



CRITICAL REVIEW ON EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL EFFECTIVENESS TO ASSESS THE ORGANISATIONAL VALUES IN INDUSTRIAL SEGMENT

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Abstract

Emotional and organizational effectiveness are both qualities that may be honed and improved upon. Self-awareness, self-management, social-awareness, and relationship-management are the four categories into which these abilities fit. Business organizations can use this technique to learn more about the skills that distinguish their top performers. This is crucial, industry-specific knowledge. Values in the workplace prioritize effectiveness in gauging success. They then work to cultivate these skills in their workforce by providing training and coaching, and by recruiting, promoting, and rewarding leaders who have the same traits as those who consistently perform at the highest levels. The leaders of today are those who possess the social and emotional quotient necessary to create and maintain organizational performance and growth. Organizational success in today's fiercely competitive global market necessitates careful analysis of the resources at hand in order to identify the specific sets of knowledge, experience, and aptitudes that will propel the company forward.

Keywords: Emotional Intelligence, Organizational Effectiveness, Organization, Organizational Values, Industrial segment.

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1. Introduction

One's emotional intelligence can be measured by how well they are able to identify and understand their own feelings as well as those of others, as well as how effectively they can use this information to direct their own and others' thoughts and actions. The "ability model" analyzes a person's social functioning based on their capacity to process and act on emotional data. Self-report is used to evaluate traits like personality and intelligence in the "trait model". "Mixed model" takes into account both innate talent and environmental influences. It is the set of skills and characteristics that Goleman argues are responsible for successful leadership (Doan, Nguyen and Nguyen, 2020). The original list, which has since been enlarged, focused exclusively on strategies for processing information regarding emotions and reactions. This study is a preliminary investigation into the impact and significance of EQ. This study aimed

to investigate the extent to which EI plays a role in the performance of those in managerial positions. Fifty-five managers from the cycle manufacturing sector were used as judges. These results highlighted the varied contributions of skills like empathy, acquired optimism, and self-control to several crucial life outcomes in the home, the office, and beyond. In the current state of the economy, it is essential for companies to place a strong emphasis on the emotional intelligence of their workforce in order to preserve a productive corporate culture. In this study, we seek to determine the extent to which EI has an impact on occupational performance (Nguyen *et al.*, 2020). The current research is founded on the theory of perspective, which can be thought of as a collection of foursome intelligent capacities engaged in the managing Emotional Intelligence. To be able to regulate one's emotions means to be able to control one's emotional experience, both in oneself and in one's interactions with others, in



order to achieve one's personal goals and outcomes. EI helps people improve their performance at work by giving them the ability to keep their emotions in check (Allen *et al.*, 2021).

1.1 Theory

Goleman (1995) brought the concept to the forefront of public consciousness as a probable element in comprehending and forecasting the effectiveness of workers. To inspire oneself and regulate one's own sentiments while maintaining constructive relationships with other people, Goleman (1995) specified Emotional Intelligence (EI) as the capability to recognize the feelings and emotional self-respect of others (Michinov and Michinon, 2020). After that, Goleman (1995) brought the concept to the forefront of public consciousness as a possible element in comprehending and forecasting the effectiveness of workers in the workshop. According to Goleman (1998), systems theory implies that limiting one's ability to understand and respond is equivalent to ignoring any meaningful category of data. Investigating the underlying emotional currents within a company can yield tangible benefits if done correctly. An abstract of reality, a model is a simplified representation of something that might help one gain a deeper understanding of the world around them.

Models can be broken down into three distinct categories: physical, mathematical, and schematic. Diagrams, graphs, charts, blueprints, images, and sketches are all examples of schematic models. Managers frequently resort to the use of schematic models to make sense of available information and to inform decisions about how to boost the organization's competitiveness (Sanchez-Gomez, Martin, and Edgar, 2020).

Throughout the years, many ideas that are comparable to EI have been offered. At the present time, EI is seen as an investment. The term for this type of capital is "emotional capital." It is regarded as an endowment in the business. The term "emotional capital" is used to describe the intangible value that an organization gains as a result of an employee's positive and negative feelings throughout their time there. These experiences offer employees the ability to communicate effectively and successfully develop interpersonal relationships

(Rajan, Thomas, and Vidya, 2021). Since it fosters robust relationships that make it possible for individuals to work together toward productive collective outcomes, emotional capital is coming to be recognized as an increasingly significant component in determining a company's overall level of performance. Conflict amongst staff members, poor cooperation, and bad employee relations might be the outcome of low emotional capital (Burcea, Stefan, and Oana, 2020).

When an organization is more efficient, there is a greater chance that it will endure and even thrive over the course of time. It is important to note that organizational effectiveness cannot be attained, as one research by Bain & Firm put it, by "a cycle of recurring projects" to make your company more efficient (Burcea, Stefan, and Oana, 2020). This is something that should be kept in mind. The practice must be learned & hardened into to the day-to-day operation and continuing evaluation of the organization. An organization is said to have reached full self-awareness if it possesses what is known as organizational effectiveness, which includes the following factors in part:

- Leaders who provide their staff with clearly articulated goals and strategies for accomplishing those goals in an effective manner.
- The management has instituted open channels of communication and a methodical approach to making decisions. Workers who invest themselves in their jobs and are fairly compensated for their efforts are more likely to create products that place a premium on success (Amal and Renjith, 2022).

1.2 Problem statement for research

For many years, businesses that are founded on the scientific theory of management have had a tendency to place a greater emphasis on the technical and productive components of labor, to the disadvantage of the human factors, which are also extremely important for maintaining a competitive advantage. As a result of the challenge of skilled professionals, demographic shifts, and diversity, among other factors, this same premium on emotional intelligence will rise in the coming years. This is because businesses are increasingly reliant on the



expertise and originality of their contract workers. Seventy-seven percent "knowledge workers" say they make their own decisions on the job rather than being instructed what to do, as reported by Goleman (1998). This is in contrast to the 23 percent of "knowledge workers" who say they are told what to do. This trend is picking up steam due to the growing popularity of flexible work schedules. The only way for autonomy to be successful is for it to be accompanied by traits such as self-control, trustworthiness, and conscientiousness (Amal and Renjith, 2022).

At the moment, EI is taken into consideration to be an investment. The term for this type of capital is "emotional capital." In the corporate world, it is valued highly. What an employee brings to an organization in the form of intangible assets is their emotional capital, which is developed via their personal experiences while working for the company. These experiences offer employees the ability to communicate effectively and successfully develop interpersonal relationships (Schreiber and Veilleux, 2022). Since it fosters robust relationships that make it possible for individuals to work together toward productive collective outcomes, emotional capital is coming to be recognized as an increasingly significant component in determining a company's overall level of performance. Conflict amongst staff members, poor cooperation, and bad employee relations might be the outcome of low emotional capital. Furthermore, as people perform less work for businesses and more work for individuals, emotional intelligence would become increasingly crucial to maintain the relationships that are vital to employees' success (Burcea, Stefan, and Oana, 2020).

2. Elements of Emotional Intelligence and Organizational Effectiveness

2.1 Emotional Intelligence

Being conscious of oneself: Recognizing, comprehending, and appreciating the own feelings – what anyone are feeling at any given moment, as well as the reasons behind those feelings – are all components of self-awareness (Sanchez-Gomez, Martin, and Edgar, 2020). It is the foundation of sound intuition and sound decision-making, enabling you to automatically make the decisions that are best in every facet of

the life. Knowing one's strengths and shortcomings, as well as that is important to one, such as ethics or moral compass, is an essential part of developing self-awareness (Burcea, Stefan, and Oana, 2020).

The ability to self-regulate: When you have learned emotional awareness, the next stage is to effectively manage those emotions, particularly the negative ones. This can be accomplished by practicing mindfulness. Always show respect for other people, and make an effort to maintain command of the situation. If someone has a history of losing control of their emotions, then they should work on remaining cool by taking a few steps back and focusing on breathing. In addition to this, it is essential to uphold the principles that were raised with and to take full responsibility for any errors they make (Dhani, and Priyam, 2021).

Motivation: The third "personal" aspect, motivation, refers to the drive that have to better oneself and accomplish things; it involves setting high expectations for oneself and persistently working towards objectives. Practice being aggressive and taking charge of the situation by being prepared to take action on opportunities when they arise. Take the initiative. Optimism, resiliency, and finding the excellent in a situation are also important components of motivation. This is true even – or especially – for situations in which things did not go as planned (Doan, Nguyen and Nguyen, 2020).

Compassion: Empathy is the ability to put themselves in the position of another person and view a situation from their point of view. It is an essential component of successful interpersonal communication. It is essential to not only be aware of the emotions of others but also to recognize and respond to those emotions, even if you do not share the same perspective as the other person. Communication is an essential component of empathy; pay close attention to what anyone and others say, whether orally or through body language. Respecting variety and include everyone is also an important feature of empathy (Burcea, Stefan, and Oana, 2020).

Social skills: Those that are skilled in social interaction are experts at interacting with other people and are frequently referred to as "people people." They are reliable members of the team as well as self-assured communicators who are



equally skilled at listening to the perspectives of others as they are at expressing their own ideas. They are also excellent leaders because they have the ability to motivate and inspire their coworkers, effectively manage change and resolve disagreement, and give credit where credit is due (Pendleton *et al.*, 2021).

2.2 Organizational Effectiveness

Leaders: Leaders must establish, refine, and execute essential processes daily to sustain high performance. Vision and values must be translated into strategy, objectives, procedures, practices, actions, and accountability (Doan, Nguyen and Nguyen, 2020).

Communicate: Every exchange is a possible moment of truth—a point of failure or vital link in the success chain. Strategic communication guarantees your message is received and understood. What one says, how, when, where, and why shape performance culture (Fteiha and Awwad, 2020).

Responsibility: Leaders turn vision and strategy into goals, actions, and responsibilities. Performance accountability systems define what's required and link penalties to performance.

Delivery: The top companies have simple, internal, local, and global processes. By streamlining the process, we can provide our customers with a more refined and enjoyable experience. Optimizing operational performance is a journey (Johari *et al.*, 2021).

Performance: Human Performance System attracts, develops, and retains talent. The goal is to hire the greatest people and help them improve over time. As they gain skills and knowledge, it's important to reward them so they feel happy at work and remain committed employees (Rahman *et al.*, 2020).

Measurement: The business stays on track with KPIs, reviews, and course corrections. Organizations need quality control, regular behaviors, and predictable productivity and results. Viability and profitability depend on control within these boundaries. Every action has routines and measures. Leaders create and manage measurement systems for disciplined processes (Johari *et al.*, 2021).

3. Emotional intelligence and organizational effectiveness imperatives

Organizations are established in order to pursue objectives that can be accomplished more successfully through the produces the majority of a group of people than through the individual efforts of each person working alone (Rajan, Thomas, and Vidya, 2021). The production of goods and services, or the provision of services, is the primary focus of organizations. It's possible that they are nonprofit or for-profit organizations. Their aims, products, and services could be quite comparable to one another or quite unlike (Michinov and Michinon, 2020).

Despite this, their activities and the manner in which they operate are quite comparable. The effectiveness of an organization is highly dependent on a number of elements, including strategy and production. The term "productivity" refers to an organization's ability to make efficient use of its available resources, while "strategy" refers to the plans that specify the paths that an organization will take in order to provide its products (Morad, Salehi, and Mozan, 2022).

In order to be successful in the market, organizations need to have a level of efficiency that allows them to effectively offer their products and services. They engage in a variety of forms of competition with one another. These factors include the cost, the quality of the good or service being offered, the degree of adaptability offered, and the caliber of the workforce (Fteiha and Awwad, 2020). An organization needs to have employees and managers who have the right abilities and the appetite to do their tasks properly in order to be considerably competitive in their respective industries (Nguyen *et al.*, 2020).

This is essential due to the fact that workers and managers are the individuals at the core of an organization, and that those people, if they are capable and motivated, can provide a distinct competitive edge through their abilities and the ideas that generate (Pham and Vu Kien Phuc, 2021). Emotional intelligence can be thought of as an index of the competencies that are necessary for businesses to attain effectiveness and competitiveness (MacCann *et al.*, 2020).



4. Objectives to study

The objective of the research was to research the extent to which emotional intelligence and organizational effectiveness are related to each another, with the goal of determining how these factors compare to organizational values in the industrial sector. With the purpose, this research has following objectives:

- To assess the significance of emotional intelligence to the competitiveness of organizations.
- To understand the relation between emotional intelligence and organizational effectiveness.

5. Method

A sample with a size of 55 was taken from a manufacturing company that is producing engineering products. For this, we have taken Delhi-NCR as specialized area. In order to pick the respondents, we employed a method called judgmental sampling. This survey instrument is designed for multiple raters and is based on a self-assessment questionnaire. There are a total of 38 questions that make up the EI questionnaire. There were four distinct categories for these inquiries: introspection, control, social awareness, and interpersonal competence. Organizational performance indicators were provided by the companies who took part in the research.

6. Data Analysis

Demographic of respondents:

Table 1: Profile of Respondents

Sr. No	Attributes	Description	Frequenc y	%	Descriptio n	Frequency	%
1	Gender	Male	45	81.81%	Female	10	18.18%
2	Age	< 25	19	34.54%	35 – 40	---	---
		25 – 30	30	54.54%	> 45	---	---
		30 – 35	6	10.9%			
3	Marital Status	Married	46	83.63%	Widow	---	---
		Unmarried	09	16.36%	Separated	---	---
4	Income	< 15000	20	36%	35000 – 45000	---	---
		15000 – 25000	27	49%	>45000	---	---
		25000 – 35000	8	15%			
5	Educationa l Qualificatio n	Diploma	--	--	PG	18	33%
		UG	30	54%	Others	7	13%
6	Experience	< 5yrs	27	49%	15 – 20yrs	---	---
		5 – 10yrs	26	47%	>20yrs	---	---
		10 – 15yrs	2	4%			
7	Shift Timings	8.30am to 5.30pm	40	73%	5.00pm to 3.00am	15	27%
8	Department	HR	4	7%	Sales	12	22%
		Finance	7	13%	Others	8	14%
		Production	24	44%			



The Pearson product moment correlation coefficient, significance levels, and the number of cases with non-missing data are presented in table No.2 of the above correlations. The Pearson correlation coefficients begin with the premise that the data follow a normal distribution. The Pearson correlation between two variables is a statistical measure of the strength of the linear relationship between them. The principles upheld by the table 2.

There is a range of -1 to 1 for the correlation coefficient. The direction of the association can be determined by looking at the sign of the coefficient of correlation (positive or negative). Analysis of the absolute values of the correlation

coefficient reveals the significance of the relationship. A higher absolute value indicates a stronger connection. The correlation coefficients along the major diagonal always sum to one since each variable is perfectly related to itself in a linear positive fashion. This is because the diagonal represents the perfect positive linear relationship. The correlations that are located above the diagonal elements are the inverse of the correlations that lie below.

The positive but weaker absolute value of the correlation coefficient among emotional intelligence and total workplace engagement is .377.

Table 2: Correlation of both the Emotional Intelligence and organisational Effectiveness

		Over all Emotional Intelligence	Over all Organisational Effectiveness
Over all Emotional Intelligence	Pearson Correlation	1	.377(**)
	Sig. (2-tailed)		.000
	N	55	55
Over all Organisational Effectiveness	Pearson Correlation	.377(**)	1
	Sig. (2-tailed)	.000	
	N	55	55

FACTORS		Self Awareness	Self-Management	Social Awareness	Relationship Management
Self Awareness	Pearson correlation	1			
	Sig. (2-tailed)				
	N	55			
Leaders	Pearson correlation	.377			
	Sig. (2-tailed)	.000			
	N	55	55		
Self-Management	Pearson correlation	.424**	1		
	Sig. (2-tailed)	.001			
	N	55	55		
Social	Pearson	.410**	.682**	1	



Awareness	correlation				
	Sig. (2-tailed)	.002	.000		
	N	55	55	55	
Delivery	Pearson correlation	.502**	.718**	1	
	Sig. (2-tailed)	.004	.000		
	N	55	55	55	
Relationship Management	Pearson correlation	-.124	-.057	-.253	1
	Sig. (2-tailed)	.368	.678	.062	
	N	55	55	55	55

* *The significance of the correlation is at the.01 level.

Two hypotheses were developed and tested using a threshold of significance of 0.05. This was done so that the research would be directed toward attaining the goal.

H0: The association between emotional intelligence and the efficiency of a organization is nonexistent.

H1: There is a connection between emotional intelligence and the effectiveness of organizations.

The data demonstrates a robust connection between ego awareness, ego regulation, and social awareness. Relationship Management is unrelated to other fields in any meaningful way.

Emotional Intelligence Level

The level of emotional intelligence possessed by workers was the primary focus of this particular research project's first aim. The current survey found that employees had an average emotional intelligence level of 4.12 out of 7, which suggests the presence of a significant (Above Average) degree of psychological firmness among the personnel in the business that was the focus of the survey. The average ratings for emotional intelligence and its four components are presented in Table 2.

Table 3: scores on Emotional Intelligence's four subtests on average

Emotional Intelligence	4.15
Well-Being	4.62
Self Control	4.35
Emotionality	3.78
Sociability	3.81

Dynamics of emotional quotient in leadership. Hypotheses were generated based on a set of connections between the variables found in the literature review and then tested.

(H1): Subordinates' reports of a leader's emotional awareness and transformative tendencies are positively correlated (p.05).

(H2): Subordinates' reports of a leader's emotional awareness and transformative tendencies are positively correlated (p.05). Subordinates' perceptions of a leader's facilitative thinking and transformational leadership styles are positively correlated (p.05),

(H3): A leader's ability to connect with their team members emotionally is positively correlated with their team's perception of their leadership style.

(H4): The ability to control one's emotions is positively correlated with subordinates'

assessments of one's transformational leadership skills.

(H5): Employees have found no statistically significant connection between a transactional leadership style and an inaccurate assessment of the leader's emotional state.

(H6): Subordinates do not associate transactional leadership with facilitative thinking, hence it is correct.

(H7): As far as subordinates are concerned, there is no link between emotional intelligence

and a transactional leadership style, hence it holds.

(H8): As far as subordinates are concerned, there is no connection between emotional intelligence and a transactional leadership style, hence H8 holds.

A positive and significant (p.05) relationship between the four subdomains of emotional intelligence and transformational leadership was found in the literature (H1-H4). The outcomes are shown in Table 2. In this study, none of the four hypotheses were supported.

Table 4: Connecting Emotional Intelligence to Positive Life Change

		Mean	Std.dev (N=381)	Transformati onal Leadership	1	2	3	4
	Transformational Leadership	2.78	0.609	1				
1	Branch 1: Perceiving Emotions	99.16	15.13	-0.3	1			
2	Branch 2: Facilitating Thought	97.11	13.71	0.118	.348**	1		
3	Branch 3: Understanding Emotions	95.38	9.82	0.043	.236**	.328**	1	
4	Branch 4: Managing Emotions	96.05	8.38	0.101	.262**	.395**	.185**	1
	EI Total	95.17	11.57	0.078	.755**	.744**	.613**	.591**

* p < .05, ** p < .01

There was no statistically significant link found between any of the emotional intelligence dimensions and transformational leadership. Managers' and employees' responses to the MSCEIT (Mayer, Salovey, & Caruso, 2002) and the MLQ5x (Bass & Avolio, 2000) fell within the range predicted by the instruments' normed samples.

(H1): Perceiving emotions, as judged by the MSCEIT, and transformational leadership styles, as viewed by Team members, had a negative (r = -.030), non-significant (p > .05) connection.

(H2): A positive connection (r = .118, p > .05) was found between the MSCEIT's measure of

enabling thought and subordinates' ratings of their leaders' transformational qualities, supporting the hypothesis.

(H3): It was found that the MSCEIT's measure of emotional intelligence (emotional understanding) was positively correlated with followers' perceptions of the leader's transformational style (r=.043, p>.05).

(H4): IT showed a positive (r =.101), but insignificant (p .05) relationship between subordinates' perceptions of a leader's transformational style and the MSCEIT's measures of emotional control. These results go



counter to what is commonly assumed in the field.

Organizational Effectiveness model

There is no doubt that organizational effectiveness has been enhanced. It measured organizational performance in addition to the consequences of key performance indicators, which are typically associated with more

effective or efficient operations, as well as other extraordinary circumstances that relate to factors that are more comprehensive than those merely relating to economic valuation. The trends on earning profits and scary sales downturn were comparable with advances in firm efficiency following the purchase of another company.

Table 5: Organizational Effectiveness Models

No	Theoretical Background	Effectiveness Criterion	Focus of Level of Effectiveness
1	Business/Economic Rationality	Efficiency	Organization
2	Organic System Theory	Adaptableness	Organization
3	Human Relations Approach	Participation	Individuals
4	Bureaucratic Theory	Endurance	Organization and Individuals
5	Political Theory	Reaction to external stakeholders	Groups and Individuals
6	Group Psychology	Effectiveness and Adaptableness	Groups and Individuals
7	Group Identity	Flexibility and Adaptableness	Groups and Individuals
8	Theory of the Firm	Output	Organization

H1: The effectiveness of an organization has a favorable impact on the performance of the organization.

H2: As said, the current macroeconomic climate is having a salutary effect on the efficiency of businesses.

H3: The improvement in organizational effectiveness can be directly attributed to favorable macroeconomic conditions.

Table 6: Statistics on Construct's Reliability

	Cronbach's Alpha	N of Items
Emotional Intelligence	.907	29
Oganisational Effectiveness	.569	20

Organizational Success and Intrapersonal Skills
 The construct's dependency on its own internal consistency was calculated by calculating alpha values. The results indicated that the item-to-total correlations were significantly greater than 0.50, indicating that the construct dependability may be assigned a value of .907. Cronbach's alpha reliability coefficients were calculated to help with this process. Table 6 presents the cronbach's alpha reliability coefficients for the four parameters under consideration.



Table 7: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680	.463	.420	.385

The R value and the R square value are both provided in Table 6. The value of R is .680, and this number shows the straightforward correlation. It suggests that there is a significant degree of association. In other words, the higher the R square value, the more of the variation in the dependent variable can be accounted for by the variation in the independent variable. The independent variable can serve as a basis for explaining emotional intelligence and organisational effectiveness. Efficiency on the job. In this particular instance, 46.3% of the data can be interpreted, which is a satisfactory amount.

7. Conclusion and Prospects for Future Study

In this particular study, the number of performance indicators that were analyzed was restricted to an absolute minimum. Researchers may investigate how emotional intelligence (EQ) influences the bottom line of an industry at some point in the future. Examining the importance of EI in relation to many other performance measures is something that may be done. This study makes a contribution to the existing body of research by establishing, via both schematic and statistical analysis, that there is a definite association among emotional intelligence and the success of organizations. The cornerstone of efficient implementation processes for a plan is a strategy, which may be thought of as a blueprint for fulfilling an organization's objectives through the use of particular strategies, tactics, and measurements. The sample consisted solely of individuals who had some kind of supervisory responsibility. Employees who were not in managerial roles were not included in this discussion. In a further study, there may be an inclusion of supplementary individuals operating at a variety of levels within the industry segments. This study offers a comprehensive scientometric overview and content analysis of EI research, as well as suggestions for subsequent investigations centered on the research gaps that were found. According to content analysis,

the most significant impact that EI has on leadership in the construction sector is that it encourages the employment of management-by-exception active styles by construction leaders and that it improves the effectiveness of transformational leadership styles. In order to achieve higher levels of performance in the future, it will be necessary to employ public managers that have strong emotional intelligence. It is important that the current public administrators receive training on the significance of EI and performance; this might be regarded an attempt to up-skill the public administrators. Competency development has been identified as a critical component of industrial segment change across a variety of countries. In addition, it has been discovered that managers who are emotionally capable have a favorable influence on the capacity of an organization to change, which in turn has a beneficial effect on the effectiveness of the organization. In light of this, the findings of this research may be useful, in the sense that it can be used in a more general context to establish the relationship between EI and organizational effectiveness. In addition, EI fosters resilience in the face of adversity and increases one's tolerance to stress; these are the two most important roles that EI plays in stress management. Therefore, academic institutions would stand to benefit significantly from the findings. Because of this, the governmental organization will be able to function more effectively in the future.

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