

The Role of Emotional Intelligence in Enhancing Workplace Performance

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Abstract

Emotional intelligence is a concept that is considered to be indispensable for professional success, and it pertains to the manner in which individuals interact with their surroundings. Emotional intelligence is closely associated with the overall satisfaction of employees, who are essential to organisations. In this article review the various literature's study on emotional intelligence in enhancing workplace performance. It concluded that emotional intelligence (EI) significantly enhances workplace performance by improving productivity, decision-making, and collaboration. This review highlights the strong link between EI and organizational productivity, with interpersonal skills and stress management playing key roles. Organizations can benefit from integrating EI into recruitment, training, and workforce development. In the public sector, EI is essential for effective service delivery. Additionally, incorporating EI into education can help bridge skill gaps. Future research can explore additional EI indicators across sectors. Overall, EI is a vital, teachable skill that should be systematically implemented to drive workplace success and organizational growth.

Keywords: Organisational performance (OP), Emotional intelligence, Workplace performance, Emotional quotient (EQ), Job performance, etc.

1 Introduction

The importance of emotional intelligence (EI) as a critical component of workplace dynamics has been emphasised in a significant change in organisational management philosophies in recent years. This increasing awareness is a result of studies showing that emotional intelligence (EI) improves connections

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with others, promotes efficient communication, and creates a positive work atmosphere, all of which have an impact on overall productivity [1]. In the fields of organisational behaviour and human resource management, the idea of emotional intelligence (EI) has attracted a lot of interest. In order to create a healthy work environment, improve cooperation, and increase leadership effectiveness, emotional intelligence—which is defined as the capacity to identify, comprehend, control, and affect emotions in oneself and others—is becoming more and more important [2]. The relationship between emotional intelligence (EI) and productivity becomes clear when one looks at how EI affects teamwork, leadership efficacy, and employee morale. This relationship is not only important, but also necessary for long-term organisational success. In order to maximise performance results, this study will examine the complex effects of emotional intelligence in the workplace, emphasising its consequences for productivity and providing guidance on how businesses may foster emotionally intelligent cultures [3], [4].

Interpersonal relationships and communication are critical factors in the determination of overall productivity in the workplace, which is a complex social environment. Cognitive intelligence (IQ) has been traditionally considered the primary determinant of organisational success and employee performance [5]. Conversely, the constraints of IQ in explaining the variance in job performance and workplace efficacy have become apparent as the business environment becomes more interconnected and dynamic. This transition has resulted in a heightened emphasis on the integration of emotional intelligence with cognitive abilities to enhance the performance of both individuals and teams [6]. A number of studies have emphasised the positive correlation between emotional intelligence and a variety of organisational outcomes, such as employee well-being, leadership effectiveness, and job satisfaction [7].

A. Emotional intelligence

Emotional quotient (EQ), another name for emotional intelligence (EI), is the capacity to recognise, use, comprehend, control, and deal with emotions. Emotional recognition of one's own and other people's feelings, utilising emotional information to shape behaviour and thought processes, differentiating and labelling emotions, and modifying emotions to fit changing circumstances are all components of high emotional intelligence. Emotional literacy is part of this. First used in 1964, the phrase gained prominence in psychologist and scientific writer Daniel Goleman's 1995 best-selling book *Emotional Intelligence*. While some academics believe that emotional intelligence is intrinsic, others contend that it may be developed and enhanced [8].

B. Importance of emotional intelligence

Many facets of a person's professional life are significantly impacted by their emotional intelligence. People with a higher emotional quotient at work have been seen to be more adept at handling their relationships and oneself, and they are also more satisfied due to increased productivity at work. Working with others is necessary to complete many tasks in companies, and effective teamwork requires clear communication [9]. Better relationships may be made and issues that arise at work can be handled more easily if people understand one another and control their emotions while engaging. Improved conflict

resolution and decision-making abilities that consider all viewpoints and make sure team members feel heard, understood, and appreciated make this easier. This therefore turns into a crucial set of abilities from a leader's perspective that facilitates the creation of a more peaceful work environment. An enhanced work culture inside the company results in increased productivity by fostering a stronger sense of connection across teams and increasing levels of engagement via these abilities [10].

2 Literature Review

(Mallin et al., 2025) [11] Examine self-emotional intelligence as a potential personal resource that may influence the way that work environments affect wellbeing from a fresh angle. Based on our findings, salespeople's subjective well-being is driven by positive psychological resources such as flow, meaningful work, and self-emotional intelligence. This positive emotional state in turn promotes higher organisational citizenship behaviour, lower turnover intention, and improved sales performance. Additionally, the causes of salesperson subjective well-being are not significantly influenced by salesperson self-emotional intelligence.

(Shah & Sah, 2024) [12] Examining how emotional intelligence (EI) affects both individual and organisational performance, this research looks at the connection between EI and workplace efficiency. Organisational behaviour has placed a growing emphasis on emotional intelligence, which is the capacity to identify, comprehend, control, and affect emotions in both oneself and others. The research finds a substantial positive association between high emotional intelligence and higher productivity, especially in interpersonal and stress management abilities, using correlational analysis. According to the research, workers with greater EI are better able to handle obstacles at work, which promotes improved job completion, teamwork, and performance in general. The research highlights how important it is for businesses to cultivate emotional intelligence in order to maximise output and improve workplace relations.

(Mishra & Ranganathan, 2024) [13] Investigates how workers' job happiness is impacted by emotional intelligence. The main objective of this research is to determine if emotionally intelligent individuals often have higher levels of job satisfaction at work. Employees who are aware of and capable of managing their own emotions work more effectively and produce more. Relevant research has shown that emotional intelligence helps workers be emotionally intelligent and enhances their job happiness. An employee's feelings at work motivate them to learn how to handle the current circumstances and retain job satisfaction. Employees that have mutual understanding are better able to recognise one other's requirements, which leads to inner fulfilment at work. Relationship building and empathy are two more emotional intelligence strategies that are followed by this.

(Anns Charlin & Mohammad Imran, 2023) [14] The purpose of this research was to investigate how emotional intelligence affects Indian working professionals' job happiness and performance. To quantify the link between the independent and dependent variables, the data collected for this study was subjected to linear regression and Pearson correlation analysis using IBM SPSS (statistical program for social sciences). According to the study's results, job happiness and work performance are significantly

predicted by emotional intelligence. The findings also indicated that among Indian working professionals, there is a somewhat favourable linear link between emotional intelligence and job happiness as well as between emotional intelligence and work performance.

(Supramaniam & Singaravelloo, 2021) [15] Examines how organisational performance (OP) in the Malaysian public sector is affected by emotional intelligence (EI). 375 valid answers were obtained via a survey instrument that was given to 700 ADOs located in Putrajaya among five chosen ministries. The SMART-PLS method analysis of the obtained results confirms the substantial positive impact of EI on OP and point to the necessity of raising civil servants' EI by incorporating EI indicators and measures into workforce planning, succession planning, learning and development, recruitment, and organisational development. Emotional intelligence (EI) should be actively used to raise awareness and maturity so that government officials can accept the demanding agile workplace of today.

(Sadiku et al., 2020) [16] The job, in today's more competitive world, is one of the many arenas of life where emotional intelligence (EI) may be advantageous. According to research, emotional intelligence is critical for success, psychological well-being, job happiness, and job performance. Motivation, self-control, tenacity in the face of frustration, and success under pressure are all desirable professional traits that are associated with emotional intelligence (EI). Strong emotional intelligence helps workers feel more in control of their job, collaborate more effectively, handle stress at work, and resolve problems at work.

(Gong et al., 2019) [17] This research used questionnaires to poll 450 workers from different businesses. The findings are as follows: Specifically, (1) psychological capital has a negative predictive effect on job burnout and a positive predictive effect on job performance; (2) psychological capital has a negative predictive effect on job burnout and a positive predictive effect on job performance; and (3) psychological capital mediates the relationship between EI and job burnout/performance. In the subject of organisational behaviour, the findings of this research might aid in the development of EI theories. For businesses, raising workers' emotional intelligence (EI) will contribute to their psychological capital, and psychological capital is positively correlated with job performance and lower levels of burnout.

(Pekaar et al., 2017) [18] The relationship between emotional intelligence (EI) and work performance was investigated, with particular attention to the interaction between EI characteristics that are self- and other-focused. Study 1's person-level EI and Study 2's implemented EI showed a stronger correlation. Additionally, there was an interaction between the Emotional Intelligence (EI) dimensions and job performance. This meant that evaluating the emotions of one person was more effective than evaluating the emotions of two people (self and other), and evaluating the emotions of others was more effective when one's own emotions were also used or controlled.

3 Conclusion

Emotional intelligence (EI) plays a crucial role in enhancing workplace performance, particularly by improving productivity, decision-making, and collaboration. This review highlights the strong positive correlation between EI and organizational productivity (OP), emphasizing the significance of

interpersonal skills and stress management. Employees with higher EI effectively manage tasks, maintain positive relationships, and adapt to workplace challenges. Given these benefits, organizations should integrate EI into recruitment, training, leadership development, and workforce planning to foster a high-performing work environment. The findings also suggest that EI development programs, such as workshops and training, can enhance employee efficiency and overall organizational success. In the public sector, where employees interact with diverse individuals and policies, EI is particularly vital for effective service delivery. Additionally, incorporating EI into higher education curricula can help bridge skill gaps, preparing graduates for professional challenges. Future research can explore additional EI indicators influencing OP across different sectors. Overall, this study underscores the value of EI as a teachable and essential skill, advocating for its systematic implementation in both education and workplace settings to drive sustainable performance and productivity.

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