosenbluth, the CEO of Rosenbluth International.

Defending the approach, Rosenbluth said that when you put the employees first, they will be happy at work and put the customers first (Rosenbluth & Peters, 2002). Under such organizational consideration and commitment based on caring, supporting and abuse-free principles, no sign of injustice can be extracted from employees' perception; hence no wrong-doing of any violent nature is plotted against management. In the present context, Dumas' credo may be hard to realize but its result can be a family-like harmony at work. Such was the foundation of Mohandas K. Gandhi's leadership based on "Ahimsa" as recorded in Alan Axelrod's *Gandhi, CEO* (2010). "Ahimsa, the doctrine of nonviolence, was a difficult policy to implement. Gandhi therefore presented it in a context of the family, albeit 'in a wider sense than the ordinary.' He advised his followers to regard any institution in which they were involved as a family … In this frame of mind, the person committed to nonviolence would 'fear none, nor will others fear him'" (Axelrod, 2010:59). This lack of fear from anyone is the genius of a sustainable perception of harmonious work environment which, leads to positive peace at work.

5.3. Toward Positive Peace and Workplace Security

Generally, a sustainable workplace security means a long-term peace at work, which is more than just the absence of homicide, conflict, bullying and other forms of violence. In the present context, it can be appropriate even to refer to the concept of *positive peace* by the prominent peace researcher, Johan Galtung, highlighting "social justice through equal opportunity, a fair distribution of power and material resources, and an equal protection by and in the face of the rule of law" (in Jütersonke & Kartas, 2010:6). In an organization, if any of these four main behavioral references (among others) is not applied in compliance with the rule of law, which can be the policies and regulations put in place, peace stays as a dream, not a reality. In reference to its realization, Galtung (2007) found two kinds of peace, of which the characteristics, according to Baljit S. Grewal (2003), can be summarized as follows:

- **Negative Peace:** Absence of violence, pessimistic, curative, peace not always by peaceful means.
- **Positive Peace:** Structural integration, optimistic, preventive, peace by peaceful means.

Positive peace*,* according to Galtung (2007:31) entails the presence of three elements: (1) cooperation; (2) equity, equality of treatment; and (3) culture of peace, dialog. Those elements are linked to the practice of emotionally intelligent managerial leadership herein suggested in a way that *cooperation* can be promoted by the "all for one, one for all" credo; *equity and equality* are made possible by an empathetic and justice-oriented use of power and *culture of dialog* is enhanced by interpersonal intelligence. Machiavellian peace that results from a threat of employee is an example of negative peace due to its violent orientation, its duration can be of a temporary nature. Conversely, positive use of EI is an exercise of power by "peaceful means" that creates peace of a lasting existence, sustainable peace. "The capacity to endure over time provides [another] yardstick for sustainability" (Avery, 2005:60).

6. Concluding Remarks

To cure the organizational ills like managerial bullying as WPV, reliance on administrative expertise is not enough. The behavioral or interpersonal dimension of the problem should also be addressed to bring changes in personal behavior of the managers and implant positive perceptions in subordinates. Managers and supervisors need to engage themselves in the task of self-rectification of their destructive behaviors and personality flaws by building or reviving the EI competence they need, and making positive use of it. The old command-and-control style of managerial leadership is no longer applicable; styles assisted by intrapersonal and interpersonal skills is needed to better cope with today's incident-prone work environment and violence-prone individuals.

While the idea of a perfect manager is *utopian*, with self-rectification and interpersonal skills, managers can be empathetic and justice-oriented in their use of power. Under such condition, they can refrain from acting as bullies and WPV perpetrators, hence equipping themselves with natural tools of self-protection. This self-rectification is a "peaceful means" that will place employees (subordinates) and the organization in a safe work environment herein portrayed as a positive peace and sustainable workplace security supported by a sustained perception of harmonious environment and built on the *"all for one, one for all"* principle and leadership where managers and employees take care of and protect one another emotionally, psychologically and physically.

The negative impact of managerial or supervisory "destructive behavior" is not limited to WPV, it can go as far as to prevent prospective employees from accepting job offers. In 2010, Kasi Phillips posted an article under the title

Being My Own Boss vs. Getting a Job[3], with such a legitimate question as "will the supervisor be a jerk?" Responding to that, he "decided [he] would rather not find out...," giving up the employment opportunity. Facing today's intimidating work environment, many people would choose to take the self-employment route rather than being employed and led by others. This necessitates saying "leaders who are jerks must reform or else their moods and actions will eventually catch up with them" (Goleman et al., 2002 in Nye Jr., 2008:82), but it also leaves us with the anxiety that not enough qualified workers are found in the job markets due to the fear of managerial destructive behaviors. Thus, future research can be conducted from a managerial or economic perspective investigating how the labor market can shrink because of the fear of leaders who lack emotional intelligence.

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