

## **THE ROLE OF EMOTIONAL INTELLIGENCE IN ENHANCING JOB PERFORMANCE AND WELL-BEING: INSIGHTS FROM ZOOLOGICAL RESEARCH AND APPLICATIONS IN IT PROFESSIONALS**

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### **Abstract**

Emotions are significant behavioral reactions that influence one's own achievement as well as other facets of life. Emotional intelligence (EI) is the capacity to "observe and express emotion accurately, to understand the emotion and emotional knowledge, to use emotions to facilitate thought and to regulate emotions." People with high emotional intelligence may be better able to comprehend their ideas and feelings and reach their full potential. Therefore, EI is undoubtedly a vital component of a person's personality. The ability to identify and manage our own emotions, as well as those of others, has been referred to as emotional intelligence. Employee performance is defined as the degree to which a worker fulfills his or her obligations, functions, and responsibilities within a company.

Organizations are aware of how negatively productivity and profit are impacted by subpar work performance. Organizational outcomes are significantly influenced by psychological concepts like emotional intelligence (EI). Academic studies have also demonstrated a connection between EI and workers' well-being, their ability to handle stress, low employee turnover, and burnout. Organizations are very concerned about job performance because the demanding nature of the IT business forces employees to prioritize their physical and mental well-being. Furthermore, parallels can be drawn between emotional intelligence observed in animal behavior and its application in enhancing human performance and well-being. This research, using mixed methods, examines how Emotional Intelligence (EI) affects IT professionals' job performance and well-being, integrating insights from zoological research. A demographic profile-containing questionnaire was used to conduct the survey. Data analysis techniques from descriptive statistics, correlation, and regression were used to evaluate quantitative data. The results of this study demonstrate the significant impact of an employee's emotional intelligence on their well-being and productivity, offering new perspectives by incorporating zoological insights into the discussion.

**Keywords:** Emotional intelligence, Job Performance, Well-being, Stress management, Zoological insights.

### **Introduction**

Employee performance is crucial to the growth of an organization, as employees play a significant part

in its success. Their effectiveness is greatly impacted by their emotional equilibrium and emotional intelligence. Emotional intelligence (EI) is the capacity to recognize, assess, regulate, and communicate emotions. Clayton & Weiss (2022) support that it enables individuals to comprehend and utilize their emotions to resolve conflicts, interact with others, and make choices. Emotions influence every action, choice, and assessment we make (Aneja, 2012). Knowing this, emotionally intelligent people control their emotions with thought rather than letting them control them, leading to long-lasting behavioral change that improves our relationships with others and ourselves (Randhawa, 2019).

In the animal kingdom, emotional intelligence is also evident. For instance, elephants are known for their complex social structures and deep emotional bonds, demonstrating behaviors that indicate empathy, grief, and cooperation. These behaviors reflect an ability to manage social dynamics, akin to emotional intelligence in humans. Understanding these parallels offers valuable insights into how emotional intelligence can be harnessed to improve human interactions and workplace dynamics.

The ability to identify emotions in oneself and others, differentiate between various feelings and assign accurate labels to them, use emotional cues to inform decisions and actions, and control and modify emotions in order to fit in with their surroundings or accomplish personal objectives is known as emotional intelligence (Shaikh, 2021).

Human lifestyles are changing rapidly in the current dynamic business environment, affecting both the physical and emotional dimensions of existence. Achieving corporate excellence has become more crucial, as an organization's performance and ability to learn will determine its future fate (González Valero, 2019). Due to profound changes in the business environment since the economic crisis, social and personal abilities are crucial for a healthy and productive existence at work and in other spheres of life (Jais, 2016). Emotional problems such as wrath, obsessive disorder, widespread obsessions, fear of the unknown, and concern about one's career are on the rise. However, these can be managed effectively with emotional intelligence skills. In the animal world, primates use social grooming to manage stress and maintain social bonds, a behavior analogous to stress management in humans. Such analogies highlight the potential for EI to contribute to more effective stress management strategies in human workplaces.

With emotional intelligence, work life can be more joyful. People with emotional intelligence are better able to build both personal and professional relationships and advance in their careers (Breso, 2020). Emotional intelligence also involves self-recognition, problem-solving, and supporting one's own growth. However, this talent is often underutilized, leading to self-created issues and vulnerability to mental diseases. Automation and modernization have made employment more intellectual, and dealing with such challenges requires high EI (Valeri, 2023).

The concept of well-being is broad and complex, with scholars offering various definitions. Abun (2020) defines employee well-being as the expectations and methods of work that impact their pleasure or well-being. Furthermore, well-being can also be characterized by an individual's ability to perform well with a happy feeling. The term "well-being" is defined by two main ideas: eudaimonia, which is associated with personal development, and hedonia, associated with pleasure (Rahmani et al., 2018). The coexistence of these concepts enhances employee well-being. Well-being can be divided into three categories: physical well-being, social well-being, and psychological well-being (Sudibjo & Sutarji, 2020).

Employees with emotional intelligence (EI) are better able to handle the demands of a high-stress work environment, which acts as a motivating element, supporting workforce well-being. According to Druskat & Druskat (2006), emotional intelligence plays a crucial role in fostering relationships and has a favorable correlation with well-being and job success. Conversely, studies on the relationship between emotional intelligence and worker well-being have found that EI improves worker well-being by helping workers manage conflict and lessen negative feelings. Similar emotional dynamics are observed in certain animal species, where emotional intelligence-like behaviors contribute to social cohesion and survival.

### **Literature Review**

Hashmi & Bibi (2024) investigated the relationship between Emotional Competence and Adolescent Well-Being in both male and female adolescents. The results showed a strong positive correlation between emotional competence and general well-being, which can be analogized to the social learning observed in animal behavior, where emotional cues are vital for group cohesion and individual survival. Jones & Smith (2023) conducted a meta-analysis of studies investigating the connection between EI and worker well-being, finding a consistent positive relationship across various occupational settings. This consistency is akin to the universal role of social behaviors in animal species that utilize emotional intelligence for survival and group dynamics.

Sharma & Tiwari (2023) examined how emotional intelligence could help IT professionals mitigate the detrimental effects of work pressures on their well-being. Their findings highlight the importance of emotional intelligence training as a preventive measure against occupational stress and burnout, much like how animals use social behaviors to cope with environmental stressors.

Shen (2022) explored the connection between employee well-being and specific EI components like self-regulation and social skills. Their results indicate the importance of focusing on these particular abilities in EI training programs, drawing parallels with animal behaviors where self-regulation and social skills are crucial for survival and group harmony.

Kochhar & Tripathi (2022) explored the mediating role of job satisfaction in the relationship between EI and employee well-being among healthcare professionals. Their research suggests that higher psychological well-being is positively correlated with EI, which also applies to animal groups where emotional intelligence-like behaviors contribute to overall group success.

Santana (2021) synthesized key ideas and empirical evidence to explore the theoretical frameworks supporting EI and its connection to employee well-being. Their analysis included recommendations for future research directions, emphasizing the mechanisms by which EI affects well-being outcomes. Similarly, research in zoology reveals that animals like dolphins and primates use social behaviors and emotional intelligence to navigate complex social environments, offering parallel insights into human applications.

Karimi et al. (2021) examined the moderating role of organizational culture on the link between EI and employee well-being in a Chinese organizational setting. Their findings suggest that supportive cultures enhance the positive relationship between EI and well-being, similar to how social hierarchies in animal groups influence the effectiveness of social behaviors.

Gong et al. (2020) conducted a longitudinal study to examine the benefits of emotional intelligence development programs on employee well-being among IT professionals. Their research demonstrated

the long-term advantages of EI interventions, much like how consistent social behaviors among animals lead to stronger group bonds and better survival rates.

Garcia & Martinez (2019) investigated how Emotional Intelligence (EI) mitigates the negative effects of job stress on workers' well-being. Their research revealed that individuals with higher EI levels reported better psychological well-being and resilience to stress, similar to how animals use social support systems to manage stress.

### **Research Objectives**

1. To examine how employees' emotional intelligence affects their job performance.
2. To determine the effect of emotional intelligence on employee satisfaction and productivity.
3. To ascertain the connection between an employee's well-being and EI.
4. To investigate the effects of IT professionals' growth in emotional intelligence on their overall well-being and job satisfaction, with insights drawn from zoological research.

### **Hypothesis of the Study**

1. There is a significant relationship between emotional intelligence and the well-being of IT professionals in Indian companies.
2. There is a significant relationship between emotional intelligence, employee well-being, and job performance among IT professionals in Indian companies.

### **Research Methodology**

The goals of this research study were met by carrying out this investigation. Research philosophy was associated with the advancement of knowledge concerning its presumptions and convictions. This study, which adheres to the positivist school of thought, examined the impact of emotional intelligence (EI) on the job performance and well-being of IT professionals as well as employee satisfaction. Deductive reasoning was the research methodology used in this study. The deductive reasoning procedure, which started with a theory and hypotheses and proceeded to define and operationalize the variables generated from data, was followed in this study. Questionnaires were sent out using a survey approach. For the purpose of gathering a lot of data, a survey approach was also helpful.

### **Data Collection and Analysis**

Self-administered questionnaires were used in this study to gather primary data from the participants. Electronic distribution was used to distribute the questionnaires. For the responders, this method of data gathering was both affordable and practical. Gathering a sense of the data and validating research hypotheses were the goals to be achieved in data analysis. Data testing and interpretation of the findings constituted the final phase of the data analysis process (Sekaran and Bougie, 2010). Utilising Statistical Product and Service Solution (SPSS), statistical analysis software, the statistical tests were carried out. Two parts comprised the self-administered questionnaire. The respondents were asked to provide their demographic information in the questionnaire's first part. Questions about the study's variables are answered in the second part. The original research that examined the validity of the questions was either used or modified to create the new questions. Professionals in IT from Indian companies have provided the data.

**Data Analysis and Results****Demographic Profile of the Respondents**

Age	20-25	25	25%
	26-30	35	35%
	31-40	24	24%
	41-50	10	10%
	Above 50	6	6%
Gender	Male	52	52%
	Female	48	48%
Marital Status	Unmarried	50	50%
	Married	50	50%
Educational Qualification	Graduate Diploma	20	20%
	Bachelor's degree	26	26%
	Master's degree	54	54%

A total of 100 responses were received. The age of the responder was the subject of the questionnaire's first inquiry. Ten percent (10%) of the 100 respondents were between the ages of 41 and 50, six percent (6%) were over 50, and twenty-five percent (25%) of the respondents were between the ages of 26 and 30. Within the first section, gender was the second entry. Options were to indicate if other, state male, or state female. Fifty-two of the one hundred responses were female, and the remaining 48 were male. This suggested that there were a higher proportion of male respondents than female respondents to the poll. The third question asked the respondents if they were married. Fifty percent of the respondents were married, while the remaining forty percent were single. Regarding the greatest level of education, the respondents came from a variety of backgrounds, with 54 (54%) coming from the Diploma/Degree category receiving the highest rating.

**Normality Test**

Depending on the sample size, a normality test could be performed in a few different ways. Skewness and kurtosis were two of the often used techniques. Descriptive statistics is the category that this kind of testing falls under. Many statistical tests are thought to need the data to be normal. Skewness is a quantity that is associated with measuring symmetry, or more accurately, asymmetry, in data that deviates from a normal distribution. Kurtosis is associated with the data distribution's peakedness assessment.

According to Motare and Khairani (2020), the recognised range of statistical values for skewness is  $\pm 2.0$ , meaning it can be either less than 2.0 or greater than 2. The skewness value for the first variable, EI, was -1.132, while the kurtosis level was 1.537. Employee well-being was the second variable, with skewness and kurtosis values of -1.497 and 4.547, respectively. Job performance was the third variable, and its kurtosis value was 1.107 and its skewness value was -1.139. The skewness and kurtosis readings were clearly within the allowed range based on the numbers that were collected.

### Testing of Hypothesis

1. There is a significant relationship between emotional intelligence and the well-being of IT Professions.

**Table 1. Pearson Correlation Results.**

EI Pearson Correlation	1	.687**	.638**	.739**
Sig. (1-tailed)		.000	.000	.000
N	100	100	100	100
JP Pearson Correlation	.687**	1	.714**	.780**
Sig. (1-tailed)	.000		.000	.000
N	100	100	100	100
EWB Pearson Correlation	.638**	.714**	1	.714**
Sig. (1-tailed)	.000	.000		.000
N	100	100	100	100

Correlation is significant at the 0.01 level (1-tailed).

### Data Interpretation

Emotional intelligence and creativity had the strongest association between the dependent and independent variables, with a correlation coefficient of 0.739 and a significance value of 0.000, according to the results. Emotional intelligence and employee engagement had the second-strongest correlation. For these two variables, a correlation coefficient of 0.687 was found, with a significance level of 0.000. There was a 0.000 significance level and 0.638 correlation coefficient between EI and employee well-being.

It is clear from all of the analyses that there is a positive correlation between Emotional Intelligence and the two independent variables Job performance, and Well-Being of the IT professionals in Indian Companies. For this reason, the two hypotheses in this research investigation were approved.

### Hypothesis Testing

1. There is significant relationship between emotional intelligence, employee well-being and job performance among IT Professionals.

**Table: 2 Regression analysis between EI, Well-being and Job Performance.**

Variable	r	R <sup>2</sup>	p-value
EI dimension	0.73	0.56	.000
Job Performance	0.52	0.26	.000
Well-being	0.43	0.24	.000

Linear regression analysis was used to determine the association between an employee's job performance and a leader's emotional intelligence. The EI is the independent variable, or X, and employee job performance is the dependent variable, or Y, in this model. The model calculates the strength of the link between the two variables.

Table 2 shows a substantial and positive connection ( $r = 0.73$ ) between emotional intelligence and job success. The difference in work performance is explained by emotional intelligence as 56% ( $R^2 = .56$ ).

The statistical significance of the link is indicated by the p-value of less than 0.001. An employee's capacity for self-awareness and emotional expression has a big impact on how well they perform at work.

### Conclusion

This study underscores the pivotal role of emotional intelligence (EI) in enhancing job performance and well-being among IT professionals, drawing parallels with insights from zoological research. IT personnel who possess higher levels of emotional intelligence are better equipped to handle the complexities of their roles, leading to improved job performance and organizational outcomes. Essential EI skills, including self-awareness, self-management, social awareness, and relationship management, are crucial for fostering a productive and healthy work environment in the IT sector. For organizations aiming to cultivate competent employee-managers, prioritizing the development of these EI components is key. By adopting effective emotional intelligence models and practices, companies can significantly enhance workplace dynamics and overall productivity.

The research findings establish a strong correlation between emotional intelligence, employee performance, and well-being within the IT industry. Emotional intelligence directly influences job performance, organizational commitment, and employee well-being, creating a positive feedback loop where enhancements in one area contribute to improvements in others. Therefore, emotional intelligence is not only vital for fostering empathy, trust, and collaboration but also for enhancing the overall functioning of individuals and organizations. For IT professionals, the ability to manage emotions and understand those of others is essential for achieving both personal and professional success. Organizations that invest in developing emotional intelligence will reap substantial benefits, including higher employee satisfaction, better performance, and a more committed workforce.

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