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Role of Emotional Intelligence in Employee Productivity

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Abstract

This study examines the role of emotional intelligence (EI) in enhancing employee productivity and workplace performance. Using a descriptive research design, primary data were collected through a structured questionnaire from 100 respondents in Bhiwandi, supported by secondary sources from journals and books. The findings reveal that employees with higher emotional intelligence demonstrate better emotional control, stress management, interpersonal relationships, teamwork, and task efficiency. A majority of respondents reported remaining calm under pressure, maintaining positive workplace relationships, and effectively meeting work targets, which directly contributes to higher productivity levels. Both quantitative and qualitative analysis confirms a significant positive relationship between emotional intelligence and employee productivity, leading to the acceptance of the alternative hypothesis. The study concludes that emotional intelligence is a crucial determinant of employee performance and organizational effectiveness and should be integrated into training and human resource development practices.

Keywords: Emotional Intelligence, Employee Productivity, Workplace Performance, Emotional Competence, Organizational Behavior, Job Performance, Employee Effectiveness, Interpersonal Skills.



Introduction

Emotional intelligence (EI), often called emotional quotient (EQ), refers to a person's ability to understand, recognize, and manage their own emotions as well as the emotions of others. It includes emotional awareness, regulation, empathy, and emotional literacy, which help individuals respond effectively to different situations and social environments. Emotional intelligence is closely linked to personality and emotional expression and supports adaptation, relationship building, and social functioning. Researchers commonly classify EI into two forms: Ability EI and Trait EI. Ability EI is measured through performance-based tests and is more closely related to traditional intelligence, while Trait EI is assessed through self-report questionnaires and shows stronger connections with personality traits.

Although many studies suggest that higher emotional intelligence is associated with better workplace performance, leadership effectiveness, and interpersonal relationships, psychologists have not reached complete agreement on its direct causal role. Recent research has focused on emotion recognition, particularly understanding emotions through visual and auditory nonverbal cues, as well as on neurological studies that explore the brain mechanisms behind EI. Emotional intelligence connects the concepts of intelligence and emotions by emphasizing the ability to reason about emotions and use emotional information to guide thinking and behavior. Individuals with high EI tend to show greater empathy, communicate more effectively, build healthier relationships, and experience higher levels of personal satisfaction and professional success, making emotional intelligence an important concept in both personal and organizational contexts.

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1. Problem Statement

In today's fast-paced and competitive work environment, organizations aim to improve employee productivity for sustainable growth. Although technical skills and cognitive intelligence are often emphasized, many workplaces still face issues such as low motivation, stress, poor teamwork, and ineffective communication, which reduce employee performance. Emotional intelligence plays an important role in managing emotions, handling stress, and maintaining healthy workplace relationships. However, its impact on employee productivity is often overlooked or not clearly understood. Hence, this study aims to examine the role of emotional intelligence in influencing employee productivity and workplace performance.

Objectives of the Study

- To understand the concept of emotional intelligence and its key components.
- To examine the relationship between emotional intelligence and employee productivity.
- To analyze how emotional intelligence influences employee behavior, motivation, and performance at the workplace.
- To identify the role of emotional intelligence in improving interpersonal relationships and teamwork among employees.
- To assess the importance of emotional intelligence in enhancing overall organizational effectiveness.

Scope and Significance of the Study

- The study focuses on understanding the importance of emotional intelligence in improving employee productivity across organizational settings.
- It highlights how emotional intelligence contributes to better communication, stress management, and interpersonal relationships at the workplace.
- The findings of the study may help organizations design training and development programs aimed at enhancing emotional intelligence among employees.
- The study contributes to existing literature by providing insights into the relevance of emotional intelligence as a key factor in employee performance and organizational success.

Limitations of the Study

- The study is limited to a specific group of employees, which may restrict the generalization of the findings.
- Emotional intelligence is measured based on self-reported responses, which may be influenced by personal bias.
- Time constraints may limit the depth of analysis and data collection.
- The study does not consider external factors such as organizational culture, leadership style, or economic conditions that may also affect employee productivity.

Literature Review

1. Emotional intelligence refers to the ability to perceive, understand, manage, and regulate emotions (Salovey & Mayer, 1990).
2. Emotional intelligence contributes positively to workplace performance and interpersonal effectiveness (Goleman, 1998).
3. Employees with higher emotional intelligence show better stress management and organizational commitment (Shafiq & Rana, 2016).
4. Self-awareness and emotional regulation are strong predictors of employee performance (Boyatzis, 2002).
5. Effective self-management enhances productivity and workplace efficiency (Rahim & Psenicka, 1996).
6. Positive interpersonal relationships improve employee motivation and productivity (Meyer & Allen, 1991).
7. Emotional intelligence has a significant relationship with job performance and teamwork (Barrick & Mount, 1991).
8. High emotional intelligence supports calm conflict resolution and decision-making (Moradi & Ardaheay, 2011).
9. The role of emotional intelligence in leadership effectiveness and team performance. Emotionally intelligent leaders demonstrate higher levels of empathy, social awareness, and conflict management, which positively influence employee engagement, collaboration, and innovation (Ashkanasy & Daus, 2005). Employees under emotionally competent leaders report greater job satisfaction, motivation, and organizational trust, indicating that EI is crucial not only at the individual level but also for shaping organizational culture.
10. Studies also suggest that EI is a significant predictor of workplace adaptability and resilience, particularly in dynamic or high-pressure environments. Wong and Law (2002) found that employees with high EI are better able to cope with stress, manage interpersonal conflicts, and sustain consistent performance during organizational change. This aligns with findings that EI supports proactive problem-solving, decision-making, and creativity by enabling individuals to balance emotional responses with rational thinking (Carmeli, 2003).
11. In the educational sector, teachers' emotional intelligence has been linked to improved student outcomes, classroom management, and professional commitment. Research indicates that educators with higher EI exhibit greater empathy, patience, and communication skills, which contribute to stronger teacher-student relationships and better learning environments (MacCann et al., 2020).
12. Additionally, cross-cultural studies highlight that the impact of emotional intelligence on job performance, leadership effectiveness, and organizational commitment is consistent across diverse cultural contexts, although the expression of EI behaviors may vary. For example, EI facilitates teamwork and enhances cross-cultural collaboration in multinational organizations, reinforcing its global relevance (Harms & Credé, 2010).

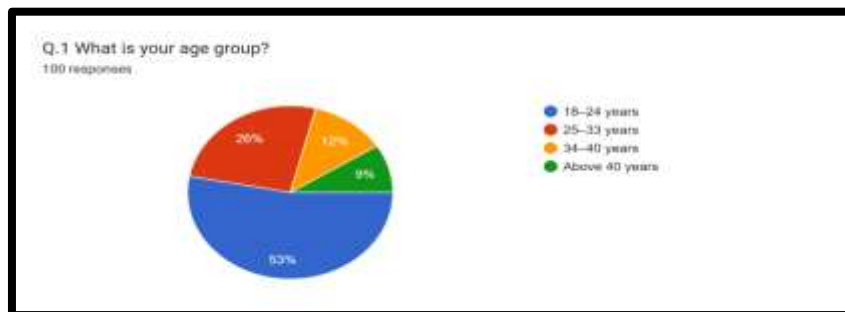
13. Furthermore, recent technological workplace research emphasizes EI as a driver of digital collaboration efficiency. Employees with higher EI manage virtual team dynamics more effectively, maintain positive communication, and resolve conflicts in remote or hybrid environments, contributing to sustained productivity and innovation (Miao et al., 2018).

In summary, the extended literature reveals that emotional intelligence goes beyond personal emotion management. It plays a critical role in leadership, team performance, adaptability, resilience, educational effectiveness, cross-cultural collaboration, and modern digital workplaces. This positions EI as an indispensable skill for organizational success in the 21st century.

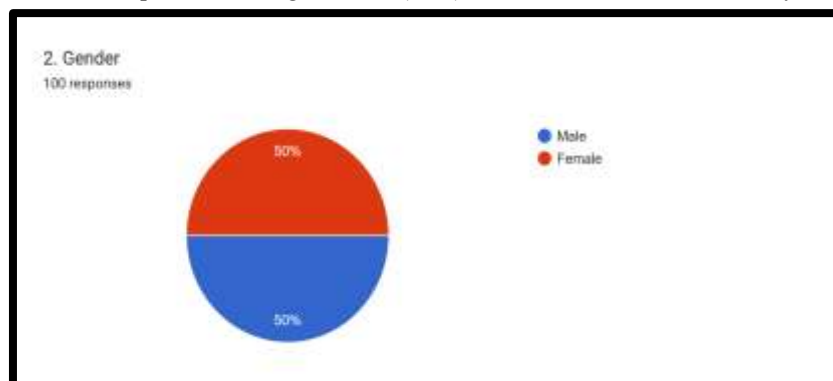
Research Methodology

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

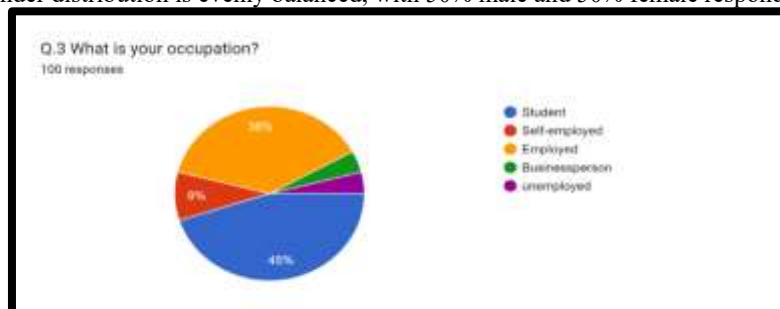
Data Analysis and Interpretation



Most respondents are aged 18–24 (53%), while the fewest are above 40 years (9%).



Gender distribution is evenly balanced, with 50% male and 50% female respondents.



1 Research Design

The study follows a descriptive research design, using primary and secondary data sources.

2 Data Collection Method

Primary Data: A structured questionnaire was administered to 100 respondents in Bhiwandi.

Secondary Data: Information was collected from journals, industry reports, books, and websites.

3 Sample Size and Sampling Technique

Sample Size: 100 respondents

Sample Area: Bhiwandi

Sampling Technique: Random sampling method

4 Data Analysis Techniques

Data was analyzed using statistical tools and graphical representation, including pie charts and percentage analysis.

5 HYPOTHESES

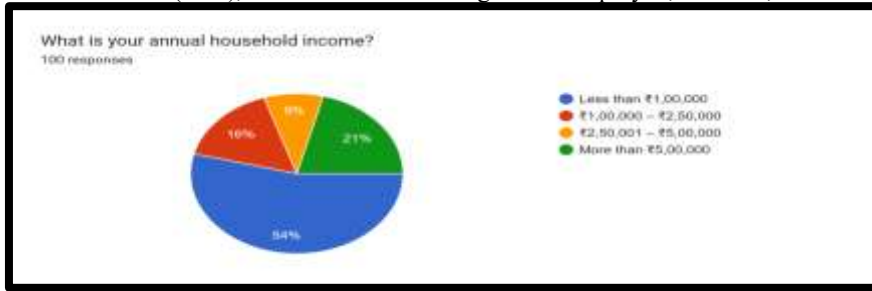
❖ ALTERNATIVE HYPOTHESIS (H1)

Employees' emotional intelligence has a significant positive impact on their productivity at the workplace.

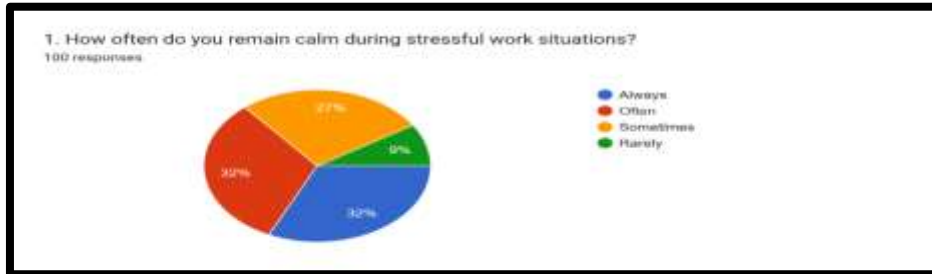
❖ NULL HYPOTHESIS (H0)

Employees' emotional intelligence has no significant impact on their productivity at the workplace.

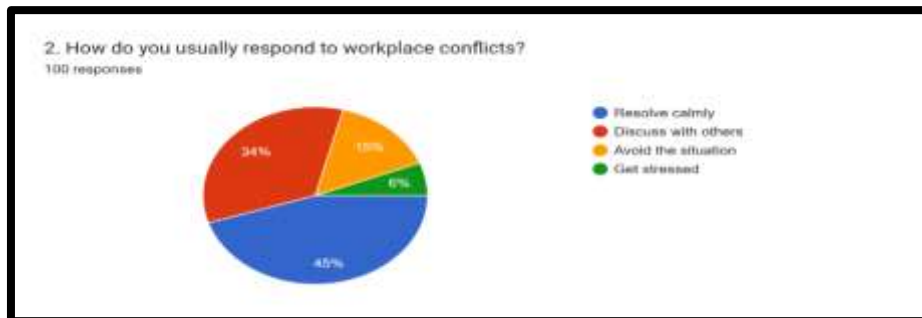
Most respondents are students (45%), while the fewest belong to self-employed, business, and unemployed groups.



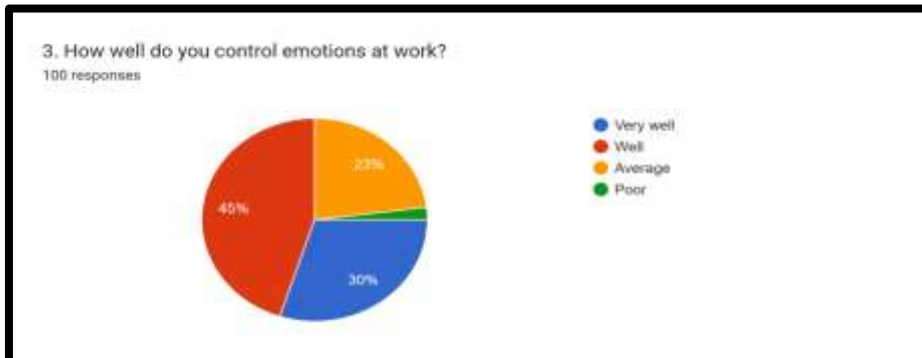
Most respondents belong to the below Rs 1, 00,000 income group (54%), while the fewest fall in the Rs2, 50,001–Rs 5, 00,000 range (9%).



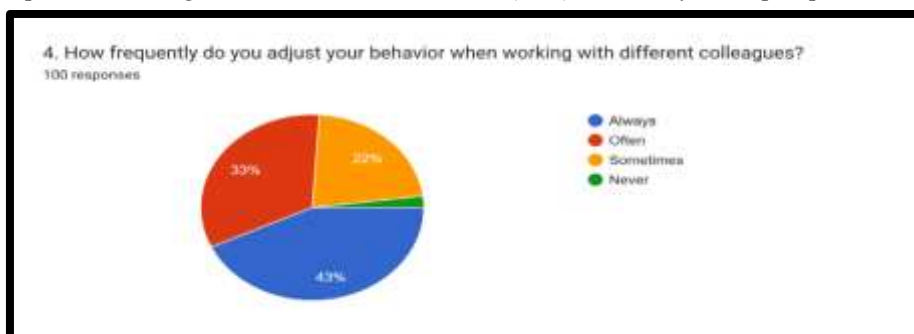
Most respondents remain calm at work (64%), while only a few rarely stay calm (9%).



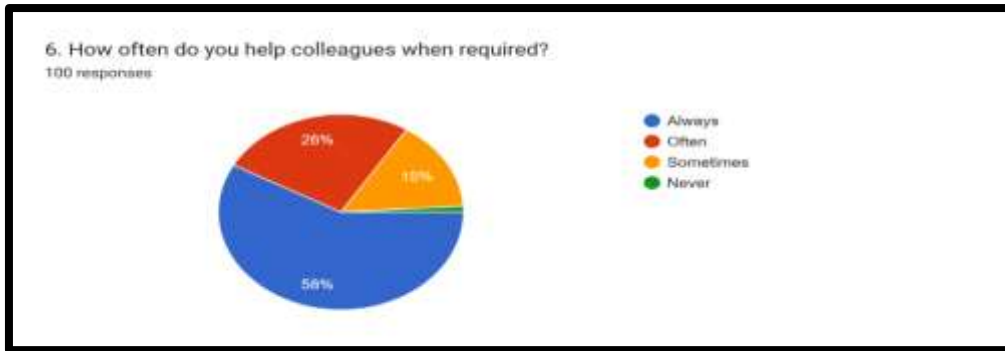
Most respondents prefer to resolve conflicts calmly (45%), while only a few feel stressed during conflicts (6%).



Most respondents show good emotional control at work (75%), while very few report poor control (2%).



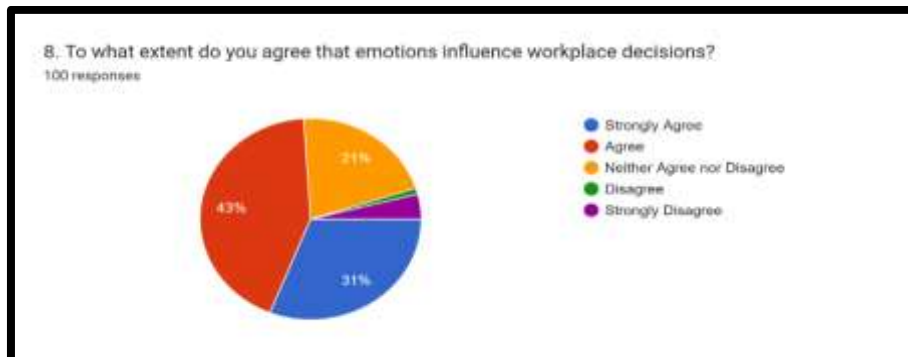
Most respondents adjust their behaviour at work (43%), while very few never adjust (2%).



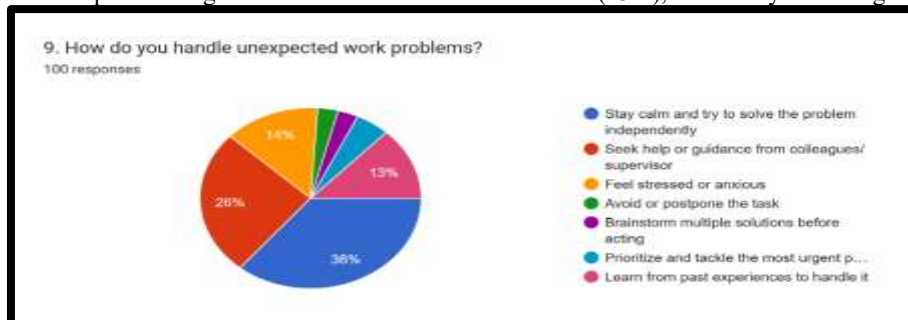
Most respondents always help colleagues (58%), while only 1% never helps.



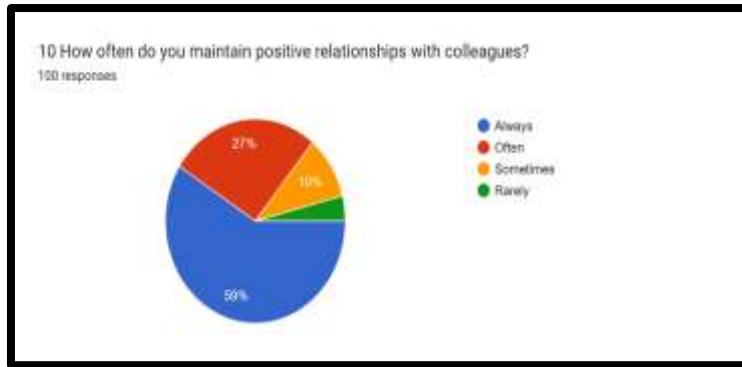
Most respondents manage work stress effectively (55%), while very few struggle.



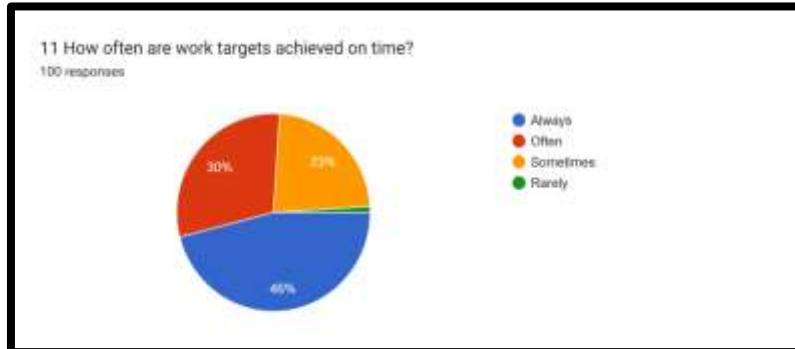
Most respondents agree that emotions influence decisions (43%), while very few disagree.



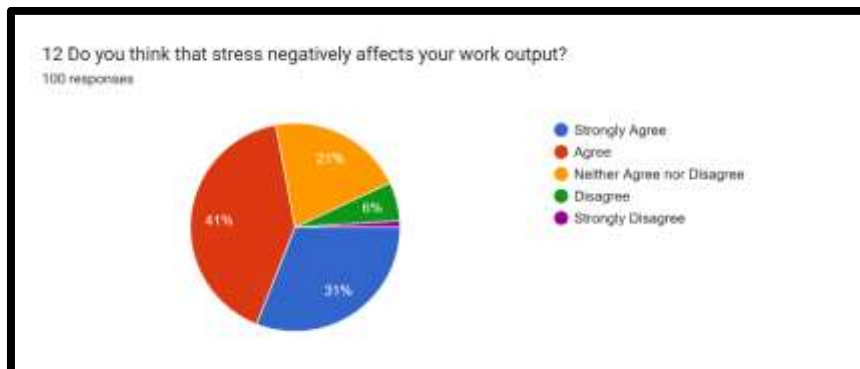
Most respondents prefer to stay calm and solve problems independently (36%), while smaller groups use other coping styles.



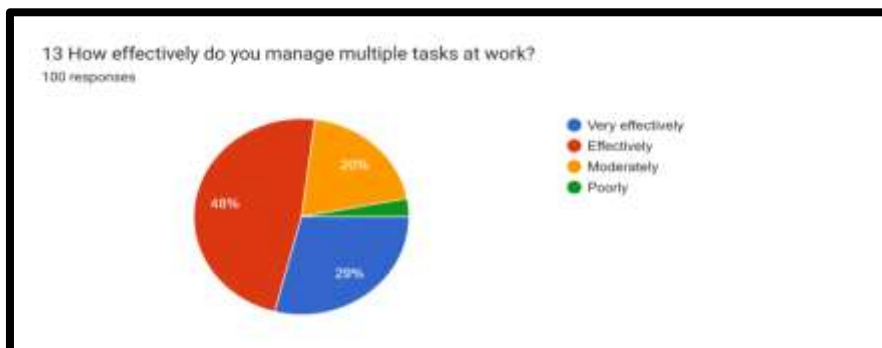
Most respondents always maintain positive relationships (59%), while very few do not.



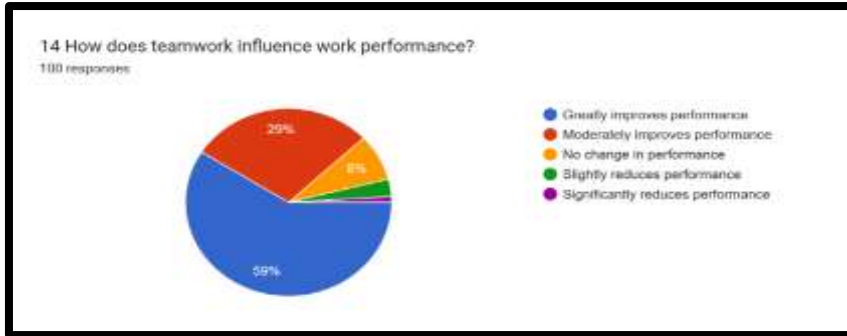
Most respondents always meet work targets (46%), while very few rarely do.



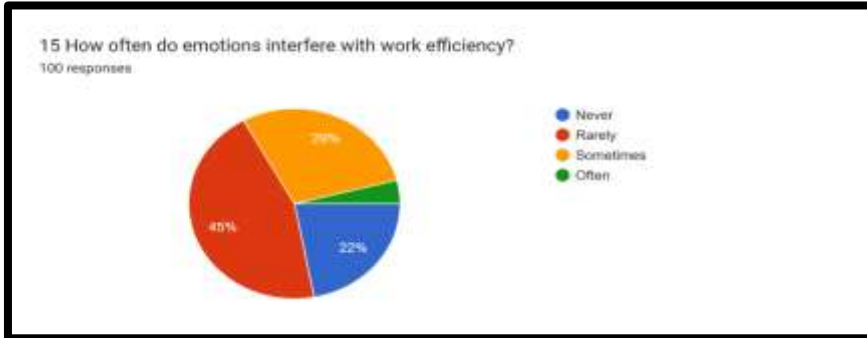
Most respondents agree that stress affects work output (41%), while few disagree (6%).



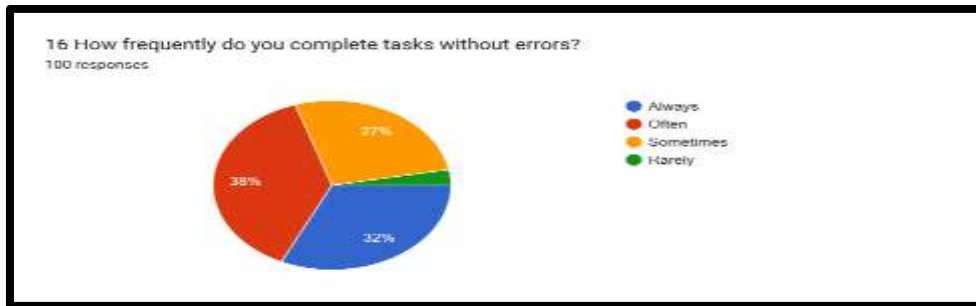
Most respondents manage tasks effectively (48%), while few manage them poorly



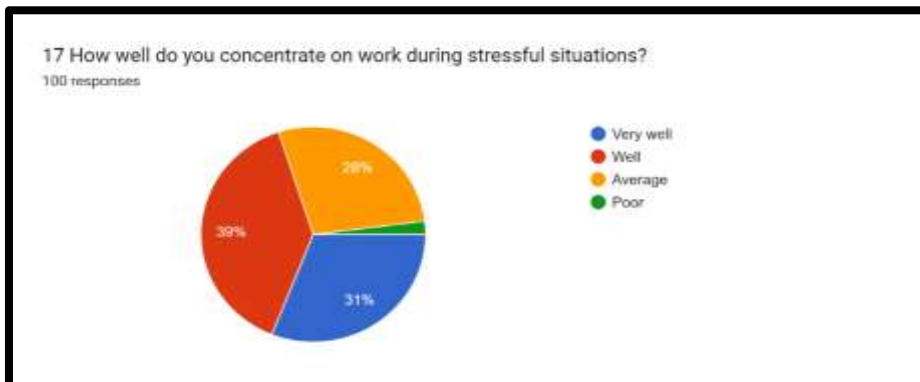
Most respondents believe teamwork improves performance (59%), while very few see a negative impact.



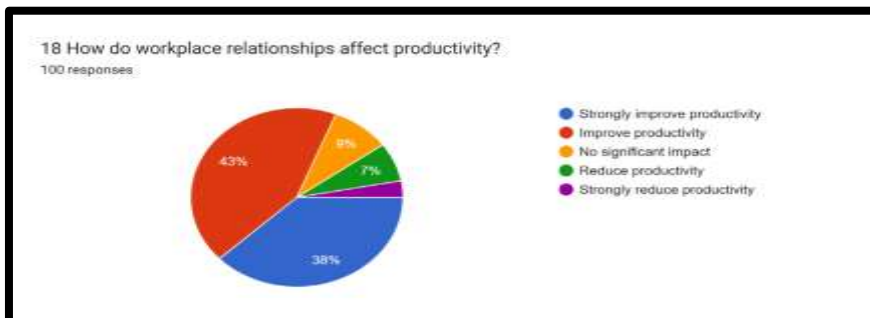
Most respondents report emotions rarely affect efficiency (45%), while few say they interfere often.



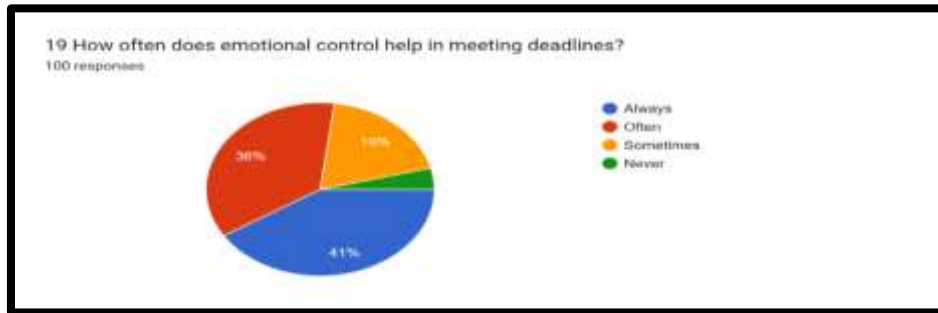
Most respondents often complete tasks without errors (38%), while very few rarely do.



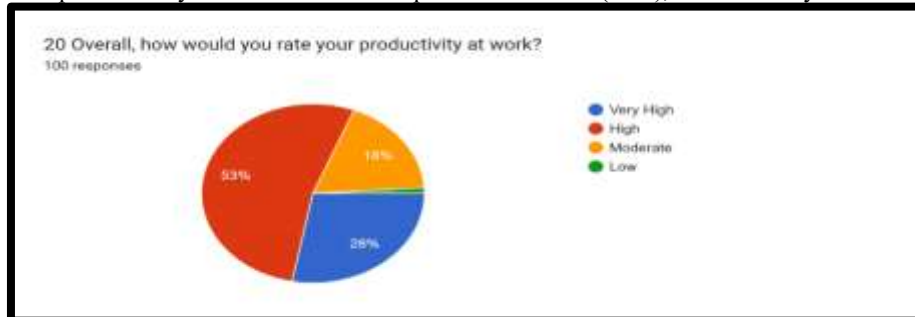
Most respondents concentrate well (39%), while very few report poor concentration.



Most respondents believe relationships improve productivity (43%), while very few think they reduce it.



Most respondents say emotional control helps meet deadlines (41%), while few say it never helps.



Most respondents rate their productivity as high (53%), while only few 1% of respondent report low productivity.

Findings

1. Emotional Awareness and Control

- 75% of respondents reported good emotional control, while only 2% showed poor control.
- This indicates a high level of emotional awareness and self-regulation among employees.

2. Calmness Under Pressure

- 64% of respondents remain calm at work, whereas only 9% rarely remain calm.
- This reflects emotional stability and maturity in handling workplace pressure.

3. Conflict Resolution

- 45% of respondents prefer resolving conflicts calmly, while only 6% feel stressed during conflicts.
- Emotionally intelligent employees tend to manage disagreements constructively without disrupting work.

4. Behavioral Adjustment

- 43% of respondents adjust their behavior at work, while only 2% never adjust.
- This shows adaptability and emotional flexibility in organizational settings.

5. Helping Behaviour and Empathy

- 58% of respondents always help colleagues, while only 1% never help.
- This highlights empathy, cooperation, and strong interpersonal skills.

6. Workplace Relationships

- 59% of respondents always maintain positive workplace relationships.
- Positive relationships contribute to a healthy work environment and improved productivity.

7. Teamwork

- 59% of respondents believe teamwork improves performance.

- Emotional intelligence strengthens communication, trust, and coordination among team members.

8. Stress Management

- 55% of respondents manage work-related stress effectively.
- Although 41% agree that stress affects work output, emotional regulation helps minimize its negative impact.

9. Emotional Influence on Decisions

- 43% of respondents agree that emotions influence workplace decisions.
- This shows awareness of emotional factors in professional decision-making.

10. Task Management and Efficiency

- 48% of respondents manage tasks effectively.
- Emotional control supports planning, organization, and execution of work.

11. Meeting Targets

- 46% of respondents always meet work targets.
- This reflects discipline, focus, and emotional regulation.

12. Accuracy and Concentration

- 38% of respondents often complete tasks without errors.
- 39% report good concentration levels, indicating that emotional stability reduces distractions.

13. Overall Productivity

- 53% of respondents rate their productivity as high, while only 1% rate it as low.
- This strongly supports the positive role of emotional intelligence in performance.

14. Hypothesis Testing

- Based on quantitative and qualitative evidence, the alternative hypothesis (H_1) is accepted.
- Emotional intelligence has a significant positive impact on employee productivity.

Suggestions

1. Organizations should introduce emotional intelligence training programs focusing on self-awareness, emotional control, and empathy.
2. Regular **stress** management workshops and mindfulness sessions should be conducted.
3. Team-building activities should be encouraged to improve cooperation and trust.
4. Managers should adopt an emotionally supportive leadership style.
5. Emotional intelligence assessments should be included in recruitment and performance appraisal systems.
6. Employees should be encouraged to practice self-reflection for better emotional understanding.

Recommendations

1. Emotional intelligence development should be formally integrated into HR policies and training frameworks.
2. Leadership development programs should emphasize empathy, emotional regulation, and conflict management.
3. Organizations should create a positive and emotionally safe work environment.
4. Future research should include larger and more diverse samples.
5. Researchers should use both self-report and performance-based tools.
6. Emotional intelligence should be treated as a core organizational competency.

Conclusion

1. Emotional intelligence plays a crucial role in enhancing employee productivity and workplace performance.
2. 75% of respondents show good emotional control and 64% remain calm at work.
3. 55% effectively manage stress, reducing its negative impact on performance.
4. Positive workplace relationships (59%) and teamwork (59%) improve efficiency and collaboration.
5. Emotional intelligence contributes to meeting deadlines (46%), task efficiency (48%), and accuracy (38%).
6. Overall productivity is rated high by 53% of respondents.
7. The study successfully validates the alternative hypothesis.
8. Emotional intelligence is a critical determinant of employee productivity and organizational success.

Acknowledgment

I would like to express my sincere gratitude to all those who have contributed, directly or indirectly, to the successful completion of this research work titled "Role of Emotional Intelligence in Employee Productivity."

First and foremost, I extend my heartfelt thanks to my respected guide for their valuable guidance, constant encouragement, and insightful suggestions throughout the course of this study. Their academic support and

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Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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