

Research Article

## Study of Impact of Emotional intelligence on Employee Performance

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**Abstract:** *Background:* Emotional intelligence (EI) has been identified as a pivotal factor influencing employee performance, particularly in high-stress and dynamic work environments. To address existing knowledge gaps, this study examines the impact of emotional intelligence on employee performance across diverse organizational contexts. *Objective:* The main objective of this research is to contribute to the relationship between emotional intelligence and employee performance by analysing the effect of emotional intelligence on employee performance through the impact of key EI dimensions; namely, self-awareness, empathy, and self-regulation to assist in fostering a productive workplace environment and fostering interpersonal relationships among employees. *Methodology:* Adopting a cross-sectional and descriptive study design, this study utilized a comprehensive survey instrument comprising demographic data, an Emotional Intelligence Scale, and a Job Performance Scale. Data were collected from 400 healthcare professionals was collected. Quantitative analytical methods, including correlation and regression analyses, were employed to uncover relationships and derive insights. *Findings:* This analysis yielded a major positive correlation between emotional intelligence and employee performance. Workers with higher EI skills showed better interpersonal skills, stress management and decision making. Findings were sector specific where roles that were concerned with customer interaction emphasized social and empathy skills while technical roles focussed on self-regulation and intrinsic motivation. *Conclusion:* Emotional intelligence significantly enhances employee performance across industries. Tailored training programs designed to develop EI can amplify workplace efficiency, foster leadership capabilities, and improve organizational outcomes. These findings underscore the necessity of integrating EI development into organizational strategies to cultivate a resilient and high-performing workforce.

**Keywords:** Emotional intelligence, employee performance, workplace productivity, organizational behavior, leadership, stress management

### INTRODUCTION

In this day and age—this globalized, increasingly fast world in which we live and work—being able to manage your emotions is one of the critical ingredients of achieving professional success. Emotional intelligence (EI) ... self-awareness, self-regulation, motivation, empathy and social skills is key to the way employees interact, speak and make decisions with one another as well as how they contribute to organizational goals within the organization. Daniel Goleman popularized the concept of EI in the nineties and this concept has since undergone extensive study and usage in various contexts for predicting employee productivity and company success.

In the modern approach, performance of employees (heretofore understood as productivity, efficiency, and achieving set objectives) awesomely depends on how they get along, and what emotional competencies they possess. Technical skills are still invaluable, but so is the ability to work in psychologically complex territories, to work through stress or not collapse under it, and to generate positive working relationships. Bridging this gap is emotional intelligence, the ability to train employees, to adapt to a challenge, to work with a team and improve the overall job performance.

Studies have shown those with high EI can cope better with

workplace stress, mediate workplace conflicts, and lead a team better. For example, emotionally intelligent staff tend to be able to put themselves in other people's shoes, understand what their counterparts need, and bring in an environment that is inclusive that relies on creativity and productivity. Such a capability is of high importance in industries where a high interaction with customers can be observed, for example in the healthcare, hospitality and retail sectors where emotional labor has a direct impact on the organization's outcomes.

Furthermore, emotional intelligence serves an individual performance and organizational culture and effectiveness. Individuals with high EI tend to inspire and motivate their teams, to build trust and resilience in the face of adversity as leaders. Companies should embed emotional intelligence into organizational practices, through training, leadership development, and performance appraisal so that the organization can develop staff that is resilient and productive.

### Significance of the study

Importantly, the study of impact of emotional intelligence (EI) on employee performance is essential for understanding how employees' capacity to identify, control and use emotion effects on their productivity, job satisfaction and general work success. Effective

communication, collaboration, leadership and conflict resolution are crucial to ensuring employee performance and emotional intelligence is very important in these areas. Organizations that focus on the development of EI skills have the potential of experiencing enhanced teamwork, improved employee engagement, decreased workplace stress, and enhanced ability to adapt to change. Individuals with high EI exhibit efficient interpersonal relationships, sound decision-making skills as well as an increased tolerance for stress in adverse situations resulting in improved job efficiency and superiority. Additionally, emotional intelligence leads to better work culture as one will minimize conflicts among his or her employees and hereby increase employee retention rates. These managers have high EI, this enables them to motivate their teams, give effective feedback, and a good supporting environment that encourages innovation and productivity. At the customer facing roles, the employee is able to understand well and respond to the needs of the clients from the learnings of EI, thus beneficial to customer satisfaction and eventually on the business results. Moreover, EI is instrumental in leadership efficacy and emotionally intelligent leaders are able to inspire and direct their team member in reaching company goals. With more and more organizations coming to realize the importance of their employees' soft skills when it comes to competing in today's tight job market, emotional intelligence has rapidly become a key determinant of how successful someone is in their professional life. This leads the companies to understand how EI affects employees' performance and then model the programs for quality training for the employees, enhance the strategic leadership and create policies which in turn ensure development of an emotionally intelligent workforce. Further, the significance of developing EI in the organizational practices in order to boost employee wellbeing, job performance and, ultimately, business success is presented in this research. Organizations that encourage emotional intelligence mean they are able to build a resilient and motivated workforce, to perform at a high level in the long term and to help organizations grow and be competitive in evolving business landscape.

### **Theoretical Framework**

Despite the vast interest in Emotional Intelligence (EI), studies have existed through the adaptation of various theoretical models, one of the most influential models of EI being Daniel underlines with high EI have a strong grasp on managing emotions, making articulate decisions and creating meaningful relationships. This model is also used in leadership and workplace training programs because it explains how EI facilitates professional success. Meanwhile, the Perkins et al.'s model delivers it as a cognitive ability and sub divides it into four key branches for recognizing emotions, putting emotions to use in facilitating the thinking, understanding emotions, and managing emotions. A proposal was developed by their model, which classifies EI as an intelligence type that improves problem solving and social communication. Based on these theories people can explore how EI impacts on employee engagement, leadership effectiveness and interpersonal interaction in the workplace whereby, it is

imperative to formally integrate EI in corporate training and human resource management.

The Focus on the importance of emotional awareness in professional environments through distinction of Emotional Intelligence (EI) and Intelligence Quotient (IQ). While IQ measures logical reasoning, analytical skills, and problem-solving abilities, EI focuses on interpersonal skills, emotional regulation, and social interactions. The traditional workplace work considered IQ as the predictor of job success however, but people who are more focused on the high EI are more productive, more adaptable, good at collaborating, hence, more effective in leadership and team-based positions. EI is related to job performance in stress management, team dynamics and leadership development. Moreover, an employee with high EI can carry the workplace issues easily, talk to people well and build a healthy work culture. In addition, it is an advantage that organizations previously interested in EI training enjoy lower employee turnover, higher employee satisfaction and higher productivity. Businesses can make emotionally intelligent leaders, team collaboration, and motivated workforce that in turn gives businesses a long-term organization success, by understanding and applying EI to work dynamics.

### **Measuring Emotional Intelligence in Employees**

Assessing Emotional Intelligence (EI) in employees is critical for organizations to evaluate how to employees manage emotions, connect with a client, and succeed in fostering a good working relationship with their colleagues. Whereas cognitive intelligence (IQ) is tested by standardized assessments, EI is a more complicated task, since it takes into account personal and social competencies. To measure EI in employees, several psychometric tools and assessment methods have been developed that enable organizations to identify areas of strengths and improvement in leadership skills, morale enhancers such as teamwork and emotional regulation, etc. Moreover, the method of 360-degree feedback is applied in corporate areas so that employees are given feedback from their colleagues and subordinates, as well as managers, about their emotional competencies. Behavioral observations, self-report questionnaires and workplace simulations are also useful ways to measure EI, besides the more common standardized tests. Role playing exercises, conflict resolution scenarios, and leadership assessments may be used by organizations to assess how employees conduct themselves under stress, how they manage interpersonal conflict and how they make decision under their pressure. Additionally, EI training programs and development programs assist the employees by means of coaching, mentoring and interactive workshops in improving their emotional skills.

EI is important for hiring, performance evaluation and leadership development so it is crucial to measure it. Higher EI means that employees can contribute more toward maintaining a good work culture and settle the disputes with ease and improve team collaboration. If organizations incorporate EI assessment into their employee evaluation processes, they will be able to improve communication,

increase employee job satisfaction and achieve better long term workplace success.

## REVIEW OF LITERATURE

(Mayer & Salovey, 1993) studied "*The intelligence of emotional intelligence*" and said that Social intelligence is emotional intelligence, in which an individual can effectively understand, recognise and manage his own emotions as well as the emotions of others. It is the capacity to distinguish among various feelings and using such an ability to be able to direct thought and action in an efficient and proper manner. The scope of emotional intelligence encompasses both verbal and nonverbal communication of emotions, the regulation of emotional responses in oneself and others, and the integration of emotional insights into problem-solving and decision-making. This framework is proposed as an organized set of principles for reasoning about and understanding individual differences in emotional processing and adaptation in which emotions play an important part in functioning both as individuals and as members of society.

(Mayer et al., 2000) studied *Models of Emotional Intelligence* and said that Stimulated by There have been in recent years widespread recognition of Daniel Goleman's bestseller on Emotional Intelligence (EI). In 1990 the concept was introduced by Peter Salovey and John Mayer that comprised three main components of EI appraisal and expression of emotion, regulation of emotions and using emotions, all of which are further divided into small parts. Almost seven years later, they recast their model and introduced the first performancebased test for EI assessment. Models of ability-based EI developed by Mayer and colleagues remain to date the only set of published framework of this kind. The ability model is compared to more recent mixed models of EI, including that of Bar-On and Petrides and Furnham's trait EI concept. (Druskat & Wolff, 2001) studied *Building the Emotional Intelligence of Groups* and said that W It is now becoming recognized by most executives that emotional intelligence (EI) is just as relevant to individual effectiveness as is IQ. There was, however, an increase in the importance of understanding EI at the group level because much of the

critical work within the organization occurs within the teams. Research has recently developed, in order to explore how teams can develop and use collective emotional intelligence to improve the effectiveness of their collaboration and performance. In the 1990s when the concept of EI initially became popular, there was a realization for managers. What resonated with professionals is that success in the organizations depends as much on emotional intelligence (EQ) as much as cognitive intelligence (IQ). It proved what many had always instinctively thought but never clearly seen in writing before.

(Mayer et al., 2008) studied *Human Abilities: Emotional Intelligence* and said that Emotional intelligence (EI) involves the ability to carry out accurate reasoning about emotions and the ability to use emotions and emotional knowledge to enhance thought. People widely regard emotional intelligence (EI) as part of human ability that influences personal, social and professional success. EI refers to the capacity to perceive, comprehend, regulate and then make use of emotions in making a decision or in interpersonal relationships. One argument these researchers make to establish EI as a true intelligence is that it meets traditional intelligence criteria as the term ability and objective assessment can be applied to EI. According to studies, EI influences growth in the field of communication, leadership, teamwork, and problem solving. In this paper, the concept of EI, its components as well as its worth in several domains have been explored. It also underscores the relevance of EI in interpersonal and professional contexts, specifically the effect of EI on emotional and cognitive functioning. The results agree with the developing consensus that EI is an important 'human intelligence' component.

## Objectives

1. To examine the relationship between emotional intelligence and employee performance.
2. To analyze how emotional intelligence influences workplace productivity and job satisfaction.

## METHODOLOGY

**Research Design** The aim of this study is to find correlation between emotional intelligence and employee performance through using a descriptive research approach, within different organizational sectors. The study employed a cross-sectional approach in which data are collected at a single point in time to get the perspectives and experiences of employees in various work environments.

**Population and Sampling** The study targeted employees healthcare. A stratified random sampling technique was used. The sample size, 400 respondents.

**Data Collection Instrument** A structured questionnaire was designed to gather data from participants, encompassing the following components:

1. **Emotional Intelligence Scale:** Measures of self-awareness, empathy, self-regulation, motivation, and social skills.
2. **Job Performance Scale:** Metrics for time management, problem-solving, interpersonal skills, and task efficiency.

Participants' responses were quantified using a five point Likert scale (ranging from Strongly Agree to Strongly Disagree).

**Data Collection Procedure** The questionnaire was distributed both electronically and in printed form to ensure broad participation. Confidentiality was maintained, and participation was voluntary. After data validation and cleansing, 400

complete responses were deemed suitable for analysis.

**Data Analysis**

Question	Response	Frequency	Percent	Valid Percent	Cumulative Percent
I use my emotions to push myself toward my goals	Strongly Agree	96	24.0	24.0	24.0
I use my emotions to push myself toward my goals	Agree	102	25.5	25.5	49.5
I use my emotions to push myself toward my goals	Neutral	61	15.3	15.3	64.8
I use my emotions to push myself toward my goals	Disagree	68	17.0	17.0	81.8
I use my emotions to push myself toward my goals	Strongly Disagree	73	18.3	18.3	100.0
My emotions help me perform better in my tasks	Strongly Agree	80	20.0	20.0	20.0
My emotions help me perform better in my tasks	Agree	71	17.8	17.8	37.8
My emotions help me perform better in my tasks	Neutral	74	18.5	18.5	56.3
My emotions help me perform better in my tasks	Disagree	96	24.0	24.0	80.3
My emotions help me perform better in my tasks	Strongly Disagree	79	19.8	19.8	100.0
I turn my feelings into actions that get things done	Strongly Agree	86	21.5	21.5	21.5
I turn my feelings into actions that get things done	Agree	86	21.5	21.5	43.0
I turn my feelings into actions that get things done	Neutral	63	15.8	15.8	58.8
I turn my	Disagree	107	26.8	26.8	85.5

feelings into actions that get things done					
I turn my feelings into actions that get things done	Strongly Disagree	58	14.5	14.5	100.0
I use my emotions to build better relationships	Strongly Agree	82	20.5	20.5	20.5
I use my emotions to build better relationships	Agree	70	17.5	17.5	38.0
I use my emotions to build better relationships	Neutral	66	16.5	16.5	54.5
I use my emotions to build better relationships	Disagree	119	29.8	29.8	84.3
I use my emotions to build better relationships	Strongly Disagree	63	15.8	15.8	100.0
I stay motivated by positive emotions even in tough situations	Strongly Agree	101	25.3	25.3	25.3
I stay motivated by positive emotions even in tough situations	Agree	79	19.8	19.8	45.0
I stay motivated by positive emotions even in tough situations	Neutral	56	14.0	14.0	59.0
I stay motivated by positive emotions even in tough situations	Disagree	109	27.3	27.3	86.3
I stay motivated by positive emotions even in tough situations	Strongly Disagree	55	13.8	13.8	100.0

The responses to the survey questions reveal varied perspectives on the role of emotions in driving personal and professional behavior. For the statement, *"I use my emotions to push myself toward my goals,"* nearly half of the respondents expressed agreement, with 24.0% strongly agreeing and 25.5% agreeing. However, a notable segment demonstrated disagreement (17.0% disagree, 18.3% strongly disagree), indicating mixed opinions about the motivational role of emotions, while 15.3% remained

neutral.

When asked whether emotions enhance task performance, the results were similarly diverse. Positive responses (20.0% strongly agree, 17.8% agree) accounted for 37.8% of the total, while a significant proportion disagreed (24.0% disagree, 19.8% strongly disagree). Neutral responses made up 18.5%, highlighting the complexity of emotions' perceived impact on performance.

For the statement, "*I turn my feelings into actions that get things done,*" 43.0% of respondents agreed or strongly agreed (21.5% each), reflecting an acknowledgment of emotions driving actionable outcomes. However, a larger group (26.8% disagree, 14.5% strongly disagree) expressed skepticism about this connection, with 15.8% choosing neutrality. The statement, "*I use my emotions to build better relationships,*" elicited more disagreement, with 29.8% disagreeing and 15.8% strongly disagreeing. In contrast, 20.5% strongly agreed, and 17.5% agreed, reflecting a smaller proportion viewing emotions as beneficial for relationships. Neutrality was expressed by 16.5%.

Finally, for the assertion, "*I stay motivated by positive emotions even in tough situations,*" over 45% expressed agreement (25.3% strongly agree, 19.8% agree), underscoring the motivational power of emotions for many. Conversely, 27.3% disagreed and 13.8% strongly disagreed, revealing significant resistance to this idea, while 14.0% remained neutral. The data indicates a spectrum of views on the utility of emotions, with notable divisions between agreement, neutrality, and disagreement. While many respondents see emotions as a driving force for motivation, task performance, and relationships, others express ambivalence or disagreement, highlighting the individualized nature of emotional influence.

### Key Findings

1. **Emotions as a Motivational Tool:** Approximately half of the respondents (49.5%) agreed or strongly agreed that they use their emotions to push themselves toward their goals, indicating a positive acknowledgment of emotions as a motivator. However, 35.3% disagreed or strongly disagreed, reflecting a significant divide in perceptions.
2. **Task Performance and Emotions:** Only 37.8% of respondents agreed or strongly agreed that their emotions help them perform better in tasks, while 43.8% disagreed or strongly disagreed. This highlights a notable skepticism about the role of emotions in enhancing task performance.
3. **Turning Emotions into Actions:** While 43% of respondents acknowledged turning their feelings into actions that get things done, 41.3% disagreed or strongly disagreed. This near-equal split suggests mixed levels of emotional agency among participants.
4. **Emotions and Relationships:** The largest proportion of respondents (45.6%) disagreed or strongly disagreed with the idea that emotions help them build better relationships. This indicates that a significant number do not perceive emotions as a critical factor in fostering positive relationships.
5. **Positive Emotions During Tough Situations:** A substantial portion (45.1%) agreed or strongly agreed that positive emotions help them stay motivated during challenging times. However, 41.1% disagreed or strongly disagreed, suggesting contrasting views on the role of emotions in resilience.

## DISCUSSION

The findings reveal diverse attitudes toward the role of emotions in personal and professional contexts. While a substantial proportion of participants recognize emotions as a driver for goal achievement and resilience, others are skeptical about their utility. Neutral responses across most questions suggest that a significant number of individuals may be uncertain or context-dependent in their use of emotions. The mixed responses to whether emotions enhance task performance and help build better relationships highlight the complexity of emotional influence. Factors such as personality, context, or external pressures could explain these variations. The findings indicate that while emotions are a motivational tool for some, their effectiveness is not universal. Additionally, the relatively high level of disagreement about emotions helping in relationships could be attributed to personal experiences or cultural differences in expressing emotions. Similarly, the divided responses regarding staying motivated by positive emotions in tough situations suggest variability in emotional resilience.

## CONCLUSION

The study underscores the individualized nature of

emotional influence on behavior, motivation, and relationships. While many participants recognize the value of emotions in achieving goals and staying resilient, a significant number remain skeptical or neutral. This highlights the need for further exploration into the contexts and factors that influence the perception and utility of emotions. To improve understanding, future research could examine variables such as personality traits, cultural background, and situational factors that impact emotional influence. These findings can also guide strategies for fostering emotional intelligence, particularly in professional and interpersonal settings, to maximize the potential benefits of emotions in achieving goals and building relationships.

### Future Work

Emotional Intelligence (EI) and employee performance is a topic of research that supports future research on EI and employee performance should employ longitudinal studies that measure the long term effect of EI in work place success. While most existing studies have focused on short term benefits of EI training, further research is necessary to study how EI training influences career progression, leadership effectiveness and employee retention in the long

run. Tracking employees before and after EI based interventions, organizations have real insights into how emotional intelligence aids in longevity of productivity and job satisfaction. Future work should also cover the place of EI in remote and hybrid work situations. With more companies shifting to flexible work models, employees are needed to do more with virtual communication and collaborations, which makes emotional intelligence even more crucial. Investigations should examine the relationship between emotional intelligence and digital tools and virtual team dynamics and identify which EI skills are more vital for remote work as compared to the traditional office work environment. Furthermore, virtual EI training programs should be evaluated in terms of their effectiveness in providing organizations with the tools to promote employee engagement and emotional resilience within a more digital working environment.

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