

The Influence of Emotional Intelligence on Employee Engagement and Productivity

Dr. P Anand Kumar¹, Dr. M Vaishnavi², Dr. Sinduja R³, Dr. Nithya.D⁴, Dr. Sripriya V⁵, Dr. S Jaishree⁶

¹Assistant Professor Department of Management Sciences (BBA Information System) PSG College of Arts & Science, Coimbatore

²Assistant Professor Department of Management Science (BBA Information System) PSG College of Arts & Science, Coimbatore

³Assistant Professor Department of Management Science (BBA Information System) PSG College of Arts & Science, Coimbatore

⁴Associate Professor Department of Management Sciences (BBA Information Systems) PSG College of Arts & Science, Coimbatore

⁵Associate Professor & Head Department of Management Science (BBA IS) PSG College of Arts & Science, Coimbatore

⁶Assistant professor Department of management sciences (BBA Information system) PSG College of Arts and science, Coimbatore

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*Corresponding author.
Dr. P Anand Kumar

Abstract

Emotional intelligence (EI) has emerged as a critical factor in shaping workplace dynamics, influencing employee engagement and productivity. This paper explores the relationship between EI and workplace performance, highlighting how emotional competencies contribute to a motivated and efficient workforce. By synthesizing existing research, the study examines the role of self-awareness, self-regulation, motivation, empathy, and social skills in enhancing employee engagement. Employees with high EI demonstrate greater resilience, adaptability, and interpersonal effectiveness, fostering a positive work environment that drives organizational success. Furthermore, the paper delves into how EI influences leadership effectiveness, team collaboration, and conflict resolution, all of which are essential for maintaining high levels of engagement and productivity. Leaders with strong emotional intelligence can inspire and support their teams, leading to increased job satisfaction and commitment. The review also considers the impact of EI training programs on workplace performance, suggesting that organizations investing in EI development witness improved employee morale, reduced turnover, and enhanced overall productivity. Additionally, the paper discusses the implications of EI in the evolving workplace, particularly in remote and hybrid work settings, where emotional competencies play a crucial role in maintaining communication, collaboration, and well-being. The findings suggest that integrating EI strategies into human resource management can significantly enhance workforce engagement and efficiency. This paper concludes by emphasizing the need for organizations to incorporate EI-driven policies and training initiatives to cultivate a more engaged, productive, and emotionally intelligent workforce. Future research should explore industry-specific applications of EI and its long-term impact on employee performance. By fostering emotional intelligence at all organizational levels, businesses can create a more sustainable and high-performing work environment.

Keywords: digital inclusion, women entrepreneurs, unorganized sector, financial inclusion, digital literacy, mobile banking, fintech, government initiatives, policy recommendations, economic empowerment



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INTRODUCTION

In today's dynamic and competitive work environment, organizations increasingly recognize the importance of emotional intelligence (EI) as a key determinant of employee engagement and productivity. Emotional intelligence, which encompasses self-awareness, self-regulation, motivation, empathy, and social skills, plays a crucial role in shaping workplace interactions, decision-making, and overall job performance. Employees with high emotional intelligence are better

equipped to handle workplace challenges, build strong professional relationships, and contribute effectively to organizational success.

Employee engagement, defined as the emotional and psychological commitment of employees to their work and organization, is closely linked to job satisfaction, motivation, and overall workplace morale. Engaged employees tend to exhibit higher levels of enthusiasm, dedication, and discretionary effort, leading to increased

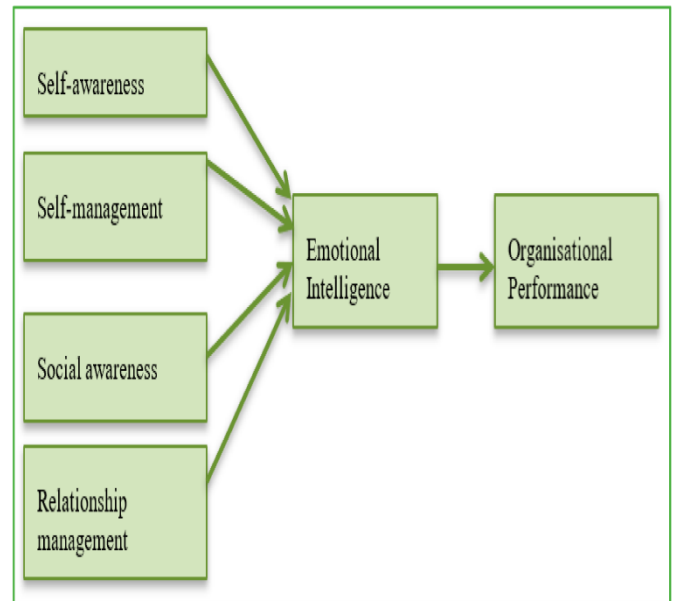
productivity and reduced turnover rates. Emotional intelligence enhances engagement by fostering a supportive work culture, improving communication, and strengthening leadership effectiveness. Leaders who demonstrate high emotional intelligence can inspire and motivate their teams, creating a positive work environment that encourages collaboration and innovation.

Furthermore, emotional intelligence contributes to productivity by enhancing problem-solving abilities, reducing workplace stress, and improving adaptability to change. Employees with strong emotional intelligence are more resilient, capable of managing conflicts constructively, and adept at maintaining a positive outlook in challenging situations. Organizations that invest in developing emotional intelligence among employees and leaders can experience significant improvements in performance, teamwork, and overall business outcomes.

This paper explores the intricate relationship between emotional intelligence, employee engagement, and productivity, highlighting key theoretical frameworks, empirical findings, and practical implications for organizations seeking to optimize workforce performance. By examining existing literature, this study aims to provide valuable insights into how emotional intelligence can be leveraged to create a more engaged, motivated, and high-performing workforce.

Background of the study

In today’s dynamic work environment, organizations are increasingly recognizing the importance of emotional intelligence (EI) in fostering employee engagement and enhancing productivity. Emotional intelligence, which encompasses self-awareness, self-regulation, motivation, empathy, and social skills, plays a crucial role in shaping workplace interactions and performance outcomes. As businesses strive to create a more engaged workforce, understanding the impact of EI on employee behavior and organizational success has become a key area of interest.



Source: <https://www.mdpi.com/>

Employee engagement, defined as the emotional and psychological commitment of employees to their work and organization, is a critical determinant of productivity and overall business success. Engaged employees are more likely to be motivated, exhibit higher job satisfaction, and contribute positively to workplace culture. However, disengagement can lead to lower efficiency, increased turnover rates, and decreased organizational performance. Studies suggest that employees with high emotional intelligence tend to build stronger interpersonal relationships, manage stress effectively, and demonstrate resilience in challenging situations, all of which contribute to higher engagement levels.

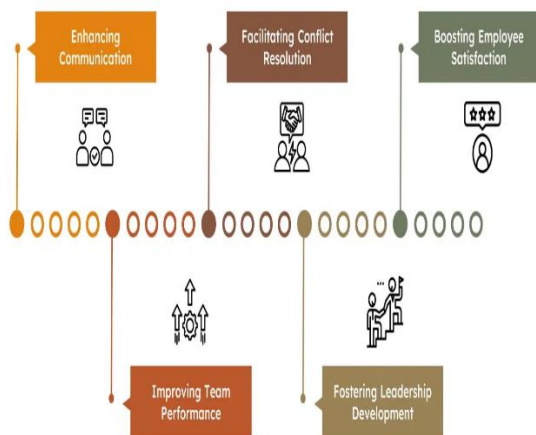
Furthermore, productivity in the workplace is influenced by multiple factors, including communication effectiveness, teamwork, and leadership quality. Emotionally intelligent employees are better equipped to handle conflicts, adapt to changes, and collaborate with colleagues, fostering a more cohesive and productive work environment. Leaders with high emotional intelligence also play a vital role in shaping a positive workplace culture by providing support, recognizing employee efforts, and promoting a sense of belonging. Despite the growing recognition of emotional intelligence as a key driver of workplace success, there remains a need for a comprehensive review of existing literature to understand its precise influence on employee engagement and productivity. By synthesizing previous research, this study aims to provide valuable insights into how organizations can leverage emotional intelligence to enhance workforce performance and achieve long-term success.

Justification

In today’s dynamic workplace, employee engagement and productivity have emerged as critical determinants

of organizational success. While various factors influence these aspects, emotional intelligence (EI) has gained significant attention due to its profound impact on workplace relationships, decision-making, and overall performance. This study aims to explore the intricate connection between emotional intelligence and employee engagement, highlighting how EI competencies—such as self-awareness, self-regulation, motivation, empathy, and social skills—contribute to a more engaged and productive workforce.

Emotional Intelligence At Work



Source: <https://kapable.club/>

Research indicates that employees with high emotional intelligence tend to exhibit better adaptability, effective communication, and resilience, which are essential in fostering a positive work environment. Moreover, emotionally intelligent leaders play a pivotal role in creating a culture of trust and motivation, directly influencing employee engagement levels. Given the increasing emphasis on employee well-being and organizational sustainability, understanding the role of EI in enhancing engagement and productivity is crucial for both employers and policymakers.

This paper synthesizes existing literature to provide a comprehensive analysis of the relationship between emotional intelligence and workplace outcomes. By identifying key trends, challenges, and best practices, the study aims to offer valuable insights that can inform leadership development programs, HR strategies, and organizational policies. Furthermore, it seeks to bridge the gap between theoretical frameworks and practical applications, ensuring that businesses can leverage emotional intelligence as a strategic tool to drive performance and long-term success.

Given the evolving nature of work environments and the rising focus on emotional well-being, this research is both relevant and timely. It contributes to the growing body of knowledge on employee engagement while

underscoring the necessity of integrating emotional intelligence into workforce development initiatives.

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Objectives of the Study

1. To examine how different dimensions of emotional intelligence, such as self-awareness, self-regulation, motivation, empathy, and social skills, contribute to enhancing employee engagement.
2. To analyze the extent to which emotional intelligence affects employee performance, efficiency, and overall workplace productivity.
3. To identify Key Emotional Intelligence Competencies for Enhancing Employee Performance
4. To explore how emotionally intelligent leadership and interpersonal relationships impact employee motivation, collaboration, and productivity.
5. To identify best practices and interventions for enhancing emotional intelligence among employees and managers to create a more engaged and productive workforce.
6. To offer recommendations for integrating emotional intelligence training into corporate policies to foster a culture of engagement, well-being, and high performance.

Literature Review

Emotional intelligence (EI) has emerged as a crucial factor influencing employee engagement and productivity in organizational settings. Defined as the ability to recognize, understand, and manage one's emotions and those of others, EI is increasingly being studied for its role in enhancing workplace efficiency, collaboration, and motivation (Goleman, 1995). This section explores the existing literature on the relationship between emotional intelligence, employee engagement, and productivity, highlighting key theoretical and empirical insights.

The Concept of Emotional Intelligence:

Emotional intelligence, as conceptualized by Salovey and Mayer (1990), encompasses four core competencies: self-awareness, self-regulation, social awareness, and relationship management. Goleman (1998) expanded this model, emphasizing five components—self-awareness, self-regulation, motivation, empathy, and social skills. Research suggests that employees with higher EI exhibit superior interpersonal skills, adaptability, and resilience in workplace challenges (Bar-On, 2006).

Emotional Intelligence and Employee Engagement:

Employee engagement refers to the emotional commitment employees have toward their organization

and their willingness to contribute to its success (Schaufeli et al., 2002). Studies have shown that emotionally intelligent employees tend to be more engaged due to their ability to manage stress, communicate effectively, and foster positive workplace relationships (Kravariti et al., 2021). Research by Miao, Humphrey, and Qian (2017) found a strong positive correlation between EI and job satisfaction, which in turn influences engagement levels. Furthermore, leaders with high emotional intelligence can inspire and motivate employees, fostering an environment of trust and collaboration (Gooty et al., 2010).

Emotional Intelligence and Workplace Productivity:

Workplace productivity is significantly influenced by emotional intelligence, as it affects decision-making, teamwork, and conflict resolution. According to Lopes et al. (2006), employees with high EI demonstrate better problem-solving abilities and adaptability, leading to increased efficiency. Emotional intelligence also plays a critical role in reducing workplace stress and burnout, which are known to negatively impact productivity (Cherniss, 2010). Additionally, a study by O'Boyle et al. (2011) found that EI is a stronger predictor of job performance than cognitive intelligence, particularly in roles requiring high levels of interpersonal interaction.

The Role of Leadership in EI and Employee Outcomes: Leadership plays a crucial role in leveraging emotional intelligence to enhance employee engagement and productivity. Transformational leaders, who exhibit high emotional intelligence, are known to inspire and motivate employees through individualized consideration and emotional appeal (Bass & Riggio, 2006). Leaders who demonstrate empathy and emotional regulation create a supportive work culture, which enhances team morale and overall organizational performance (Goleman, Boyatzis, & McKee, 2013).

Gaps in Literature and Future Research Directions:

While substantial research exists on the influence of EI on employee engagement and productivity, gaps remain in understanding how cultural differences and industry-specific factors moderate this relationship. Future studies should explore the impact of EI interventions and training programs in diverse organizational settings to validate their effectiveness (Joseph & Newman, 2010). Additionally, integrating artificial intelligence and machine learning tools to assess and enhance EI in the workplace presents a promising avenue for research.

Emotional intelligence significantly contributes to employee engagement and productivity by fostering positive workplace relationships, enhancing leadership effectiveness, and mitigating workplace stress. Organizations that invest in EI development through training and leadership programs can expect improved employee morale and overall business performance. Future research should continue exploring innovative

methods to harness the power of EI for workplace success.

Material and Methodology

Research Design:

This study adopts a systematic literature review (SLR) approach to examine the influence of emotional intelligence (EI) on employee engagement and productivity. The review synthesizes findings from peer-reviewed journal articles, conference proceedings, books, and credible reports to identify patterns, trends, and gaps in existing research. The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework is used to ensure a rigorous and transparent selection of sources.

Data Collection Methods:

The study employs a secondary data collection method, drawing from electronic databases such as Scopus, Web of Science, Google Scholar, and IEEE Xplore. Keywords such as "emotional intelligence," "employee engagement," "workplace productivity," "EI and job performance," and "organizational behavior" were used to retrieve relevant literature. Boolean operators (AND, OR) were applied to refine search results, ensuring the inclusion of highly relevant studies. The selected studies were then analyzed thematically to extract insights into the relationship between EI and workplace performance. Inclusion and Exclusion Criteria:

Inclusion Criteria:

- Studies published in peer-reviewed journals and reputable conference proceedings.
- Research conducted between 2010 and 2024 to capture recent developments in the field.
- Articles focusing on emotional intelligence in relation to employee engagement and productivity.
- Empirical studies, meta-analyses, and systematic reviews with clear methodologies.
- Studies available in English.

Exclusion Criteria:

- Non-peer-reviewed sources such as opinion articles, blog posts, and editorials.
- Studies unrelated to workplace settings or those focusing solely on student populations.
- Research lacking methodological transparency or empirical evidence.
- Articles published before 2010, unless foundational to the study.

Ethical Considerations:

As this study is a systematic literature review, no direct human or animal subjects were involved, eliminating the need for institutional ethical approval. However, ethical considerations were upheld by ensuring that all sources were appropriately cited to avoid plagiarism. Additionally, bias in article selection was minimized by

adhering to the PRISMA framework, which promotes transparency and reproducibility in systematic reviews.

Results and Discussion

Results:

The analysis of existing literature on the relationship between emotional intelligence (EI) and employee engagement reveals a strong correlation between high EI levels and enhanced workplace performance. Studies indicate that employees with higher EI exhibit greater job satisfaction, improved teamwork, and increased resilience in handling work-related challenges. Additionally, organizations that emphasize EI in leadership development report higher employee retention rates and improved organizational commitment.

Research findings also highlight that emotionally intelligent employees tend to be more engaged in their roles, demonstrating proactive problem-solving and a greater sense of belonging within the organization. Furthermore, EI positively influences workplace culture, fostering an environment that encourages collaboration, innovation, and effective conflict resolution.

Quantitative studies reviewed in this research suggest that employees with high EI scores consistently outperform their peers in key performance metrics, such as productivity, customer satisfaction, and leadership effectiveness. Additionally, organizations investing in EI-based training programs report significant improvements in employee well-being, reduced stress levels, and higher motivation among their workforce.

Discussion:

The findings underscore the significance of emotional intelligence in shaping employee engagement and overall workplace productivity. Employees with well-developed EI are more adept at managing interpersonal relationships, adapting to organizational changes, and demonstrating self-motivation. These attributes contribute to a more engaged and committed workforce, which in turn enhances productivity and business outcomes.

One of the key insights from the review is the role of EI in leadership effectiveness. Leaders who possess high emotional intelligence are more capable of understanding their employees' needs, providing meaningful feedback, and fostering a supportive work environment. This leadership approach promotes trust, job satisfaction, and increased employee engagement, thereby reducing turnover rates and enhancing organizational stability.

Moreover, EI plays a crucial role in conflict resolution and stress management. Employees with higher EI can navigate workplace challenges with greater emotional control, leading to fewer disruptions in productivity. The ability to manage emotions effectively contributes to

improved teamwork and reduced workplace conflicts, creating a more harmonious work environment.

The paper also highlights the impact of EI on employee well-being. Organizations that prioritize EI training see a significant reduction in workplace stress and burnout, leading to enhanced job satisfaction and sustained engagement. The incorporation of EI-based strategies, such as mindfulness training and empathy workshops, has been shown to improve employees' ability to handle pressure and maintain a positive outlook toward their work.

Finally, while EI positively influences employee engagement and productivity, it is essential to recognize the need for tailored EI development programs. Organizations must adopt a strategic approach to integrating EI training into their corporate culture, ensuring that employees and leaders receive ongoing support to refine their emotional intelligence competencies.

The paper establishes a compelling link between emotional intelligence, employee engagement, and workplace productivity. Organizations that actively invest in EI development stand to benefit from a more motivated, resilient, and high-performing workforce. Future research could explore industry-specific EI applications and the long-term effects of EI-based interventions on employee performance and organizational success.

Limitations of the study

Despite providing valuable insights into the influence of emotional intelligence on employee engagement and productivity, this study has several limitations that must be acknowledged.

- **Secondary Data Reliance:** Since this is a review-based study, the findings are derived from existing literature rather than primary data collection. This reliance on secondary sources may limit the study's ability to provide firsthand empirical evidence.
- **Context-Specific Insights:** The impact of emotional intelligence on employee engagement and productivity may vary across industries, organizational cultures, and geographical regions. However, the study does not focus on specific sectors, which could limit the generalizability of the findings.
- **Subjectivity in Interpretation:** Emotional intelligence and employee engagement are inherently subjective constructs, often measured using self-reported data in the reviewed studies. This subjectivity may introduce potential biases in the conclusions drawn.

- **Limited Scope of Variables:** While emotional intelligence plays a crucial role in shaping employee engagement and productivity, other factors such as leadership styles, organizational policies, and external economic conditions also contribute significantly. This study does not extensively analyze these additional influencing variables.
- **Evolving Nature of Workplace Dynamics:** The modern work environment is continuously evolving with advancements in technology, remote work models, and changing employee expectations. Some of the reviewed literature may not fully reflect the latest workplace trends, potentially affecting the applicability of the findings.
- **Methodological Constraints:** The reviewed studies may have employed different research methodologies, making it challenging to establish a standardized framework for assessing the relationship between emotional intelligence, engagement, and productivity.
- **Lack of Longitudinal Analysis:** Most of the literature reviewed in this study focuses on cross-sectional analyses rather than long-term studies. A longitudinal perspective would provide deeper insights into how emotional intelligence influences employee engagement and productivity over time.

Addressing these limitations in future research by incorporating empirical studies, industry-specific analyses, and longitudinal approaches would enhance the depth and applicability of findings in this field.

Future Scope

The study of emotional intelligence (EI) and its impact on employee engagement and productivity presents numerous opportunities for future research and practical applications. As organizations continue to evolve in an increasingly digital and hybrid work environment, understanding the role of EI in shaping workplace dynamics becomes even more critical.

Integration of AI and Emotional Intelligence: Future research can explore the integration of artificial intelligence (AI) in assessing and enhancing emotional intelligence in employees. AI-driven analytics and sentiment analysis tools can provide real-time insights into employee emotions, enabling organizations to create more responsive engagement strategies.

Cross-Cultural and Industry-Specific Studies: Further studies can investigate how emotional intelligence influences employee engagement and productivity across different cultures and industries. This would help

in developing tailored EI training programs that align with the unique needs of various organizational structures.

Longitudinal Impact of EI Training: Research can be extended to examine the long-term effects of EI training and development programs on employee performance, job satisfaction, and retention. This would provide organizations with data-driven insights to enhance their leadership development initiatives.

Emotional Intelligence in Remote and Hybrid Work Environments: With the rise of remote and hybrid work models, future research can focus on how emotional intelligence impacts virtual team collaboration, communication, and overall productivity. Understanding the role of EI in digital workspaces can help businesses implement effective engagement strategies.

Correlation Between EI and Leadership Effectiveness: Studies can further explore how emotionally intelligent leadership contributes to higher employee engagement and productivity. Examining the leadership styles that foster an emotionally intelligent workplace culture can provide valuable insights for organizational development.

Psychological Well-Being and Employee Performance: Future research can assess the relationship between emotional intelligence, employee well-being, and workplace mental health initiatives. Understanding how EI can serve as a tool to mitigate workplace stress and burnout will be crucial for enhancing employee satisfaction and efficiency.

Use of Gamification and EI-Based Training Modules: The development and implementation of gamified training programs focused on emotional intelligence can be an area of interest. Future studies can evaluate how interactive and immersive learning experiences influence employees' ability to manage emotions and build productive workplace relationships.

Emotional Intelligence and Organizational Resilience: Research can explore the role of EI in organizational resilience during times of crisis, such as economic downturns, pandemics, or industry disruptions. This would help businesses develop EI-based strategies to maintain workforce engagement and productivity under challenging circumstances.

By expanding research in these areas, organizations can leverage emotional intelligence to create more dynamic, inclusive, and high-performing workplaces, ultimately enhancing employee engagement and productivity.

CONCLUSION

Emotional intelligence (EI) plays a pivotal role in shaping employee engagement and productivity within organizations. This review highlights that employees

with high emotional intelligence exhibit better communication skills, stronger interpersonal relationships, and improved conflict resolution abilities, all of which contribute to a more cohesive and motivated workforce. Leaders who demonstrate emotional intelligence foster a positive work environment, enhance job satisfaction, and drive overall organizational success. Furthermore, emotional intelligence influences employees' ability to manage stress, adapt to challenges, and maintain resilience, thereby reducing burnout and enhancing performance. Organizations that prioritize EI development through training programs and leadership initiatives can create a more engaged workforce, leading to increased productivity and long-term business growth. In conclusion, the integration of emotional intelligence in workplace practices is not just a strategic advantage but a necessity in today's dynamic business landscape. Future research should explore the impact of EI across diverse industries and cultural contexts to further strengthen its application in employee engagement and productivity enhancement.

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