

EMOTIONAL INTELLIGENCE AND EMPLOYEE PERFORMANCE: A CRITICAL ANALYSIS OF IMPACT AND IMPLICATION

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ABSTRACT

Emotional Intelligence (EI) is a key factor in understanding and improving employee performance in today's workplace. In this critical analysis, we look at the multiple dimensions of emotional intelligence, its effects on individual and organizational performance, and its practical implications for business and HR professionals. We begin with the definition of emotional intelligence, which includes self-awareness and self-regulation, as well as social awareness and relationship management. We look at the empirical evidence to support the idea that people with high levels of emotional intelligence perform better in different job roles. We also look at how EI impacts employee engagement, motivation and communication, teamwork and conflict resolution, all of which contribute to improved job satisfaction and improved productivity. We also look at the challenges and limitations of assessing and developing emotional intelligence within the workplace, as well as the effectiveness of interventions or training programs designed to improve emotional intelligence among employees, and we look at the ethical issues that may arise.

In addition, this paper looks at the wider impact of emotional intelligence (EI) on organizations, such as enhanced leadership, better talent management, and a more cohesive company culture. It also highlights the importance of embedding EI into recruitment strategies, selection processes, and leadership development, and how it can create an inclusive and emotionally intelligent workplace. To sum up, this critical analysis reveals the deep impact that emotional intelligence has on employee performance and the far-reaching impact it can have on organizations. It also calls for an in-depth understanding of emotional

intelligence's place in the workplace and emphasizes the importance of developing EI competencies in order to achieve individual and collective success.

KEYWORDS: Emotional Intelligence, Employee Performance, Leadership, Relationship Management, Talent Management, Work Place.

I. INTRODUCTION

In today's fast-paced and ever-changing workplace, the connection between emotional intelligence (EI) and employee performance has become a hot topic of discussion among academics, practitioners, and companies. Developed in the early 1990's, the concept of emotional intelligence was first introduced by psychologists Peter Salovey, John Mayer, and Daniel Goleman. Since then, emotional intelligence has become a key determinant of individual and collective success in professional settings. In this study, we will take a critical look at the impact of emotional intelligence and its implications on employee performance, illuminating a topic of fundamental importance for the modern workforce. Emotional intelligence (EI) is the capacity to identify, understand, control, and use one's own emotions, as well as those of others, in a variety of personal and professional contexts. It encompasses a wide range of skills and abilities, such as self-awareness (self-regulation), social awareness and relationship management that play a critical role in navigating the ever-changing world of work. It's no secret that employee performance is a key determinant of organizational success.

Employees who perform well are more productive, more creative, more satisfied with their job, and more competitive. Understanding how emotional intelligence affects the performance of people and, therefore, organizations, is a matter of deep concern. In this critical analysis, we'll explore the multiple dimensions of emotional intelligence and its impact on performance, its impact on businesses, its impact on human resources, and its impact on organizational culture. We'll also look at the effectiveness of EI-enhanced interventions in the workplace and the wider implications for creating inclusive and emotionally smart work environment.

As we begin this journey, it's clear that emotional intelligence isn't just about personal growth; it's a key enabler of success in today's workplace. Our goal in this analysis is to inform decision makers, HR leaders, and academics about the critical role EI plays in improving employee performance, allowing organizations to unlock the true potential of their employees. Ultimately, by critically examining the impact and consequences of emotional intelligence we hope to add to

the on-going conversation around optimizing human capital in a rapidly changing world of work.

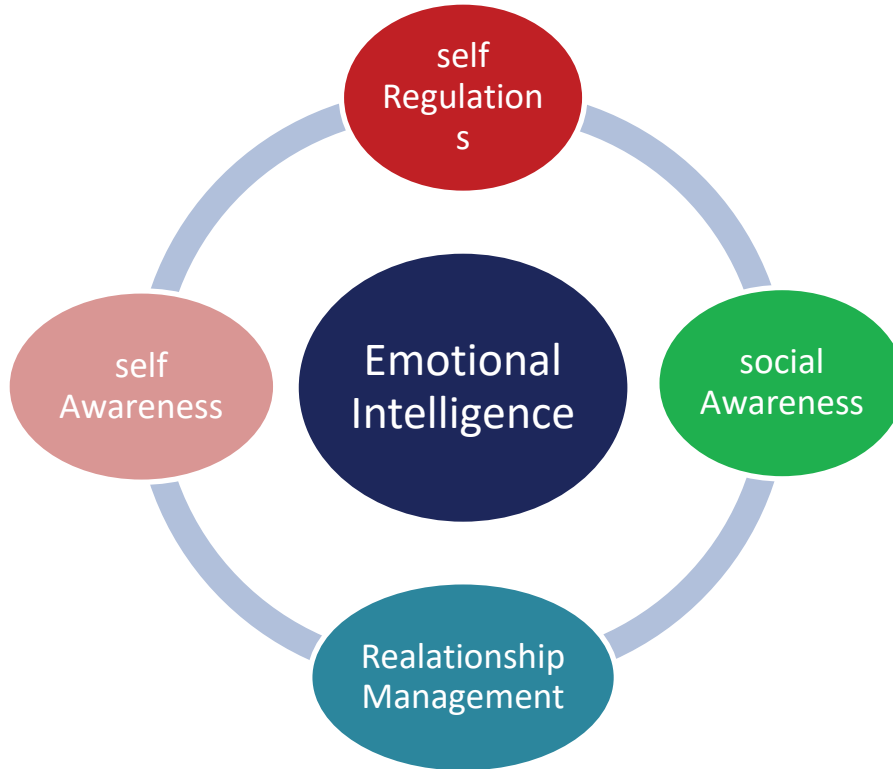
A. Emotional Intelligence

Emotional intelligence (EI), sometimes referred to as EQ, or Emotional Quotient, is the capacity to identify, understand, control, and utilize one's own emotions, as well as those of others. It is a set of emotions and social skills that shape how we experience and express ourselves, how we build and sustain social relationships, how we handle difficulties, and how we use emotional information in meaningful ways. The term "emotional intelligence" was coined in the 1990's through Daniel Goleman's best-selling book, "Why It May Matter More Than IQ." Emotional intelligence can be broken down into four main parts:

- a. **Self-Awareness:** Emotional intelligence is the capacity to identify and understand one's own feelings and how they influence one's actions and thinking. It's the ability to connect with one's emotions, strengths, vulnerabilities, and values.
- b. **Self-Regulations:** Self-regulation is the ability to control and regulate your emotions, impulses and reactions. This includes being able to adjust to new situations, stay calm under pressure and make smart, well-thought-out decisions.
- c. **Social Awareness:** Social awareness refers to the ability to perceive and comprehend the feelings and needs of other people. It also includes empathy, the ability to recognize and value the feelings of others, which is essential for forming and sustaining relationships.
- d. **Relationship Management:** This part of emotional intelligence refers to how you use your self-awareness and self-control, as well as social awareness, to create and sustain healthy relationships. It also includes communication skills, conflict resolution, team work, and being able to motivate and motivate others.

Emotional intelligence plays an important role in many areas of life, such as personal relationships, work performance, and overall wellbeing. In the workplace, people with higher levels of emotional intelligence tend to have stronger interpersonal skills, better teamwork, better leadership, and a better ability to cope with stress and pressure. This can lead to better job satisfaction, better communication, and better job performance. Emotional intelligence has influenced many fields of study, from psychology to education, to leadership, to business management. Many organizations recognize the value of emotional intelligence, and include it in their leadership development programs and employee training. It plays a vital role in personal growth and has become a key factor in understanding human behaviours and interactions. Figure 1 shows all these four factors of emotional intelligence in a whole.

Figure 1: Emotional Intelligence



Source: Compiled by Author

B. Employee Performance

Employee performance is a measure of an employee’s ability to perform their job duties and tasks within their organization. It’s a measure of how well and effectively an employee fulfils the responsibilities and expectations of their role. An employee’s performance is measured based on a number of factors, such as: Job-specific tasks, Productivity, Quality of work, Company standards and values Personnel skills, and Teamwork Contributions to the organization’s success. Basically, the term “employee performance” is used to describe how an employee is doing their job, and helping the company achieve its mission and strategic goals. Employee performance can be measured in different ways, like performance reviews, feedback from managers and colleagues, self-assessments, and KPIs. Employee performance is really important because it has a big impact on productivity, output quality, customer satisfaction and overall business results.

C. Emotional Intelligence and Employee Performance

EI plays a key role in improving employee performance by helping employees navigate the complex web of emotions and relationships in the workplace. First, EI encourages employees to

be more aware of their emotions and how they affect their work. This increased self-awareness allows employees to better manage their emotions, allowing them to stay calm during stressful situations and maintain a high quality of work. When employees are more aware of their emotional reactions, they are better able to adjust, overcome obstacles, and remain engaged in their work, leading to better job performance. Emotional intelligence also has a significant impact on interpersonal relationships, which are the foundation of effective team work and collaboration. High EI employees understand their colleagues' emotions and perspectives better than their peers. This empathy builds trust and positive relationships, leading to stronger, more unified teams. When team members are more open and empathetic, disagreements are resolved in a constructive way, leading to a better work environment and improved group performance.

In addition, high EI employees are better able to communicate ideas and feedback, making it easier for information to flow throughout teams, departments and organizations. Leadership is also affected by emotional intelligence. High EI leaders show a genuine concern for their employees' wellbeing, which increases morale and overall job satisfaction. As a result, teams that are led by emotionally intelligent leaders are more engaged, creative and productive. In conclusion, emotional intelligence's impact on self-awareness, interpersonal relationships and leadership all work together to create an environment of higher employee performance and greater organizational success.

II. REVIEW OF LITERATURE

- **Schutte *et al.* (2001)** studied the correlation between EQ and interacting with others. People who scored higher on measures of emotional intelligence were also better able to take other people's perspectives and keep an eye on themselves when they were in social situations, according to the first two research. More cooperative attitudes towards partners were shown by individuals with greater emotional intelligence ratings in research three and four. Those who scored higher on measures of emotional intelligence also scored higher on measures of intimate and loving relationships, according to the fifth study. Participants in research six reported greater levels of marital happiness when they thought their spouses were more emotionally intelligent.
- **Rahim *et al.* (2002)** examined the connections between supervisors' emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skills) and their subordinates' conflict resolution tactics (problem solving and bargaining). The model is supported by results in both the US and the combined sample, which show that self-awareness is linked to self-

regulation, empathy, and social skills, that motivation is linked to empathy and social skills; and that problem solving strategies are linked to motivation, while bargaining strategies are linked to negative outcomes.

- **Singh (2003)** in his book, *Emotional Intelligence in the Workplace*, he argued that emotional intelligence gives a person competitive advantages. He also argues that even in the most prestigious business organizations, where people are taught to be smart, the most successful and productive leaders are those with a high level of emotional intelligence. He further argues that having great intellectual abilities can make you a great financial analyst or a great legal scientist, but having a highly developed level of emotional intelligence will make you an excellent CEO, a great trial lawyer, a great politician, or a powerful bureaucrat. Emotional intelligence refers to three psychological dimensions: emotional sensitivity, emotional maturity, and emotional competency, which motivate an individual to recognize truthfulness, interpret honestly, and handle the dynamics of human behavior with tactfulness.
- **Slaski and Cartwright (2003)** looked at the impact of EI training on stress management, mental health, and performance. The study found that EI training significantly improved mental health, but did not affect productivity. Qualitative study of productivity showed that EI training has an impact on worker productivity. The researchers found that some emotional aspects do not influence factors that measure productivity.
- **Carmeli (2003)** aimed to fill the gap by conducting an empirical study on the level of good work attitudes, altruistic behaviors, and job outcomes among senior managers with high emotional intelligence who worked for public sector businesses. According to the findings, EQ improves selfless actions and results at work, and it mitigates the negative impacts of work-family conflicts on dedication to one's professional path but not on contentment in one's current position.
- **Gardner and Stough (2003)** explored the relationship between work performance, employee engagement, job satisfaction, and organizational engagement. It found that the most influential predictor of performance was emotional self-regulation or emotional control.
- **Day and Carroll (2004)** found a strong correlation between emotional perception and job performance. However, emotional management, emotional understanding and emotional complexity had no significant correlation with job performance.
- **Luskin et al. (2005)** four groups were selected from two financial institutions to participate in an emotional intelligence training course. Prior to and after training, participants measured

their productivity, quality of life, and stress levels. The participants reported a 25% increase in productivity and a 29% decrease in stress levels.

- **Luskin *et al.* (2005)** specified four teams from two finance schools to participate in an EQ training session. Both before and after training, workers' productivity and happiness were evaluated. Both their productivity and stress levels went up by 25% and 29%, respectively, according to the findings. Individuals that score higher on the EI scale are better able to identify when they are feeling frustrated or stressed and are able to manage their emotions accordingly. Those workers are able to keep their emotions in check and get along well with others. Thus, supervisors have a more optimistic view of their own performance evaluations.
- **Whelp (2006)** hypotemposic adaptive emotions are the result of logical cognition and not the other way around. To illustrate how job satisfaction increases, they used cognitive behavioural therapy (CBT).
- **King and Gardner (2006)** examined how Emotional Intelligence (EI) relates to how well one handles, reacts to, and ultimately succeeds in the face of challenging work situations. Emotional self-management (ESM), empathy (UOE), and the capacity to incorporate emotions into decision-making (EDM) are the three pillars that make up emotional intelligence.
- **Amelang and Steinmayr (2006)** compared Employee Engagement (EI) with various dimensions of job performance as well as productivity in two separate studies. The researchers found that there was no significant correlation between these variables in either study.
- **Clarke (2006)** Workplace learning challenges the artificial distinction that has traditionally defined methods of both learning and employment, leading to the view that the two are inherently interdependent. The study found that people process their emotional knowledge through ongoing introspection of their own emotional experiences and conversations within the many social structures present in the workplace. In the field of workplace learning, telling and sharing stories about one's experiences on the job is considered an effective way to foster camaraderie and improve both individual and group knowledge acquisition.
- **Petrides, Pita, & Kokkinaki (2007)** had the bright idea of differentiating EI models depending on abilities and traits. An individual's trait emotional intelligence may be described as "a constellation of emotional self-perceptions located at the lower levels of personality." The common understanding of trait EI is that it is a person's opinion of their own emotional intelligence. Unlike the ability-based approach, which focuses on real abilities that have been difficult to assess scientifically, this EI definition uses self-report to account for both

behavioral dispositions and self-perceived skills. A personality framework is used to explore trait EI. Trait emotional self-efficacy is another name for the same concept.

- **BradBerry and Greaves (2009)** evaluated the role of Employee Quality (EQ) in job performance across 33 different workplaces. The results demonstrate that EQ is essential for success and is a critical skill that influences everything we say or do during the day. It accounts for 58 % of job performance across all types of jobs and is the strongest and biggest predictor of leadership and personal excellence. Bradberry and Greaves demonstrate that the correlation between EQ and earnings is so strong that every point raised in EQ increases an annual salary by \$1,300. These findings apply across industries, levels, and regions around the world. We have yet to find a job where performance and pay are not closely tied to EQ.
- **Priti and Das (2010)** conducted a research on the topic “Relevance of Emotional Intelligence for Effective Job Performance”. The goal of their research was to analyse the relationship between an individual’s emotional intelligence score (EIG) and their score from a performance assessment checklist (PAT). The relationship was analysed using a correlation analysis. The results of the correlation analysis showed a statistically significant positive relationship between the EIG score and the performance scale score.
- **Gardenswartz et. al (2010)** People, groups, and teams' Over the past few decades, EI has grown in importance as a factor in executive success. Diversity improves a company's responsiveness to stakeholders and consumers by fostering an environment that encourages and rewards ideation and innovation. There is no context in which EI is not necessary for human interaction. People are continually confronted with differences in language, behavior, taste, cultures, beliefs, and more everywhere they go, but more so at work. A perfect workplace is one where people deliberately operate in a way that is enhanced by purpose, contributions, and meaning.
- **Gunavathy and Ayswarya (2011)** analyzed the role of variance in emotional competencies and personality variables on job performance in a sample of 204 mid level managers. The regression analysis revealed that variables such as flexibility, organizational effectiveness, goal orientation, development of others, and trustworthiness were influential on job performance.
- **Chin et al. (2011)** when employees pull together, it creates a stronger company that can handle the challenges of today's fast-paced business world. A wide range of disciplines are interested in Emotional Intelligence, including psychology, education, leadership theory, and corporate management. The advent of globalisation has led to a more varied workforce in today's

workplaces. The workplace shapes individuals. Interactions between individuals are essential. It is important to recognize and reward employees who possess great interpersonal skills. Emotional intelligence, as it pertains to the workplace, is defined as the capacity to identify, articulate, analyze, and effectively manage one's own and others' emotions. In today's modern workplace, people often discover their life's true calling.

- **Downey et al. (2011)** Even while culture can influence employees' attitudes, actions, and beliefs on the job, it is nevertheless a powerful factor in corporate settings. Recent studies on the importance of emotions at work have focused on emotional intelligence (EI), a concept that might provide a practical way to observe how individuals' and teams' emotional capacity impact workplace results.
- **Gunavathy and Ayswarya (2012)** in their study, the authors worked on “Emotional Intelligence and Job Performance” with a sample of 150 respondents concluded that “It is clear that there is a positive relationship between emotional intelligence, job performance and job satisfaction”. They suggest that organizations could focus on employee engagement and leader-member exchange to benefit from interactive effects of emotional intelligence on job performance as well as job satisfaction. “The good thing about emotional intelligence is that it can be increased through various inputs”.
- **Thomas & Kamalanabhan (2012)** many studies have shown that employees high in emotional intelligence are an asset to any company. The determining element seems to be workplace EI. Multiple empirical studies by social scientists on organizational, group, team, and individual job performance have established a favorable correlation between EI and the aforementioned aspects of the workplace. Individuals' emotions, as well as those perceivable in the workplace and surrounding environment, are the primary focus of research into organizational emotion. We discussed how different cultures use facial expressions to convey different emotions. Consequently, EI seems to have a pivotal role in deciding professional success. Emotions in the workplace are studied from several angles, including the individual's own feelings and those seen in the workplace and surrounding environment.
- **Bidmeshki and Taheri (2018)** Emotional intelligence is the ability to understand and control one's feelings and emotions, and the ability to recognize others' feelings in order to guide one's thoughts and actions. It is one of the most important factors in one's mental health and in adapting to living conditions. Emotional intelligence involves the interaction between emotions and cognition that lead to adaptation to living conditions. The results of this study

showed a positive and significant correlation between employees' emotional intelligence and their performance. Employees with higher levels of emotional intelligence, social skills, and self-awareness are more likely to perform at their job. Given the fact that emotional intelligence leads to self-awareness and self-management, as well as social awareness and social skills, and based on the results of this study, the positive and significant relationship between emotional intelligence and job performance, organizations should use emotional intelligence tests to measure the ability of employees to control their feelings and identify others' feelings when making employment decisions.

Rather, we recommend that employees attend emotional intelligence training sessions led by advisers and experts, as emotional intelligence is a skill that can be taught, adapted, and varied, and with employees participating in the training courses, their capacity to adapt to the workplace and develop appropriate working relationships will increase, resulting in greater efficiency and better labour performance.

- **Dirican & Erdil (2020)** Positive and bad behaviors are both shown and experienced in the workplace, a relational context where both the company and its employees are affected in unique ways. Researchers have taken an interest in the question of "Can employee's emotional intelligence influence these behaviours?" Because feelings are so pervasive in shaping our actions, emotional intelligence has the potential to greatly influence how our employees perform on the job. Another study indicated that individuals with high emotional intelligence were less likely to engage in negative discretionary behaviors at work and more likely to engage in good ones.
- **Zaid *et.al* (2021)** evaluated the influence of selected competencies of emotional intelligence (EI) on the perceived job performance of the teachers in higher education sectors of Pakistan and to evaluate the impact of gender, EI education and experience on their performance. The EI competency(s) were selected after review of previous studies in the field. From the results of the first five hypotheses, it can be concluded that emotional intelligence plays a major role in the performance of teachers in higher education institutions of Pakistan. The only emotional intelligence competencies that had a significant effect on the performance of the teachers were self-confidence, achievement orientation, and developing others.

However, conflict management and emotional self-awareness had no significant impact on the performance. The last four hypotheses tested the relationship of job performance with gender, training and experience, and the results showed that the job performance of a teacher

was not affected by gender, experience, or the joint impact of training and experience in the higher education sector of Pakistan.

III. OBJECTIVES OF THE STUDY

- A. To Assess the Relationship Between Emotional Intelligence and Employee Performance.
- B. To study the impact of Emotional Intelligence on Employee Performance.
- C. To examine how Integration of Emotional intelligence and employee performance enhance organizational performance.
- D. To examine how emotional Intelligence enhance leadership of employees.
- E. To understand and analyse the effects of emotions on job practices of employees.

IV. RESEARCH METHODOLOGY

The methodological approach to the theoretical research paper is to systematically review and synthesize existing literature in order to gain a better understanding of the relationship between the theoretical level of emotional intelligence and the performance of employees. The aim of this methodological approach is to gain valuable insights and theoretical basis for future empirical research and practical application in organizational psychology and the management of employees.

V. ANALYSIS

Within the realm of theory, we explore thoughts that explore the interrelationships between emotional intelligence and Employee performance. The relationship between emotional intelligence and employee performance is an essential part of understanding how emotions affect job performance. Emotional intelligence is the capacity to identify, comprehend, manage, and utilize one's own emotions as well as those of others. Below are some key points that illustrate the relationship between EI and performance:

- A. **Self-Regulations and Self –Awareness:** People with high Emotional Intelligence (EI) are better able to identify and manage their emotions. They're more self-reflective, which allows them to recognize their strengths and vulnerabilities. Emotional self-reflectiveness leads to improved self-regulation. Self-regulation can help people manage impulsive behavior, as well as manage stress. This type of emotional regulation leads to better decision-making skills and improved performance under pressure.

- B. Social awareness and relationship Management:** Emotional intelligence (EI) refers to the ability to comprehend and feel what others are going through. Employees with high EI are more sensitive to the feelings and needs of their peers, supervisors, and employees. EI is important for forming good working relationships, working well as a team, and resolving disagreements in a constructive manner. Good relationship management (also part of EI) leads to better collaboration and, as a result, better job performance.
- C. Employment motivation and job satisfaction:** People with high Employee Engagement Index (EI) tend to be more engaged with their work, have a clear vision of what they want to achieve, and have the resilience to overcome obstacles. This type of motivation can lead to higher job satisfaction, as employees find their job more rewarding. Employees who are satisfied perform better because they are more dedicated to their work and the company.
- D. Communication Skills:** Communication is one of the most important factors in job performance. People with high EI are better at communicating their ideas and thoughts to others. They're also good listeners, which helps in conflict resolution and promotes a positive work atmosphere. Better communication reduces misunderstandings and improves workflow, resulting in better performance.
- E. Leadership:** Leaders with high emotional intelligence (EI) are more sensitive to their team's emotional needs and can better support and motivate them to perform at their best. Leaders can lead by example by exhibiting emotional self-control and empathy, which can motivate their team members to perform better.
- F. Conflict Resolution:** Conflicts in the workplace are unavoidable. Employees with strong Employee Engagement (EI) are better able to resolve conflicts because they are able to empathize with and address the feelings of the parties involved. Their ability to resolve conflicts and find ways to work together contributes to a better work environment, which leads to better performance.
- G. Adaptability:** EI help employees in adjusting to new situations and challenges. In fast-paced workplaces, flexibility is essential. People with high EI scores are more flexible and adaptable to change, which positively affects their job performance.
- H. Team Work:** Teamwork is often one of the most important factors in job success. Employees with high Employee Engagement Index (EI) can work better together because they can identify and manage the feelings and needs of their teammates. This leads to better group dynamics and better performance.

VI. CONCLUSION

To sum things up, EI and employee performance are a complicated and important part of understanding what's going on in the workplace. It's all about how well you can recognize, process, and manages your emotions, both for yourself and others. People with higher EI are more self-aware, more self-regulated, more socially aware, and better at managing relationships. This leads to better job performance, more happiness, and better interactions with others. Not only is emotional intelligence important for your own success, but it's also important for creating a good work atmosphere, better leadership, better teamwork, and better conflict resolution. Organizations that understand the importance of emotional intelligence (EI) often invest in EI training and development programs in order to increase this important skill among their staff.

Future research should explore the subtleties of emotional intelligence, how it affects different job roles and sectors, and how cultural and contextual factors shape EI and its impact on employee performance. EI development programs and their effectiveness in different organizational environments can also provide valuable insights for human capital optimizers and leaders looking to optimize their human capital in an ever-evolving work environment. Understanding the complex connection between emotional intelligence and employees' performance remains a promising area of research and practical application.

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