



## A Study on Emotional Intelligence of Women Employees in High Performing Work System

<sup>1</sup>*Nematullah Islmzai*

<sup>1</sup>Research Scholar, Department of Business Administration, University of Lucknow.

Email: [nemat2020.phd@gmail.com](mailto:nemat2020.phd@gmail.com)

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### ABSTRACT:

Emotional intelligence (EI) is a significant determinant in evaluating individual performance in professional and personal domains. It can gauge individuals' effectiveness beyond their routine activities, exerting a profound influence on their levels of achievement. Furthermore, EI contributes to assessing managerial attributes, augmenting the ability to measure leadership competencies. In addition, cultivating emotional intelligence within an organizational context can enhance communication channels and foster improved interactions, fostering heightened levels of organizational synergy and productivity.

**Key Words:** Emotional intelligence, high performing work system, Women Employees, workplace

### Introduction:

Intelligence about emotions plays a major role in ensuring an employee's happiness. When an employee stumbles in the workplace emotionally, it signifies that intelligence is lagging. An aspect of emotional intelligence (EI) called social intelligence was first described by Thorndike in the 1920s as one of many different types of intelligence individuals possess (Cherniss & Goleman, 2001). However, Wechsler's intelligence quotient (IQ) test, developed in the 1950s, had a greater societal influence. Thus, the next half-century was dominated by IQ testing and the view of emotions as the antithesis of rationality (Fabian, 1999). Not until the 1980s was the idea of multiple intelligences revived. Gardner (1983) described these multiple intelligences as linguistic, logical-mathematical, bodily-kinesthetic, spatial, musical, interpersonal, and intrapersonal. Gardner described this intelligence as just as important as the intelligence measured by IQ tests (Cherniss, 2000). After Gardner (1983), terms closer to the current usage of EI were developed. EI has been a topic of importance since the 1990s. It is considered a concept for handling organizational issues in several contexts.

### Review of literature:

Rafiq et al. (2019) found that scholars found that emotional intelligence and employee engagement have been among the most often studied subjects. Employee engagement gives a company a significant competitive advantage over its rivals and paves the way for success. Similarly, firms with dedicated and engaged staff will always have an advantage over the field since these staff members will be more motivated to work, and turnover rates will be meager. To maintain their working force's engagement and commitment without hesitation, every firm, regardless of differences in management styles, masses, and kinds, invests too much in applying and incorporating such policies into their ideals. An environment that fosters engagement and encourages others to remain dedicated to their task is more productive.

Naz et al., 2019 said that numerous scholars have been interested in the relationship between EI and performance. According to recent research, EI and outcomes connected to the workplace have a favorable relationship. According to academic research, people with high levels of EI benefit from their performance and interpersonal interactions, encouraging practical results in job-related situations. According to research, emotionally intelligent people do well at work. It is also clear that a person's performance during an interview was exceptional because of their trait-based EI. EI improves people's contextual performance as well.

Chikobvu & Harunavamwe,(2022). Globalization and modern technologies have brought the human race into a fast-paced, risky lifestyle. Work engagement is crucial since employment plays a significant role in a person's life. *Employee engagement* is a term that measures how content employees are with their jobs, the workplace, and their performance levels. Employees with more involvement lead to more effective and productive workplaces than those with lower levels of engagement. Managers must consider employees' emotional maturity to maintain engaged staff members and prevent them from contracting disengagement illnesses. To be emotionally intelligent, one must identify and comprehend these problems in companies. The growth of employees' empathy, sense of self, human emotion, creativity, tolerance, trust, and integrity is promoted. "This will enhance relationships

within and outside the business and boost individual employee and team performance. Employee effectiveness and engagement are aided by emotional intelligence (Mwangi, 2014, pp. 44–46).

A review of antecedent work is presented in this section. EI is the ability to adaptively recognize, understand, manage, and harness emotions in oneself and others (Mayer & Salovey, 1995; Schutte et al., 1998) and to use emotion to facilitate cognitive processing. The literature has conceptualized EI as a relatively enduring trait and ability (Petrides & Furnham, 2006). Afolabi (2004) argued that EI is not a single trait or ability. Rather, it is a composite of distinct emotional reasoning abilities. An individual's emotional intelligence indicates how an individual perceives, understands, and regulates emotions.

The construct of EI incorporates in itself several abilities, including the ability to be aware of one's own and other people's emotions, to be able to manage those emotions and to understand the complex relationships that can occur between emotions and likely emotional transitions (Caner & Salovey, 1997, pp. 102–104). EI ability is not fixed for life and can be improved with suitable training (Goleman, 1995; Caner & Salovey, 1997; Salovey & Caner, 1990). Moreover, EI is not an innate but an acquired ability on the part of an individual who earned it through rigorous experiences and practices in several interpersonal situations.

Alferaih, (2021). One aspect that has recently received much attention as a potential underlying quality of good leadership is the idea of emotional intelligence (EI). A group of skills known as emotional intelligence (EI) includes managing one's and other people's emotions. "It has been hypothesized that successful emotional management in leadership might affect how one handles individual needs, motivates employees, and affects how people feel at work." Today's practical leadership skills depend partly on emotional intelligence (EI) capabilities and emotional intelligence (EI) knowledge.

Singh, Mohsin, and Shukla (2013) stated that EE and EI are the most critical factors contributing to a company's success. Employee engagement will increase if they recognize their emotions and sentiments and are prepared to manage them effectively. People with high emotional intelligence (EI) demonstrate a significant level of dedication in the workplace as a result of their ability to control their emotions, which reduces their propensity to become involved in disputes, foster closer relationships with others, be cheery, and modify their goals to fit organizational

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### **Purpose of research:**

This personality-focused issue has been the subject of significant debate among academics and educators in the behavioral and management sciences. Mwangi, D. (2014) Extensive research conducted in academic and corporate settings has consistently demonstrated the importance of emotional intelligence (EI) as a prominent characteristic of individuals. George, O., Okon, S., & Akaighe, G. (2021). EI entails the capacity to introspectively assess one's emotional states as well as interpret and discern the emotional expressions of others, thereby comprehending the nuances between these emotional manifestations. Furthermore, this aptitude empowers individuals to regulate their thoughts and behaviors under these disparities. Despite emotions and sentiments constituting intrinsic components of organizational dynamics, the exploration of their impact on employees has received limited scholarly attention.

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### **Objective:**

The objective of this study is to explore and highlight the paramount importance of emotional intelligence (EI) as a prominent characteristic of individuals within the realms of behavioral and management sciences by assessing its capacity to evaluate one's emotional states, interpret and discern the emotional expressions of others, and regulate thoughts and behaviors accordingly. Additionally, the study addresses the limited scholarly attention given to the impact of emotions and sentiments on employees within organizational dynamics.

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### **Why is emotional intelligence so important?**

As we know, it's not the smartest people who are the most successful or the most fulfilled in life. You probably know people who are academically brilliant and yet are socially inept and unsuccessful at work or in their personal relationships. Intellectual ability or your intelligence quotient (IQ) isn't enough on its own to achieve success in life. Yes, your IQ can help you get into college, but it's your EQ that will help you manage the stress and emotions when facing your final exams. IQ and EQ exist in tandem and are most effective when they build off one another.

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### **Emotional intelligence affects:**

Your performance at school or work, high emotional intelligence can help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career. In fact, when it comes to gauging important job candidates, many companies now rate emotional intelligence as important as technical ability and employ EQ testing before hiring.

**Your physical health:** If you're unable to manage your emotions, you are probably not managing your stress either. This can lead to serious health problems. Uncontrolled stress raises blood pressure, suppresses the immune system, increases the risk of heart attacks and strokes, contributes to infertility, and speeds up the aging process. The first step to improving emotional intelligence is to learn how to manage stress.

**Your mental health:** Uncontrolled emotions and stress can also impact your mental health, making you vulnerable to anxiety and depression. If you are unable to understand, get comfortable with, or manage your emotions, you'll also struggle to form strong relationships. This in turn can leave you feeling lonely and isolated and further exacerbate any mental health problems.

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### **Emotional intelligence at the workplace:**

Emotional Intelligence plays a very critical role at job environment. It not only helps individuals to perceive and analyze their own emotions but also emotions of others at work which is finally responsible for enhancing work related culture at place of work. A person who possesses high level of Emotional Intelligence can perform his roles and responsibilities in an effective manner and moreover can maintain positive associations with colleagues, superiors and subordinates. Previous research studies regarding role of Emotional Intelligence at workplace have shown tremendous positive results and have made ways open for further research in future. (Lynn, 2002), emotions describe a very essential and desirable role that makes employees and employers capable of performing well at workplace. (Goleman, 1998), confirmed that men and women who possess Emotional Intelligence in reasonable quantity are more dedicated towards their job roles and responsibilities and always generate high level of output than others with low level of Emotional Intelligence. (Nikolaou et al, 2000), confirmed that in case of medical professionals, trait Emotional Intelligence is one of the best and suitable predictor of Job Satisfaction level at workplace. (Wolfe et al, 2004), suggested that individuals who have high quantity of Emotional Intelligence quotient have the ability to rise high in their organizations by performing effectively. (Cherniss, 2000), described a total of four basis that depicts the importance of Emotional Intelligence competencies in analyzing, evaluating and developing work performance at workplace. First basis describes that Emotional Intelligence competencies represented a type of critical success factors for performing job roles whereas second basis depicts that some of the people also adopt a particular job but for it they do not have required level of Emotional Intelligence competencies to get appraisal in a shorter period of time. Third basis describes that employers have to access the need of Emotional Intelligence training well in advance so that all could get equal skills and abilities imparted in fixed time duration and fourth basis is that people mostly are at job in their peak hours of their consciousness. These bases are taken as an input which suggests the importance of Emotional Intelligence at workplace whether at manufacturing or service industry. American Society for Training and Development has also described the importance of Emotional Intelligence skills in today's business environment and also has published guidelines through which firms can enhance and develop Emotional Intelligence level of their employees. (Fleishman et al, 1962; Mumford et al, 2000), managers, leaders and organizers who have high level of emotional quotient and capability to resolve difficult problems can build an environment of faith, conviction, reliance, esteem and affinity with their members at place of work. Cost sustainability and effectiveness is of a great focus these days by most of the firms. Cost effectiveness factor is also evaluated based on the competence level of employees. High competence level employees give better output thus reducing the overall cost of the organization. (Boyatzis, 1999), from his study assessed that various partners whose Emotional Intelligence competence level is higher have provided much more profit to their firms than those who possess low Emotional Intelligence competence level. (Cherniss et al., 1998), programmes and events that are used to enhance Emotional Intelligence competence level have resulted into positive yield and helps in analyzing visualization pattern of an individual, analysis of self-appraisal, responsiveness and attentiveness, assessment of optimistic and pessimistic thoughts and rectification of pessimistic thoughts, focusing on potency, limitations and ways that reduces negative impact, adopting new mechanism that maintains sustainability and integration with Emotional Intelligence competencies and having faith on instructors that standardizes improvement, consistency and development at work place. Development of Emotional Intelligence competencies bears a formal and logical process based on four different stages. These are practicing for revolutionizing and change, orientation and preservation of proficiency, training, assessment and evaluation. All these four components have a different set of rules and principles for attaining high achievement. Practicing for revolutionizing and change is based on the principle for evaluating those competencies that are mainly required for enhancing effectiveness at individual and organizational level and moreover it is responsible for motivating employees that by improving their Emotional Intelligence competence level they could achieve more and appraise themselves. Orientation and preservation of proficiency is achieved through societal support and feasible working atmosphere along with other courses of actions that adds towards development of Emotional Intelligence factor. Training component puts focus on learning through knowledge and experience along with replications and curative response. The assessment and evaluation phase deals with analyzing satisfaction at individual level and other results which have been produced through training. It also takes into consideration in evaluating what type of positive change has been witnessed in individual attitudes and behaviors after completion of training programmes designed for sustaining, modifying and enhancing Emotional Intelligent competencies among workers at workplace (Cherniss et al, 1998). (Yao, 2009), employees in various organizations who possess high level of Emotional Intelligence are able to effectively predict requirements of consumers and customers and could fulfill them in a successful manner. Moreover they possess capability to properly evaluate and manage emotions and respond in an optimistic way to consumer grievances and criticism. Thus because of high Emotional Intelligence level employees could easily maintain faith among clients at workplace as compared to others with low Emotional Intelligence. Emotional Intelligence have been predicted for playing a very significant role in determining components such as Job Performance and Job Satisfaction among individuals at workplace (Bachman et al, 2000, Prati et al, 2003). (Keltner & Haidt, 2001), emotions are responsible for representing unrestrained, societal and collective functions which gives rise to assessment of contemplation and intent. Use of Emotional Intelligence tools could be effective in evaluating functional activities and establishing an integrative mechanism between them at workplace. Employees who directly face clients have to develop a type of optimal facets at workplace through which they could not only manage their emotions but also could assess and manage emotions of others. Emotional Intelligence not only helps in predicting and evaluating self-emotions and emotions of others but also makes feasible platform for establishing positive relationship between them (H. Kim, 2010). (Y. Keat, 2009; Smigla et al, 2000) devised from their studies about the necessities of Emotional Intelligence at workplace. They concluded that Emotional Intelligence is one among the sole factors responsible for maintaining and enhancing work culture at workplace. Emotional Intelligence not only makes people intelligent but also provides them with a fully-fledged mechanism to deal with problems during crisis. About 80% achievement at job directly depends on level of Emotional Intelligence whereas remaining 20% on Intelligent Quotient (Martinez 1997; Tucker, 2001). Emotional Intelligence needs to be properly analyzed and monitored at place of work. Negative emotions lead to generation of rudeness,

anxiety, job dissatisfaction, conflict, low morale and absenteeism and acts as a source for bringing up Turnover Intentions due to decreased required level of Job Emotional Requirements. The low level of Job Satisfaction finally has a direct influence on Job Performance of employees at work (Hayward, 2005). Emotions that are properly accessed, evaluated and monitored give best results. They lead to high level of reliance, faith, conviction, devotion, reliability, consistency, trustworthiness, dedication and enhance scope for efficiency, modernization, individual performance, collective and integrative performance and job commitment (Cooper, 1997; Hayward, 2005).

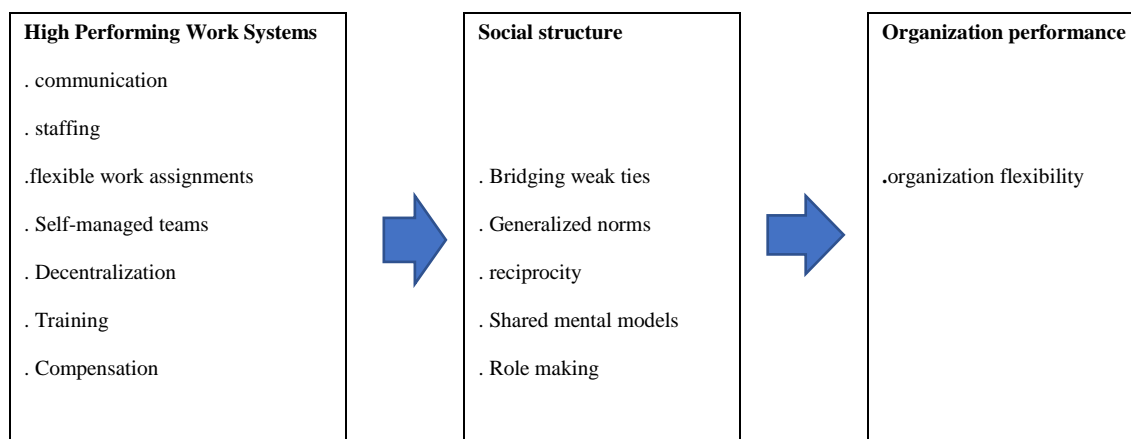
### Emotional Intelligence and Gender:

Managers, both male and female are equally faced with the challenges of identifying and regulating their emotions as well as their subordinates. Research based evidences indicate that women leaders score higher in certain Emotional Intelligence competencies such as empathy, interpersonal relationships and social responsibility (Bar-On, 2000). Higher Emotional Intelligence scores could be related to women's socially sensitive nature resulting from biological differences and other differences in early childhood socialization (Velayudhan and Kemlit, 2013).

Research findings show that the female segment of the bank employees is more emotionally intelligent than their male counterparts (Rahim and Malik, 2010). Female executives in different age groups self-reported strengths in all of the attributes identified as crucial areas of EQ for leaders (Duncan, 2007). Results indicated that the female part of the universities managers and employees are more emotionally intelligent than their male counterpart (Jorfi et al, 2012).

### High Performing Work Systems:

Organizations using HPWS make a significant investment in their pool of human capital so that employees are well trained, skilled, and empowered to conduct their jobs (Becker & Huselid, 1998). Current perspectives on HPWS are closely aligned with research on high involvement work practices and high-performance management practices. In fact, researchers frequently note that various naming preferences are often used interchangeably and refer to the same phenomena of interest (i.e., a system of HR practices rather than isolated practices) (Delery & Shaw, 2001; Guthrie, 2001). We define HPWS as an integrated system of HR practices that are internally consistent (alignment among HR practices) and externally consistent (alignment with organizational strategy) that include selective staffing, self-managed teams, decentralized decision making, extensive training, flexible job assignments, open communication, and performance-contingent compensation (Becker & Huselid, 1998; Guthrie, 2001; Pfeffer, 1998). These practices (see Table 1) represent the general categories of HR practices commonly found in most HPWS research. These practices are interdependent, such that the inclusion of one practice often necessitates the inclusion of others (Becker & Huselid, 1998; Pfeffer, 1998; Zacharatos, Barling, & Iverson, 2005) Although the precise configuration of HPWS practices may vary based on organizational idiosyncrasies, most theoretical treatments of HPWS focus on the aggregate level or degree of investment in HR practices, which is often operationalized by an additive system index of practices (Becker & Huselid, 1998; Delery & Shaw, 2001).



We believe, however, that the effects of HPWS are likely to operate through processes that occur at individual, dyadic, and/ or group levels as well. Figure 1 illustrates the HPWS framework we propose. In essence, the internal social structure mediates the relationship between HPWS and organizational performance. The internal social structure can be characterized in terms of the nature of relationships (bridging weak ties, norms of reciprocity, and shared mental models) and in terms of the behaviors that are associated with those relationships (role-making and organizational citizenship behaviors). Consistent with existing perspectives on HPWS, we argue that it is the system of HR practices that influences organizational performance. However, each type of HR practice may have a differential impact on the nature of employee relationships. We break down the system of HR practices and more closely examine the influence of each HR practice on the internal social structure and ultimately organizational performance. In the interest of parsimony, we focus on the primary but not exclusive relationships between each of the constructs.

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## Research Method:

The study is based on literature review, for which the data collected is secondary. Thus, the extent of reliability and validity of the findings of this study depends on the reliability and validity of the data.

### *Secondary data:*

Secondary data will be collected through a literature review from various websites, government reports, books, journals, newspapers, and professional organizations. Though the researcher will try to review all relevant literature, he can only review those documents practically accessible to him. Some of the current data information may not be available.

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## Conceptual Framework of the Study:

Intelligent quotient attempts to identify one's cognitive capacity, for many years intelligent have been measured only by IQ. People who have high intelligent quotient or superior intelligence may not succeed all the time because standard cognitive intelligence is not enough to predict performance in an individual. There is another type of intelligence which is essential for survival and success - it is emotional intelligence emotional intelligence involves understanding and controlling one's own emotions and recognizing emotions of others. Emotions are the source of innate wisdom and it provides potential information to us every day. People who have the ability to sense and understand one's own emotions and of others are using emotional intelligence. Researchers suggest that emotional intelligence accounts for 90% of the success of organizational leaders. Most of the studies reveal that people with high level of emotional intelligence experience success in their careers and are capable of building strong inter personal relationship. Emotional intelligence and job satisfaction are two concepts of high interest in the modern work environment. They serve as a competitive edge in personal and organizational life. Emotional intelligence is a type of intelligence that has been heavily studied in social science, psychology and business sector,

### *Emotion:*

According to Random House Dictionary of the English Language presents the term emotion is "an affective state of consciousness". In turn the dictionary defines affective as: "Pertaining to feeling or emotion, especially to pleasurable or un pleasurable aspects of a mental process." What comes out of this exercise is that emotion is distinct from cognition (thinking) and volition (will, or motivation). There are three states of mind, then, three ways in which we can view ourselves and our world.

### *Intelligence:*

Intelligence has been defined in many different ways. The definition which makes the most sense for our purposes is as follows: "intelligence is a set of cognitive abilities, which allow us to acquire knowledge, to learn and to solve problems.

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## Emotional Intelligence:

It was earlier convention that only being intelligent is sufficient to live a healthy life and to get progress in life. Human is rational animal so that there are many emotions in their life these emotions control his activates and determined the path of success. Emotions are personal experiences that arise from complex interplay among physiological, cognitive and circumstantial variables. It is now well accepted that emotions are an essential tool for successful and fulfilling life but if emotions are out of control, it can result in problems. In day-to- day life, they affect our relations with other people, our self-identity and our ability to complete a task; emotional process is not an isolated phenomenon but component of general experience, constantly influencing and influenced by other processes going on at the same time. Emotions are personal experiences that arise from complex interplay among physiological, cognitive and situational variables. To be effective the cognitive processes must be uncontrolled of the emotions, so that they work for rather than against. According to Mayer and Salovey, examining more complex manifestations of EI often requires understanding of individual's cultural framework. Also, all questions about emotions do bit have the right answers. Salovey and Mayer said that emotional intelligence involves the ability to perceive accurately, the appraisal and expression of emotions, the ability to assess and / or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge and the ability to regulate emotions to promote emotional and intellectual growth. Goleman viewed emotional intelligence as the ability to know mangle one's own emotions, recognize them in others and to handle relationships. It includes abilities such as being able to motivate one self and persist in the face of frustrations, to control imposes and delay gratifications, to regulate one's mood and keep distress from swamping the ability to think, to empathize and to hop. This definition of emotional intelligence includes self-control, zeal and persistence, and the

ability to motivate oneself. Gloeman calls emotional intelligence "a master aptitude, a capacity that profoundly affects all other abilities, either facilitating or interfering with them". Goleman further asserts that "There is intelligence in the emotions and the senses in which intelligence can be brought to emotions. Emotional intelligence is a master aptitude, a capacity that profoundly affects all other abilities, either facilitating or interfering with them.

Emotional Intelligence refers to an ability to recognize the meanings of emotions and their relationships to reason and problem solving on the basis of them. The concept of this is popularized after publication of Daniel Goleman's book on Emotional Intelligence. He introduced the importance of emotional quotient in workplace; nothing that intelligence quotient is less powerful predictor of outstanding leadership than emotional quotient. Mayer and Salovey

and their colleagues defined emotional intelligence as the ability to perceive emotions, to access and generate emotions' as to assist though to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.

Many researchers have found that our emotional awareness and ability to handle feelings rather than our Intelligent Quotient will high emotional intelligence is all walks of life. An employee with high emotional intelligence is able to respond appropriately to workplace stress and to emotional behavior of his co-workers. The emotional intelligence greatly enhance job satisfaction lead to high job performance, long term mental health, better outcomes in work groups an leadership qualities and organizational success protect people from stress and lead to better adaptation , moderates depression, hopelessness and suicidal ideation.

Thus, it was concluded that the study of emotional intelligence was quite important as it enabled human beings to respond appropriately to a variety of situations. It provided a critical edge in work, family, social and even spiritual settings, brings awareness or inner world into focus. It acted as a preventive measure against bad behavior, frustration, boredom, depression—collectively taken as stress.

Emotional intelligence (EI) is the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately and to use emotional information to guide thinking and behavior.

Salovey and Mayer, "The subset of social intelligence that involves the ability to monitor one's own and other feelings and emotions, to discriminate among them and to use this information to guide ones thinking and actions,"

From the above definition, it is clear that Emotional intelligence is the ability to identify, assess, and control the emotions of oneself, of others, and of groups, there are five elements identified as the components of emotional intelligence: self-awareness, self-regulation, motivation, motivation, empathy and social skills that comprise the field of emotional intelligence.

Dr.SadriGolnaz defines emotional intelligence as "capacity to reason about emotions, and of emotions to enhance thinking. It includes the ability to accurately perceive emotions, to access and generate emotions so as to assist though, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth"

The concept of Emotional Intelligence was popularised by Daniel Goleman in his book "Emotional Intelligence: Why it can matter more than IQ". Emotional intelligence is defined as the ability to identify, understand, use and manage one's and other's emotional states effectively. (Goleman, 2006). Emotional intelligence is the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions.(Salovey and Mayer,1990) Emotional Intelligence was originally a psychological concept three decades ago. It concerned Studies by Bower, Clark and Fiske, Isen, Shalcker and Clark and Karp (as cited in Mayer, Salovey and Caruso, 2004) found that Emotional Intelligence concerned the normative interaction of emotion and thought. In the early 1990s, the concept of Emotional Intelligence was popularized by two psychologists Mayer and Salovey (1990) are credited with originating the term "emotional intelligence," considering it a form of social intelligence entailing the individual's ability of both self-control and of influencing emotions and feelings of others; the ability to distinguish different feelings and emotions and use these skills to guide and influence ways of thought and action

(Mahasneh,2014). Emotional Intelligence gained world-wide attention, especially in the corporate sector, when Daniel Goleman (1995) elaborated the concept in his book "Emotional Intelligence: why it can matter more than IQ" where he defines Emotional Intelligence specifically as "the capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships." Employees with high levels of Emotional Intelligence were better equipped to manage their emotions and those around them thus ensuring organizational success.

### ***Models of Emotional Intelligence:***

Emotional Intelligence has been conceptualized with the help of five main models. Taking into consideration the theoretical developments and researches done in the field there seems to be five main models which have gained importance for conceptualizing emotional intelligence namely the Mayer-Salovey-Caruso conceptualization, Daniel Goleman's Model of Emotional Intelligence, Bar-On's Model of Emotional Intelligence, Cooper and Sawaf Four Cornerstone Model and Six Seconds' Model of Emotional Intelligence. (Kewalmani et al, 2015).

#### ***Ability based model:***

The ability model was conceptualised by Mayer-Salovey-Caruso. According to this model, Emotional intelligence was considered as an ability to perceive, understand and manage emotions. The four dimensions of EI included the ability to perceive emotions, use emotions to facilitate thought, understand emotions, and manage emotions.

The Mayer-Salovey-Caruso Emotional Intelligence Test Version 2.0 (MSCEIT) was developed to measure individual differences in these cognitive processes (Mayer, Salovey, and Caruso, 2002).

#### ***Bar-On's model of Emotional Intelligence:***

The Bar-On Model characterizes Emotional Intelligence as a set of emotional and social competencies, skills and facilitators. Emotional-social intelligence is a cross- section of interrelated emotional and social competencies, skills and facilitators that determine how effectively understand and express ourselves, understand others and relate with them, and cope with daily demands (Bar-On, 2006). The five domains that are used to assess

emotional-social competencies include Self- Perception, Self- Expression, Interpersonal, Decision-making and Stress Management. The Bar-On model is operationalized by the Emotional Quotient Inventory (EQ-i). The EQ-i is a self-report measure of emotionally and socially intelligent behavior that provides an estimate of emotional-social intelligence (Bar-On, 1997).

#### ***Daniel Goleman's model of emotional intelligence:***

Daniel Goleman's model characterised Emotional Intelligence as an understanding one's own feelings, empathy for the feelings of others and the regulation of emotion in a way that enhances living' (Goleman,1995). The five components of Emotional Intelligence included self-awareness, self-regulation, internal motivation, empathy and social skills. Self-awareness, self-regulation and internal motivation, were grouped as Personal competencies. Empathy and social skills were grouped as Emotional competencies.

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#### **Conclusion:**

The investigation into emotional intelligence (EI) as a crucial determinant of individual performance, both in personal and professional realms, reveals profound implications. The study emphasizes that EI extends beyond the traditional parameters of intelligence quotient (IQ) and integrates an individual's emotional acuity into assessing their potential for success. This emotional acuity, encompassing self-awareness, self-management, internality and optimism, motivation, empathy, and social skills, can significantly enhance an individual's ability to navigate complex social scenarios in the workplace, deal with stress, and improve mental health.

Moreover, EI fosters an ability to perceive, interpret, and manage the emotional landscape of others, thereby enhancing interpersonal relationships, team dynamics, and overall organizational synergy. This suggests that emotional intelligence isn't a mere supplement to other intelligence forms, but rather a pivotal competence that can drastically influence an individual's career trajectory and overall wellbeing. The undervaluation of emotions in the workspace, as our investigation reveals, is a void in contemporary management science that needs to be redressed.

From this research, it is discernible that integrating emotional intelligence within organizational dynamics can lead to increased productivity, trust, and performance on both individual and organizational levels. Thus, promoting a deeper understanding and implementation of EI principles in personal development and leadership training programs can potentially enhance the overall effectiveness of organizations. It is also recommended that future research further explores the multi-faceted impact of EI on organizational outcomes and interpersonal relationships within diverse professional settings.

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