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A Study on Exploring the Influence of Emotional Intelligence on Employee Performance and Team Dynamics

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Abstract:

This study explores the influence of emotional intelligence on employee performance and team dynamics in organizations. Emotional intelligence helps employees manage emotions, improve communication, resolve conflicts, and build positive workplace relationships. The study was conducted using a structured questionnaire administered to 100 respondents. Statistical tools such as percentage analysis, correlation, regression, and chi-square tests were used to analyze the data. The findings indicate that emotional intelligence positively affects employee productivity, job performance, teamwork, communication, and job satisfaction. The study concludes that organizations should promote emotional intelligence through training and development programs to enhance employee effectiveness, teamwork, and overall organizational performance.

Keywords: Emotional Intelligence, Employee Performance, Team Dynamics, Productivity, Teamwork, Job Satisfaction, Organizational Effectiveness, Training.

1. Introduction:

In the contemporary business setting, companies have started realizing that the performance of employees is not just determined by technical skills, education, and professional expertise. Instead, other factors like emotional intelligence and social competence have also acquired importance for organizational success. Among various competencies, emotional intelligence has been given much importance recently due to its impact on behavioral aspects, productivity, leadership, communication, and teamwork in the workplace. Emotional intelligence involves understanding, managing, and regulating one's own and others' emotions. With emotional intelligence, employees can maintain proper relationships, cope with stress at work, solve conflicts, and support organizational objectives. Emotional intelligence was introduced by Daniel Goleman, which states that emotional intelligence is as significant as intellectual intelligence in deciding success. In the highly competitive world of today, companies seek employees who are able to work effectively in difficult conditions, have the ability to adjust themselves to new conditions, communicate effectively, and be able to work in teams. In summary, emotional intelligence is a vital component that determines organizational effectiveness in the contemporary corporate environment. Apart from improving the productivity of employees, emotional intelligence also promotes better relationships among individuals and teams as well as enhances teamwork and communication skills.

Objectives:

1. To study the research regarding the importance of emotional intelligence in enhancing employee productivity within an organization.
2. To assess the effect of emotional intelligence on improving teamwork and coordination between employees.
3. To analyze the effectiveness of emotional intelligence training on increasing employee productivity and teamwork.
4. To evaluate the influence of emotional intelligence on employee satisfaction and engagement.

Hypothesis :

Null Hypothesis (H_0): There is no significant relationship between emotional intelligence and employee performance.

Alternative Hypothesis (H_1): There is a significant relationship between emotional intelligence and employee performance.

Scope of the study

The scope of the research under consideration involves exploring the impact of emotional intelligence on performance of employees and effective functioning of teams. Self-awareness, empathy, motivation, self-regulation and social skills will be studied in detail. The scope of this study is also related to the influence that EI has on employee behaviour in the work environment. The focus will be on employees performing various job functions in different organizations. This study explores how employees with high emotional intelligence perform tasks, cope with stress, and communicate with others. The scope also includes investigating the contribution of EI to effective collaboration of team members, successful communications and resolution of conflicts. Being primarily based on primary data gathered via questionnaires, this research relies on the information provided by employees. Thus, it will be conducted in a limited period of time and involve a certain number of respondents. Therefore, the findings of this study might not be universal.

Limitations of the study

- The study is limited to small sample size.
- Biased or subjective responses.
- Timing issues regarding data collection.

2. Literature Review:

- **Mahalakshmi.** Emotional Intelligence and Workplace Success. 2026, vol. 12, no. 2, pp. 45–52.
- **Utomo & Sujoko.** Emotional Intelligence and Employee Productivity: A Systematic Review. 2025/2026, vol. 10, no. 1, pp. 30–40.
- **Ahmed et al.** Emotional Intelligence and Employee Performance in the Banking Sector. 2026, vol. 15, no. 3, pp. 60–72.
- **Kumar.** Impact of Emotional Intelligence on Employee Engagement and Productivity. 2025, vol. 11, no. 4, pp. 22–35
- **Dooshima.** Emotional Intelligence in Leadership and Team Performance. 2024, vol. 8, no. 4, pp. 33–47.
- **IJERT Study.** Emotional Intelligence and Leadership Effectiveness. IJERT, 2024, vol. 7, no. 2, pp. 25–3.

3. Research Methodology:

Research Design

The study uses a descriptive and an analytical research design. This research design is quantitative since it involves measurement of data.

Population and sample:

Population

The population for the study includes employees employed in different organizations.

Sample size

100 respondents are selected for this research study.

Data Collection Methods

Primary Data

The primary data is collected using structured questionnaires.

Secondary Data

Secondary data is collected from: Research journals, Publications/Articles (2022-2026), HR Books and online databases.

Research Instruments

The primary research instrument used for data collection purposes is a well-structured questionnaire.

- This comprises 28 questions.

The questionnaire is subdivided into different parts as follows:

- Demographic information
- Elements of emotional intelligence
- Performance of employees
- Group dynamics

Techniques of Data Analysis

The data obtained from the respondents is analyzed using a simple statistical approach like:

- **Program used** - MS Excel
- **Percentage analysis** – to understand distribution of responses
- **Correlation, regression analysis** – to examine relationship between variables
- **charts and graphs** – for visual representation

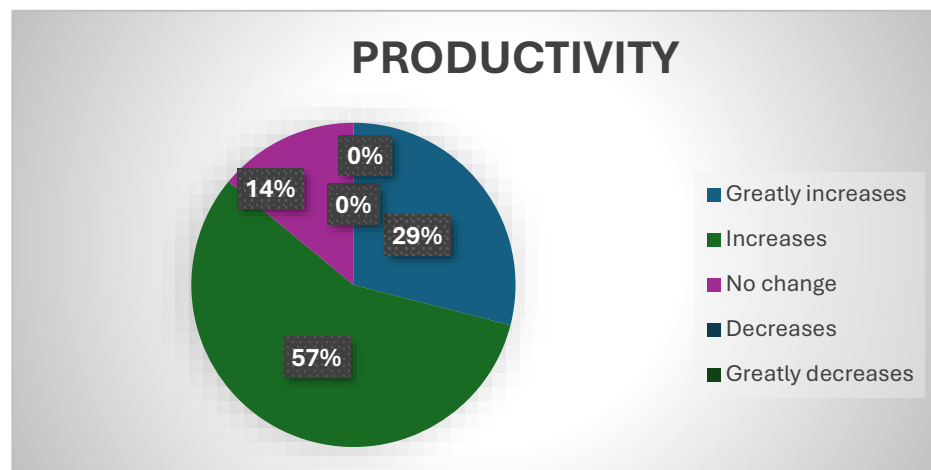
Ethical Considerations

This research on emotional intelligence, employee performance, and group dynamics adheres to some essential ethical considerations in order to maintain impartiality and credibility. Respondents are briefed about the objective of the study and its significance in their lives, and participation in the study is entirely voluntary. Questionnaire statements have been formulated in a neutral way to allow participants respond to them honestly.

Data Analysis:

1. How does emotional intelligence influence your productivity?

Productivity	Respondents	percentage
Greatly increases	29	29%
Increases	57	57%
No change	14	14%
Decreases	0	0%
Greatly decreases	0	0%
Total	100	100%

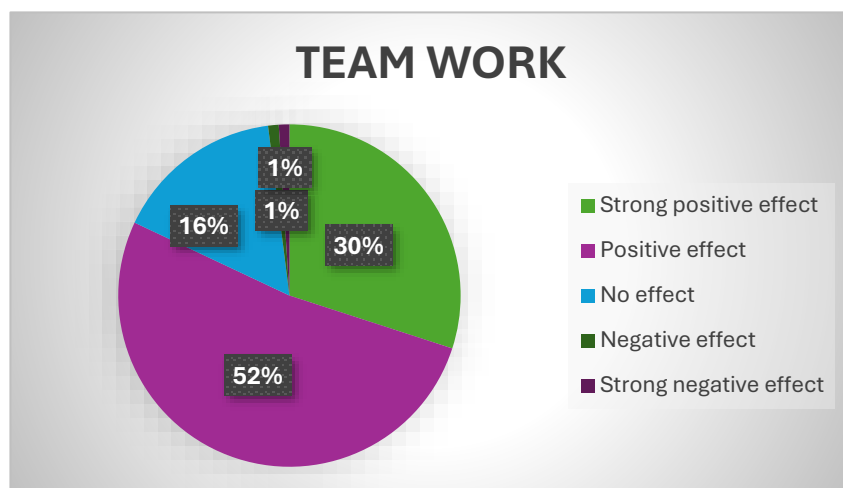


Interpretation

The pie chart illustrates the impact of emotional intelligence on employee productivity. A majority of respondents (57%) stated that emotional intelligence increases their productivity, while 29% reported that it greatly increases productivity. Only 14% of respondents felt that emotional intelligence brings no change in productivity, and none reported a decrease or great decrease. This indicates that emotional intelligence has a predominantly positive influence on employee productivity.

2. How does emotional intelligence improve teamwork?

Team work	Respondents	Percentage
Strong positive effect	30	30%
Positive effect	52	52%
No effect	16	16%
Negative effect	1	1%
Strong negative effect	1	1%
Total	100	100%

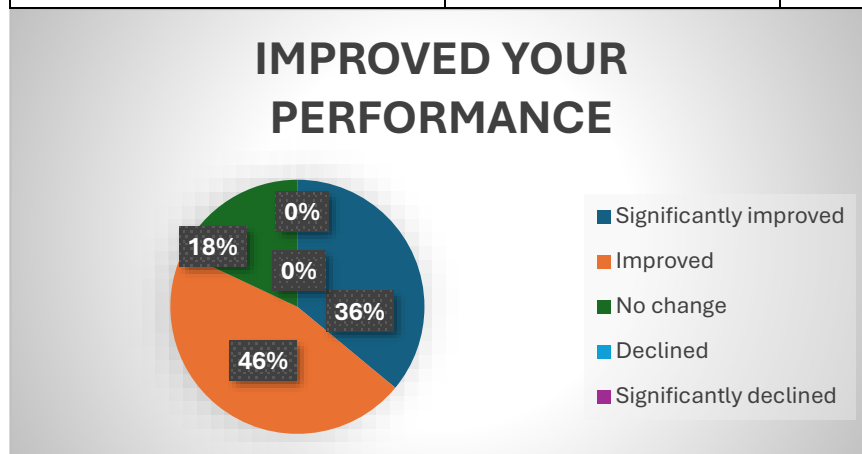


Interpretation

The chart indicates that a majority of respondents (82%) believe emotional intelligence has a positive impact on teamwork, with 52% reporting a positive effect and 30% a strong positive effect. Only 16% felt it had no effect, while a very small proportion (2%) perceived a negative or strongly negative effect on teamwork.

3. How has training improved your performance?

Improved your performance	Respondents	Percentage
Significantly improved	36	36%
Improved	46	46%
No change	18	18%
Declined	0	0%
Significantly declined	0	0%
Total	100	100%



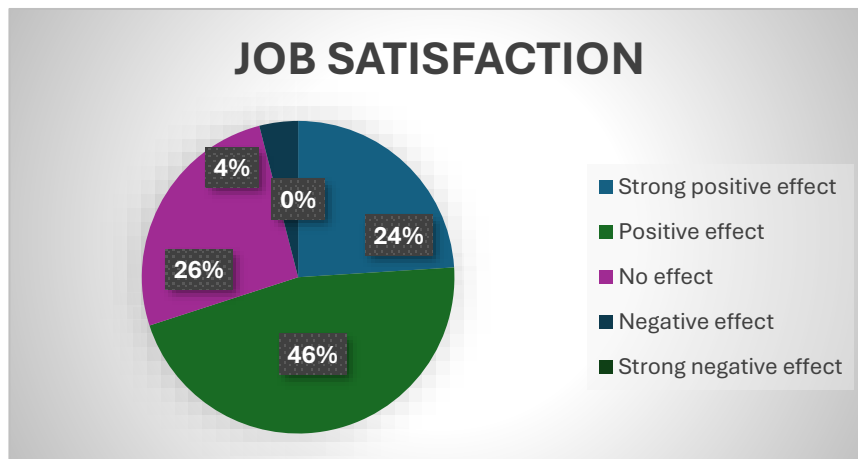
Interpretation

It is evident from the results presented in the pie chart that 46% of the respondents think that their performance has improved due to the factor. 36% of the respondents believe that their performance has significantly improved. However, 18% of the respondents believe that there has been no improvement in their performance. The graph shows that 0% of the respondents believe that there has been a decline in their performance.

4. How does emotional intelligence affect your job satisfaction?

Job satisfaction	Respondents	Percentage
Strong positive effect	24	24%
Positive effect	46	46%
No effect	26	26%
Negative effect	4	4%

Strong negative effect	0	0%
Total	100	100%



Interpretation

The given chart represents that 46% of respondents have reported that the effect on job satisfaction is positive. Moreover, 24% of respondents have claimed that the effect on job satisfaction is quite strong. Also, 26% of respondents stated that there is no effect on job satisfaction. Moreover, 4% of respondents reported the negative effect while 0% stated that the effect was strong negative.

Chi-Square Test Analysis

Null Hypothesis (H_0)

Emotional intelligence has no significant effect on employee job satisfaction.

Alternative Hypothesis (H_1)

Emotional intelligence has a significant effect on employee job satisfaction.

Question

How does emotional intelligence affect your job satisfaction?

Chi-Square Table

Job Satisfaction	Observed Value (O)	Expected Value (E)	$\chi^2 = (O-E)^2 / E$
Strong positive effect	24	20	0.80
Positive effect	46	20	33.80
No effect	26	20	1.80
Negative effect	4	20	12.80
Strong negative effect	0	20	20.80
Total	100	100	69.20

Chi-Square Values

χ^2 Table Value	χ^2 Calculated Value
9.488	69.20

Degree of Freedom

$$df = n - 1 = 5 - 1 = 4$$

Significance Level

5% level of significance (0.05)

Formula Used

$$\chi^2 = \sum (O - E)^2 / E$$

Where:

- O = Observed Value
- E = Expected Value

Interpretation

Since the calculated Chi-Square value (69.20) is greater than the table value (9.488), the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

4. Results / Findings:

- A majority of respondents felt confident or very confident in using emotional intelligence to improve workplace performance.
- Most respondents reported that they effectively adapt to workplace changes and challenges using emotional intelligence.
- Most respondents agreed that emotional intelligence helps in resolving team conflicts and maintaining workplace harmony.

5.Suggestions:

- Organizations should conduct regular emotional intelligence training programs to improve employees' interpersonal and professional skills.
- Management should encourage open communication among employees to strengthen teamwork and coordination.
- Companies should provide stress management workshops to help employees handle workplace pressure effectively.

6.Conclusion: The study concludes that emotional intelligence plays a significant role in improving employee performance, productivity, teamwork, and job satisfaction within organizations. The study also highlights the importance of emotional intelligence in strengthening teamwork and communication among employees. The research, therefore, emphasizes that organizations should focus on developing emotional intelligence through training and supportive work practices. Overall, emotional intelligence is an essential factor for creating a productive, motivated, and harmonious workplace environment that contributes to organizational success and employee well-being.

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- https://www.researchgate.net/publication/393485658_The_Effect_of_Emotional_Intelligence_on_Employee_Performance

Questionnaire:**1. How does emotional intelligence influence your productivity?**

- Greatly increases
- Increases
- No change
- Decreases
- Greatly decreases

2. How does emotional intelligence improve teamwork?

- Strong positive effect
- Positive effect
- No effect
- Negative effect
- Strong negative effect

3. How has training improved your performance?

- Significantly improved
- Improved
- No change
- Declined
- Significantly declined

4. How does emotional intelligence affect your job satisfaction?

- Strong positive effect
- Positive effect
- No effect
- Negative effect
- Strong negative effect