

Research Article

# The Interplay between Emotional Intelligence and Employee Workplace Success

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**Abstract:** Emotional intelligence (EI) has become a key factor of success in the modern workplaces, not only affecting the performance of people but also the relations, collaboration, and the end results of the organization. The article is a discussion of the interface between EI and workplace achievement of employees with a view to assessing how employee capacity to identify, interpret and control emotions relates to career advancement and performance. The researcher used the convenient sampling method to choose a total of 300 respondents. This method made it easy for the researcher to find people who were willing to take part in the study. Using empirical data, the study explores the demographic variables (age, gender, and marital status) to determine whether or not there are differences between groups in their perceptions of EI as a predictor of success in the workplace. The results indicate that age and marital status do not have any significant differences on the perceptions of the employees, though there are gender differences with female employees having a stronger relation between EI and workplace success than the male employees. These findings indicate the universality of EI, as well as point to some differences in the extent to which it is appreciated by demographic groups. The discussion indicates that workers with increased EI have better chances of professional achievement, resilience, interpersonal effectiveness and leadership possibilities. The article concludes by providing an implication to organizations in terms of recruitment, training and performance management strategies that use EI as a key determinant of comprehensive workplace success.

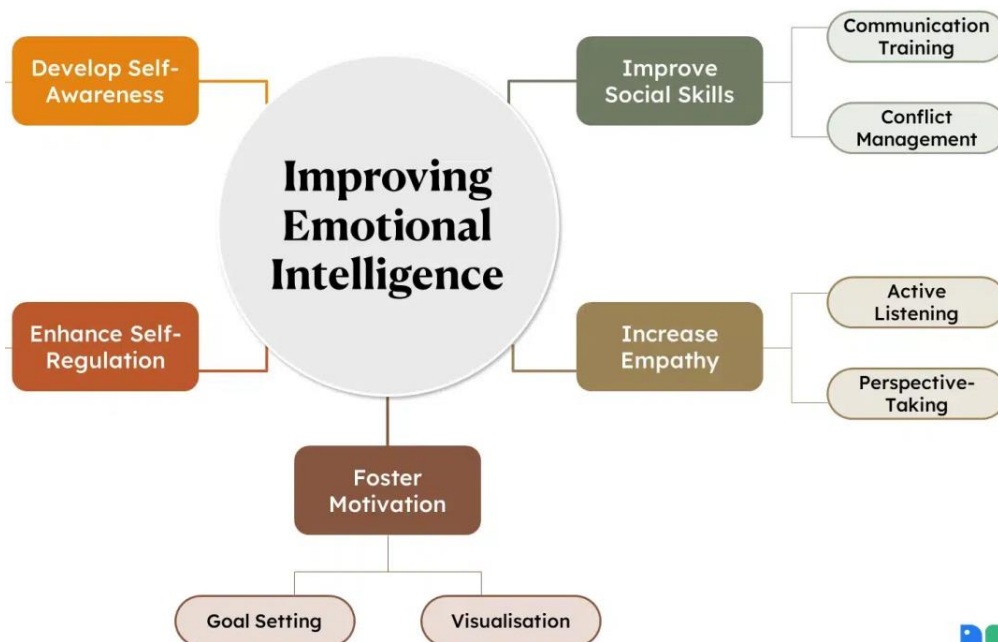
**Keywords:** Emotional Intelligence, Workplace Success, Employee Performance, Leadership, Organizational Behavior and Job Satisfaction.

## INTRODUCTION

In today's dynamic organizational landscape, technical expertise and cognitive intelligence alone are no longer sufficient to guarantee workplace success. Increasingly, **emotional intelligence (EI)** has emerged as a vital competency that influences employee performance, interpersonal relationships, and overall organizational effectiveness. The modern workplace is characterized by diversity, rapid technological change, and complex team-based structures, all of which demand higher levels of adaptability and interpersonal sensitivity. For leaders, EI fosters inspirational communication, trust-building, and the ability to align team members with organizational goals. For employees at all levels, it enhances motivation, creativity, and job satisfaction, contributing significantly to personal and collective success.

Research highlights that EI is positively associated with key outcomes such as leadership effectiveness, teamwork, employee well-being, and organizational culture. Unlike technical skills, which may diminish in relevance with changing tools and processes, EI remains a stable and transferable attribute that enhances adaptability across contexts. Furthermore, organizations that integrate EI into recruitment, training, and development strategies often witness improved employee engagement and reduced turnover. By fostering emotionally intelligent employees, organizations can enhance productivity, build stronger workplace relationships, and create cultures of trust and collaboration. Ultimately, EI contributes to long-term employee success and organizational sustainability in an increasingly competitive and emotionally complex professional world.

Figure: 1



### Background of the Research

Its role in organisational behaviour has become an increasingly popular subject in recent years, especially in terms of its effect on the organisational success of employees. Technical skills and cognitive skills are still important but more modern studies highlight the rising importance of non-cognitive skills in shaping the employee performance, job satisfaction, and the career growth. The article analyzes the relationship between emotional intelligence and work performance of employees in relation to the following dimensions, namely, leadership, teamwork, communication, stress management, and adaptability. It also investigates moderating variables like organizational culture, industry type and demographic variables.

### Linking Emotional Intelligence and Workplace Success

Workplace success is multidimensional and may include job performance, career progression, leadership effectiveness, job satisfaction, work engagement, and organizational commitment. Contemporary research emphasizes that success is not solely an individual achievement but also reflects collaborative effectiveness, adaptability to change, and alignment with organizational goals. A growing body of empirical research confirms the positive association between EI and workplace success.

1. **Leadership:** Emotional Intelligence (EI) is a cornerstone of effective leadership in the workplace. By understanding their own emotions and those of others, emotionally intelligent leaders can make balanced decisions, manage conflict, and adapt to changing organizational needs. This creates an environment of trust and transparency, where employees feel valued and motivated to contribute. EI also enhances communication, allowing leaders to articulate visions clearly while being receptive to feedback. Moreover, emotionally intelligent leaders tend to practice inclusive decision-making, which increases employee engagement and satisfaction. Ultimately, EI fosters leadership that is not only authoritative but also supportive and transformative, directly impacting organizational performance and long-term success. Thus, leadership grounded in EI is essential for sustaining productivity and building a positive workplace culture.
2. **Teamwork:** Teamwork thrives when Emotional Intelligence (EI) is embedded within group dynamics. Employees with high EI can regulate their emotions, respect diverse perspectives, and collaborate effectively toward shared goals. Emotional awareness helps individuals recognize the strengths and challenges of team members, reducing misunderstandings and interpersonal conflicts. Through empathy, team members are more likely to offer support, resolve disagreements constructively, and create an inclusive environment. Furthermore, EI enhances communication, ensuring ideas are shared clearly and respectfully, which builds trust among colleagues. Teams with strong EI collectively demonstrate adaptability and resilience when facing challenges, as members manage stress and remain solution-focused. Such collaboration promotes innovation, since individuals feel psychologically safe to express creative ideas without fear of judgment. Overall, EI-driven teamwork results in higher productivity, stronger cohesion, and a workplace culture that values cooperation over competition, ultimately contributing to both employee satisfaction and organizational success.
3. **Well-being:** Emotional Intelligence (EI) plays a crucial role in promoting employee well-being within the workplace. Employees who can recognize and manage their emotions are better equipped to handle stress, maintain work-life balance, and sustain motivation. Self-awareness enables individuals to identify signs of burnout early, while self-regulation helps them remain composed during pressure situations. Empathy further contributes by fostering supportive workplace relationships, where colleagues show concern for one another's challenges. Such an environment enhances

psychological safety, reducing anxiety and promoting job satisfaction. Additionally, emotionally intelligent employees are more likely to practice resilience, viewing setbacks as opportunities for growth rather than obstacles. Leaders and organizations that nurture EI encourage positive work climates, where employees feel valued, respected, and mentally healthy. Ultimately, EI enhances overall well-being by reducing workplace conflict, increasing optimism, and fostering a sense of belonging, which collectively leads to sustained employee success and organizational growth.

4. **Organizational Culture:** Organizational culture significantly influences how Emotional Intelligence (EI) translates into workplace success. Supportive and collaborative cultures provide a fertile ground where emotionally intelligent behaviors can thrive. When the culture values openness, trust, and inclusivity, employees feel empowered to express their ideas and emotions constructively. EI complements this by enabling individuals to navigate interpersonal dynamics with empathy and respect, fostering teamwork and reducing conflict. In such cultures, leaders who demonstrate EI reinforce psychological safety, encouraging employees to take risks, share feedback, and innovate without fear of criticism. A collaborative culture also amplifies the benefits of EI by promoting mutual support and collective problem-solving. Conversely, in rigid or hierarchical environments, the positive impact of EI may be limited, as emotional expression and collaboration could be undervalued. Therefore, when organizational culture aligns with emotionally intelligent practices, employees experience higher satisfaction, stronger engagement, and sustainable workplace success.
5. **Job Characteristics:** Job characteristics interact closely with Emotional Intelligence (EI) in determining employee success and satisfaction. Roles that involve high levels of interpersonal interaction, problem-solving, or leadership responsibilities demand greater use of EI skills such as empathy, self-regulation, and social awareness. For example, jobs requiring teamwork or customer engagement benefit from employees' ability to manage emotions and build positive relationships. EI also helps employees adapt to complex or stressful job demands by fostering resilience and maintaining motivation. Moreover, emotionally intelligent individuals can find meaning in their work by aligning tasks with personal values and goals, which enhances intrinsic motivation. Job autonomy, variety, and opportunities for feedback further amplify the impact of EI, as employees use their emotional skills to manage responsibilities effectively. In contrast, monotonous or highly controlled jobs may limit the application of EI, reducing engagement. Thus, EI enhances how employees perceive and perform within their job characteristics, ultimately driving workplace success.

### **Importance of the Study**

Emotional intelligence (EI) has become a growing interest with regard to its role in organizational success and effectiveness in the work environment. As opposed to the conventional intelligence measures, EI focuses on one's capacity to comprehend, control, and use emotions positively in the workplace. The study is significant in that it offers information on how workers view the contribution of EI towards workplace achievement in terms of human interpersonal relations, leadership, versatility, and general performance. The study contributes to the knowledge of the appreciation of EI among different employee groups as it demographically analyzes the variables of age, gender, and marital status. The results are particularly applicable in the contemporary competitive and dynamic workplaces where technical competencies might not be adequate to attain professional success. In the case of organizations, the research provides a good guideline on how EI development should be integrated within training, recruitment and performance appraisal systems. To employees, it points out EI as a key competency that they should develop in order to succeed in the contemporary workplaces. Finally, the article highlights the importance of emotional intelligence as not only an individual strength, but also a group strength that can strengthen harmony, productivity and long-term viability in an organization and thus highlights its paramount importance both individually and institutionally.

### **Statement of the Problem**

The modern dynamic workplace has presented organizations with the persistent problem of defining and developing those attributes that propel the success of employees. Although technical expertise and cognitive intelligence have long been the focus, more and more it is becoming apparent that these two aspects do not fully account for why some employees perform better and others fail in such positions. Emotional intelligence (EI), controlling and using emotions have become a possible predictor of performance and achievement at work. Nevertheless, as much as it is increasingly relevant, empirical studies with regard to employees perceiving the relationship between EI and workplace success are limited. Moreover, these perceptions can be influenced by demographic differences (age, gender, marital status) but such issues tend to be ignored in organizational research. Unless these dynamics are well comprehended, the organizations would not achieve optimal employee development programs and workplace practices. Such knowledge gap results in an issue: without clear information about how EI is appreciated by various groups of employees, it is impossible to make organizations effectively implement EI in human resource approaches.

## **RESEARCH METHODOLOGY**

A quantitative methodology was used to gather and analyse data, ensuring the objectivity and reliability of the results. The target population consisted of employed individuals from diverse sectors, including education, banking, information technology, and service industries. The researcher used the convenient sampling method to choose a total of 300 respondents. This method made it easy for the researcher to find people who were willing to take part in the study. This sampling method was deemed suitable due to time and resource limitations, yet it facilitated the acquisition of a sufficiently large and varied dataset for

statistical examination. The respondents consisted of male and female employees from various age brackets and marital statuses, thereby guaranteeing representation across essential demographic variables.

## FINDINGS AND RESULTS

Data were gathered through a structured questionnaire consisting of two main parts: demographic information and items measuring emotional intelligence and workplace success. The responses were coded and analyzed using statistical tools such as the Chi-square test and independent samples t-test to identify associations and differences across demographic variables. This methodological approach facilitated a systematic evaluation of the interplay between emotional intelligence and workplace success.

Hypothesis: There is no statistically significant association between the level of emotional intelligence and the age group of consumers

**Table: 1 Association between level Emotional Intelligence and age group of consumers**

Age	Level of emotional intelligence			Total
	Low	Medium	High	
< 25 Years	30	27	22	79
	38.0%	34.2%	27.8%	100.0%
26-35 Years	5	6	5	16
	31.3%	37.5%	31.3%	100.0%
36-45 Years	2	6	5	13
	15.4%	46.2%	38.5%	100.0%
46-55 Years	33	31	33	97
	34.0%	32.0%	34.0%	100.0%
>50 years	24	39	32	95
	25.3%	41.1%	33.7%	100.0%
Total	94	109	97	300
	31.3%	36.3%	32.3%	100.0%
Chi-square value	5.841			
df	8			
p-value	0.665			

The chi-square test of association was conducted to examine the relationship between consumers' age groups and their level of emotional intelligence. The cross-tabulated data revealed variations in the distribution of low, medium, and high levels of emotional intelligence across different age categories. Among consumers aged below 25 years, 38.0% were found to have low emotional intelligence, while 34.2% and 27.8% fell into medium and high categories, respectively. In contrast, within the age group of 26–35 years, the majority (37.5%) displayed medium emotional intelligence. Similarly, among respondents aged 36–45 years, 46.2% demonstrated medium emotional intelligence, while higher proportions of consumers aged above 46 years showed either high or medium levels. The chi-square test yielded a value of 5.841 with 8 degrees of freedom and a p-value of 0.665, despite the noticeable disparities in percentages among age groups. Because the p-value is greater than 0.05, the result shows that the differences in emotional intelligence levels between age groups are not statistically significant. This finding indicated that differences in emotional intelligence cannot be solely ascribed to age and may be influenced by additional demographic, psychological, or environmental factors beyond just chronological age.

**Table: 2 Results of Independent t-test for male and female Employee Workplace Success**

Respondents' opinion towards Emotional Intelligence and Employee Workplace Success		
Gender	Male	Female
N	175	125
Mean	3.21	4.36
SD	0.558	0.776
t	-2.129	
p	.031*	

The independent samples t-test was conducted to assess whether there is a significant difference between male and female employees in their perceptions of emotional intelligence and workplace success. The results indicate that male respondents (N = 175) reported a mean score of 3.21 with a standard deviation of 0.558, while female respondents (N = 125) reported a higher mean score of 4.36 with a standard deviation of 0.776. This difference in means suggests that female employees tend to view

emotional intelligence as playing a stronger role in workplace success compared to their male counterparts. The calculated t-value was -2.129, with an associated p-value of 0.031. This finding highlights that gender differences exist in how employees perceive the importance of emotional intelligence for achieving workplace success. Specifically, female employees attribute greater significance to emotional intelligence in influencing career outcomes, interpersonal relationships, and professional performance. These results underline the need for organizations to recognize gender-based differences in workplace perceptions and to design training and development programs that emphasize emotional intelligence as a critical skill for enhancing overall employee effectiveness and workplace harmony.

**Table 3: Results of Independent t-test for married and unmarried**

Marital Status	Married	Unmarried
N	130	170
Mean	3.61	3.87
SD	0.784	0.680
t	-0.079	
p	0.751	

The samples t-test was performed to ascertain if a significant disparity exists in the judgements of emotional intelligence and workplace success between married and unmarried employees. The findings indicate that married participants (N = 130) exhibited a mean score of 3.61 with a standard deviation of 0.784, whereas unmarried participants (N = 170) demonstrated a somewhat higher mean score of 3.87 with a standard deviation of 0.680. The calculated t-value of -0.079 and the accompanying p-value of 0.751 show that this difference is not statistically significant, even if the mean scores are slightly different. The analysis indicates that marital status does not significantly influence employees' perceptions of the association between emotional intelligence and job success, since the p-value substantially exceeds the 0.05 significance level. This research suggests that both married and unmarried employees possess comparable views regarding the significance of emotional intelligence in attaining success in their professional responsibilities. So, emotional intelligence as a skill for the workplace seems to be regarded equally by people who are married and those who are not. Consequently, organisations may regard the development of emotional intelligence as a universally applicable factor, rather than customising treatments according to employees' marital status.

**Implications for the Study**

The results of this research have some significant implications to the employees, organizations, and policy makers. Employees: The findings for employees are that emotional intelligence is an important factor in promoting workplace success, independent of demographic factors like age, or marital status. This highlights the importance of people to engage in active development of EI skills including self-awareness, empathy, and emotional control to enhance professional performance and career development. To organizations, the study recommends that application of EI in training and development programs can result in enhanced teamwork, effective leadership and satisfaction by employees. Gender differences in perceptions also suggest that organizations ought to implement inclusive practices in the development of EI so that all the employees can appreciate and enjoy the value of the same. Also, the research is an addition to the academic literature as it fills the research gap on the role of demographic variables in the perceptions of EI in the work situation. The implications of the findings to policymakers and educational institutions are to include EI training in collegiate-level and professional development models. All in all, these implications go beyond personal achievement to organizational endurance and efficiency, making emotional intelligence an important skill in long-term development in the current competitive and emotionally charged workplace.

**Recommendations**

Based on the findings of the study, the following recommendations are proposed:

1.
- Emotional Intelligence Training:

- Organizations need to include the EI-oriented training programs in the employee development programs. They may involve self-awareness, empathy, stress-management, and conflict-management workshops.
2.
- Encourage Gender-Sensitive Solutions:
- Female employees were identified to place a higher value on EI than male employees and therefore, organizations should develop interventions that enhance the perceived benefits of EI to every employee, and motivate male employees to take proactive roles in developing EI.
3.
- Integrate EI within Leadership Training:
- The managers and leaders ought to be trained to be EI-sensitive to create an enabling working environment, enhance teamwork, and better decision making.
4.
- Include EI in Recruitment and Appraisal:
- Emotional intelligence must be viewed as a significant factor during the recruitment and performance reviews so that organizations can hire and keep emotionally competent employees.
5.
- Promote a Favorable Culture:
- The workplace environment should be cultivated in a culture that expects open communication, respect and emotional stability, thus enabling employees to utilize the skills taught in EI.
6.
- Continued Research and Monitoring:
- EI level and workplace success measures should be evaluated continuously to keep track of the progress and find out what aspects need to be



improved.

## CONCLUSION

The article highlights the applicability of EI as a soft skill facilitating adaptability, conflict management, leadership and job satisfaction. On the whole, the study indicates that developing emotional intelligence in employees is a way of ensuring successful workplace performance, and it is, therefore, a crucial part in training and development programs in contemporary organizations. The interaction of emotional intelligence and success at a workplace is more than deep and complex. Emotional intelligence improves employee relationship skills, resistance to stress and usefulness in solving the problems in the organization. As cognitive ability and technical know-how are both crucial, EI is a complementary factor, which enhances workplace performance. In the case of organizations, EI development is a solution that presents an opportunity of greater employee engagement, enhanced leadership, as well as long-term competitive advantage. In the future, measurement instruments must be narrowed and cross-cultural differences investigated, and the results of EI interventions in the long run must be analyzed. Finally, emotional intelligence cannot be regarded as a secondary feature in the workplace because flexing, teamwork, and perseverance are crucial in the workplace and, therefore, a central contributor to employee success. The article has indicated the importance of emotional intelligence in defining the success of staff at the workplace. Results show that age and marital status do not have any significant impact on the perceptions of the employees regarding the relationship between emotional intelligence and workplace success, but gender differences are clearly observed with employees of the female gender expressing more appreciation towards EI as a professional success driver. This supports the notion that emotional intelligence is a universally useful skill, even though the meaning might not be seen by different demographics in the same way. On the whole, these findings indicate that employees with greater emotional intelligence are in a better position to deal with workplace problems, develop effective organizational relationships, and perform positively in an organization. Consequently, emotional intelligence should be emphasized and developed in the form of training, workshops and leadership programs to organizations seeking to improve the effectiveness of the employees, their job satisfaction and their long term success in their careers. The development of EI among the workforce can help organizations in order to achieve better organizational results by providing their workforce with a more resilient, adaptive and collaborative workplace culture.

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