

The impact of Emotional Intelligence on Employee Performance

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Abstract

Background: Because of its ability to boost employee performance and propel organizational efficiency, emotional intelligence (EI) has attracted a lot of interest in the field of organizational studies. A thorough analysis of the correlation between EI and performance in the workplace over the last ten years is still missing, although the significance of the topic.

Objective: Exploring the relationship between emotional intelligence and employee performance is the goal of this systematic review, which will shed light on the methodology, geographical foci, and current trends in the field while also suggesting avenues for future research.

Methodology: The initiative will conduct thorough systematic assessments of scholarly articles listed in the Scopus database from 2014 to 2023. Software, tools, and geographic areas of emphasis are crucial subjects.

Results: Employee performance is positively and significantly correlated with emotional intelligence, according to the results. Opportunities for personal development and the organization's success are both impacted by EI.

Conclusion: This project's methodology is based on a thorough evaluation of scholarly articles included in the Scopus database. Important topics Important themes an es, tools for software, and geographical regions of concentration. By compiling the most recent research on how emotional intelligence affects productivity in the workplace, this review is a huge assistance.

Keywords: Emotional Intelligence, Employee Performance, Organizational Effectiveness

Introduction

Thorndike conducted pioneering work on emotional intelligence in 1920, offering a new angle on intelligence as the "social intelligence" component. According to psychologist and sociologist Edward Thorndike, "the ability to understand and guide men and women, boys and girls to act wisely in human situations" is the definition of social intelligence. Next, Howard Gardner proposed the idea of multiple intelligences in his 1983 book *Frames of Mind*. "The ability to solve a problem" was how they assessed brilliance. This concept of intelligence is still widely used today. It was indeed marked by emotional intelligence. Being able to recognize and comprehend one's own and other people's emotions is a prerequisite for doing emotional work, which in turn facilitates the development of healthy relationships. Emotional intelligence, however, is associated with resilience in the face of pressure.

Everyone has their own unique set of problems. Through self-awareness and the pursuit of meaningful objectives, individuals strive for harmony in their social and individual lives, all the while honing their relationship with the natural world. A person is essential when their

individual traits are in perfect harmony with their surrounding environment. Achieving and maintaining this alignment can be accomplished through the use of stress-coping mechanisms. To do this, the individual modifies exogenous elements, which include the external environment, their goals and desires, and the mobilization of resources. Also, as a mediator, emotional intelligence (EI) is crucial in the links between emotional labor (EL) and worker performance. In the end, this works out well for everyone involved. Emotional intelligence also showed a notable and robust relationship with worker productivity. The fact that their relationship is unidirectional further suggests that when employees' EQ grows, their productivity does as well. Views on communication, self-efficacy, emotional intelligence, and organizational support are also important for increasing employee performance, according to this research. Consequently, the business should provide resources to make workers more efficient. Interpersonal communication abilities may greatly affect an employee's total performance, hence leaders should think about employee conduct, including emotional intelligence and self-efficacy. In addition, research has demonstrated that Emotional Intelligence (EI) influences certain positive attitudes and actions connected to work, such as performance and contentment in one's position.

Influence of Emotional Intelligence on Workplace Behavior

Being able to control one's emotions and use them appropriately in social situations is the essence of emotional intelligence. These skills are absolutely critical in high-pressure professional environments. Cognitive intelligence, on the other hand, places a premium on the ability to think critically and solve problems. Emotionally intelligent people are more adept at communicating, more empathetic, and better equipped to handle challenging relationships with others in today's fast-paced, team-oriented workplaces. Enhancing interpersonal interactions, promoting good leadership, and enabling a flexible and healthy work environment are all ways in which emotional intelligence significantly impacts behavior in the workplace. When companies see the importance of emotional intelligence and prioritize its growth in staff training and company events, the result is a more harmonious and productive work environment.

Emotional Intelligence: Ability Model

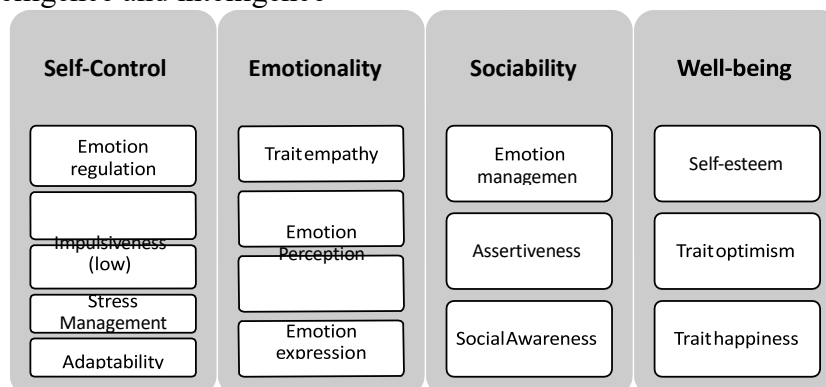
Four distinct categories of cognitive skills related to emotion processing are included in the ability model of emotional intelligence. Beginning with the most fundamental abilities and progressing to more complex ones, these mental talents are organized in a hierarchy. There are four distinct skills identified. A variety of topics are covered in the academic study of emotions, including how emotions are expressed, evaluated, and perceived. Emotions may also have a role in supporting cognitive processes like decision-making and problem-solving. Understanding and analyzing emotions while considering their root causes and effects is another aspect of having emotional intelligence. Lastly, the capacity to intentionally regulate emotions is an essential component of emotional intelligence.

There are four levels in each ability area, ranging from basic to advanced. The researchers initially developed a conceptual framework that described perception, evaluation, and emotion expression as the cognitive capacities to recognize and distinguish between one's own and other people's emotions. Understanding one's own physiological arousal, internal emotional states, and cognitive functioning is the first step in recognizing, evaluating, and expressing emotions. A person can identify other people's emotions by observing the signs around them once they have mastered self-generalization. As a result, when confronted with external stimuli, people

can express their feelings in a logical way. Ultimately, people are able to distinguish between genuine and fraudulent emotional expressions. An additional element of the ability model of emotional intelligence is the emotional facilitation of cognition. Using emotions to enhance cognitive, creative, and interpersonal communication skills is part of this component. By focusing our attention on the most crucial information in our environment, emotions assist us in prioritizing information.

Emotional Intelligence: Trait Model

The term "trait emotional intelligence" refers to a set of fifteen attributes that are associated with how a person feels emotionally. Happiness, self-restraint, emotionality, and sociability are the four categories into which these traits fall. Happiness enhances adaptability. The capacity to rein in one's desires is known as self-control. The idea that relationships are formed through emotions is supported by high emotionality. "Lastly, friendliness has an impact on relationships and influence. Adaptability and self-motivation are the two qualities that contribute to emotional intelligence. Figure 1 shows the attribute emotional intelligence model. Although it has been stated that trait emotional intelligence is located in the lower levels of personality, there is considerable overlap with wider personality factors. Trait emotional intelligence is being included more and more into the current structure of the Big Five personality theories. Emotional intelligence and intelligence



Trait model of emotional intelligence by Petrides. Source: Adapted from (Petrides et al., 2004). Intelligence is a separate concept. Emotional intelligence is the ability to absorb information and remember things in order to identify, understand, and connect to emotions in order to solve problems. For this reason, emotional intelligence should not be evaluated. This idea is open to debate when it comes to emotional intelligence. As a result, this model is not sufficient for evaluating emotional intelligence.

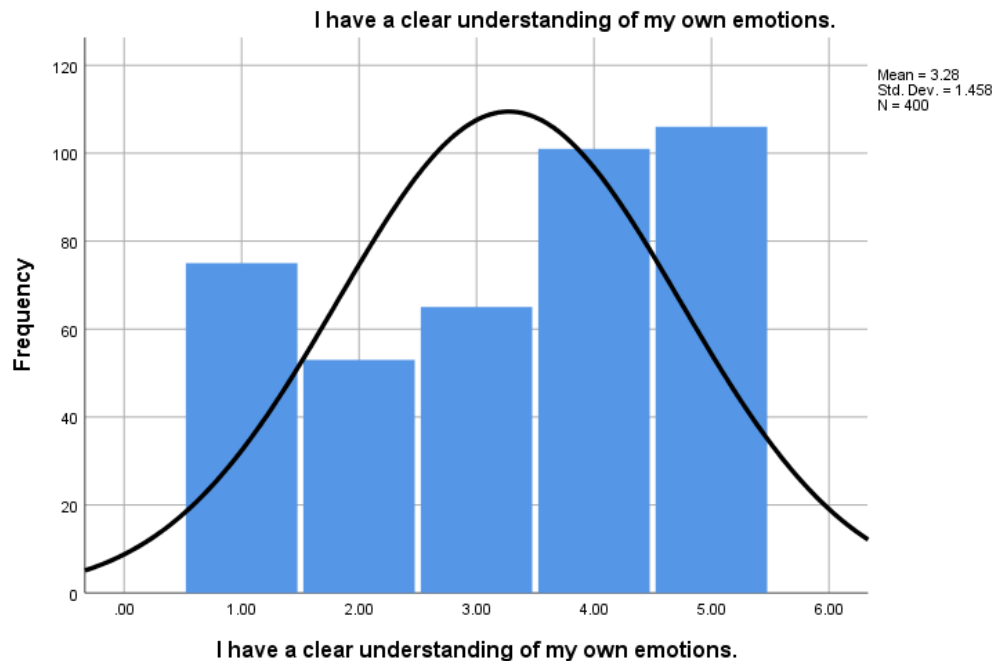
Data analysis

Table-1

I have a clear understanding of my own emotions.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	75	18.8	18.8	18.8
	Agree	53	13.3	13.3	32.0
	Neutral	65	16.3	16.3	48.3
	Disagree	101	25.3	25.3	73.5
	Strongly Disagree	106	26.5	26.5	100.0

	Total	400	100.0	100.0
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Graph-1

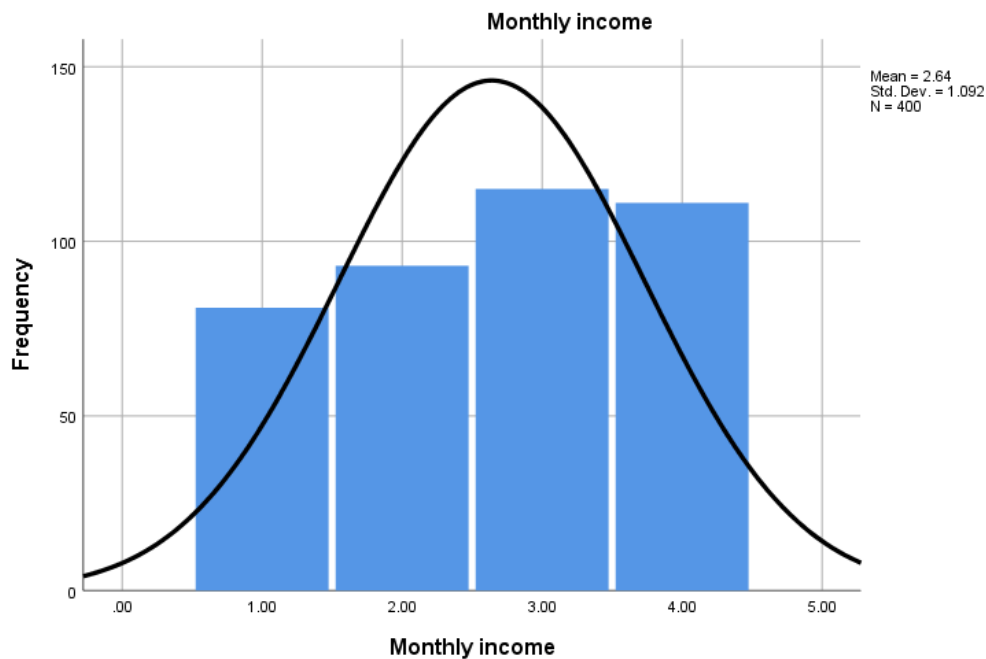


From the analysis we have found the details mentioned in the above graph and table and it states that the sample data is concerned about 400 respondents. I have a clear understanding of my own emotions. 75(18.8%) respondents responded Strongly Agree, 53(13.3%) respondents responded Agree, 65(16.3%) respondents responded Neutral and 101(25.3%) respondents responded Disagree and 106(26.5%) respondents responded Strongly Disagree.

Table

Monthly income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than Rs.50,000	81	20.3	20.3	20.3
	Rs.80,000 – 100,000	93	23.3	23.3	43.5
	Rs.50,000 – 80,000	115	28.7	28.7	72.3
	Above Rs.100,000	111	27.8	27.8	100.0
	Total	400	100.0	100.0	

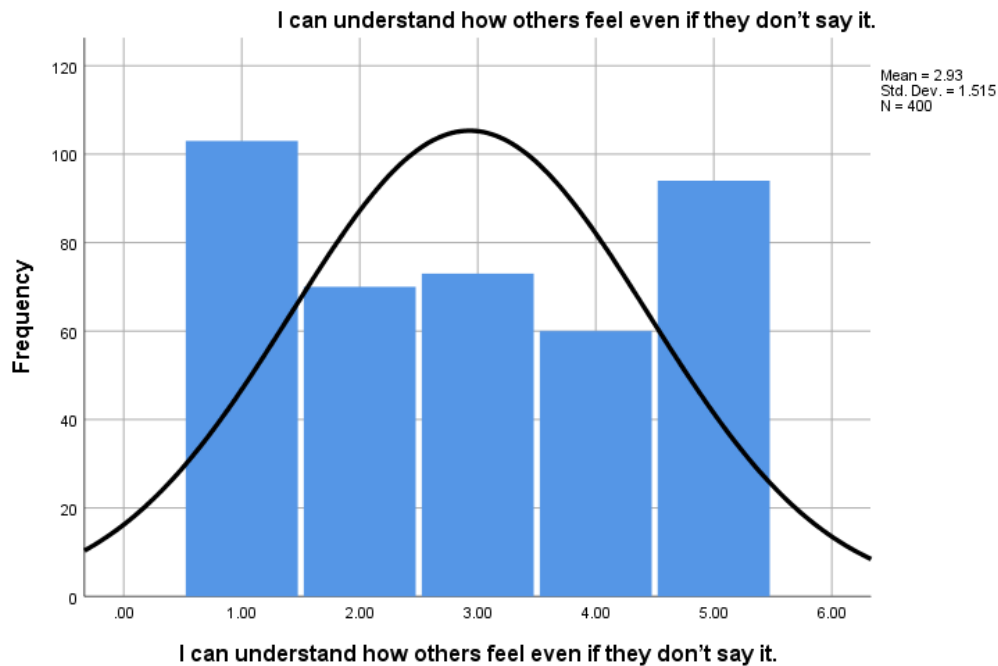
Graph



The data shown in the graph and table above pertain to 400 respondents, and it is based on an analysis that was conducted using a random sampling method. The topic of Monthly income was brought up. 81 respondents (20.3% of the total) said less than Rs.50,000, 93 said between Rs.80,000 and 100,000, 115 said between Rs.50,000 and 80,000, and 111 said more than Rs.100,000, representing a 28.7% increase.

I can understand how others feel even if they don't say it.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	103	25.8	25.8	25.8
	Agree	70	17.5	17.5	43.3
	Neutral	73	18.3	18.3	61.5
	Disagree	60	15.0	15.0	76.5
	Strongly Disagree	94	23.5	23.5	100.0
	Total	400	100.0	100.0	

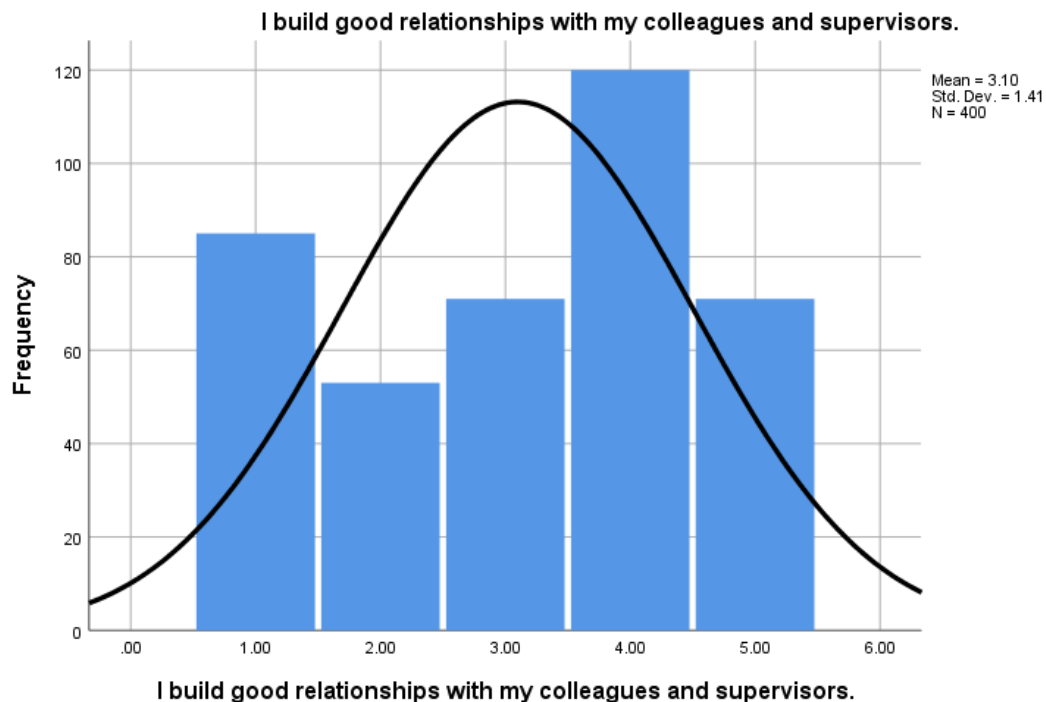
Graph-



According to the statistics shown in the graph and table above, which are derived from our study, the sample data pertains to 400 respondents. I can understand how others feel even if they don't say it. There were 103 respondents who gave a Strongly Agree response, 70 who gave an Agree response, 73 who gave a Neutral response, 60 who gave a Disagree response, and 94 who gave a Strongly Disagree response, for a total of 25.8% of the total.

I build good relationships with my colleagues and supervisors.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	85	21.3	21.3	21.3
	Agree	53	13.3	13.3	34.5
	Neutral	71	17.8	17.8	52.3
	Disagree	120	30.0	30.0	82.3
	Strongly Disagree	71	17.8	17.8	100.0
	Total	400	100.0	100.0	

Graph-



According to the statistics shown in the graph and table above, which are derived from our study, the sample data pertains to 400 respondents. I build good relationships with my colleagues and supervisors. One hundred twenty-five respondents (21.3% of the total) gave the following responses: Strongly Agree (85), Agree (53), Neutral (17.8%), Disagree (30%), and Strongly Disagree (17.8%).

Methodology

Research Design

This study adopts a systematic review methodology to analyze the association between emotional intelligence and employee performance. A structured and replicable framework ensures that findings are comprehensive and reliable.

Data Sources and Inclusion Criteria

The Scopus database was utilized to retrieve relevant academic articles, ensuring access to high-quality and peer-reviewed publications. The inclusion criteria for this study were as follows:

1. Articles published in English between 2014 and 2023.
2. Research papers specifically focused on emotional intelligence and employee performance.
3. Studies employing empirical, theoretical, or mixed-method approaches.
4. Publications addressing diverse geographical regions and industries to ensure broad applicability.
5. Studies analyzing key factors such as emotional intelligence dimensions (e.g., self-awareness, self-regulation, and empathy) and their influence on organizational outcomes.

Search Strategy

A comprehensive search strategy was developed using keywords such as Emotional Intelligence, Employee Performance, Organizational Effectiveness, and Workplace Behavior. Boolean operators (AND, OR) were used to refine the search. Additional filters, such as subject areas (e.g., business, psychology, and organizational behavior), publication type, and date range, were applied to narrow down relevant articles.

Data Extraction

A data extraction sheet was developed to systematically collect key information from each selected study. This included:

- Author(s) and year of publication.
- Research objectives.
- Study population and sample size.
- Geographical focus.
- Methodological approach (quantitative, qualitative, or mixed-method).
- Key findings on the relationship between emotional intelligence and employee performance.

Data Analysis

Thematic and content analysis methods were used to synthesize findings across studies". The results were grouped into categories based on:

1. **Key Trends:** Emerging themes related to emotional intelligence and employee performance.
2. **Tools and Techniques:** Assessment methods used to measure emotional intelligence (e.g., MSCEIT, EQ-i).
3. **Geographical Insights:** Regional patterns in emotional intelligence and performance outcomes.

Limitations

The study is limited to articles indexed in the Scopus database, which may exclude other relevant studies. Furthermore, only articles published in English were considered, potentially limiting findings from non-English-speaking regions.

Conclusion

In 1920, Edward Thorndike was the first person to suggest the concept of social intelligence, describing it as the ability to assist individuals in functioning rationally in social settings. Howard Gardner later put out the notion of multiple intelligences, which defines emotional intelligence as the ability to detect and understand one's own emotions and those of other people, thereby making it easier to build positive relationships with others. A person's ability to cope with stress is connected to their emotional intelligence. People face different challenges, therefore they try to achieve a condition of social and personal balance by recognizing and satisfying their desires and goals, which in turn improves their relationships with the world around them. Essentiality is the continuous process of aligning an individual's specific characteristics with their environment. Emotional intelligence is a crucial factor in the interactions between emotional labor (EL) and employee performance since there is a strong one-way relationship between employee performance and emotional intelligence. Improving emotional intelligence can help employees perform better. However, improving employee performance also depends on how employees communicate, how they feel about their own

abilities, their emotional intelligence, and the support they receive from their employer. Leaders need to consider the conduct of their employees, particularly their emotional intelligence and self-efficacy, because their overall performance may be greatly affected by their ability to communicate with others. Emotional intelligence has an impact on performance and job happiness, as well as other attitudes and beneficial activities related to work.

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