



The Role of Emotional Intelligence in Workplace

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Abstract- Emotional Intelligence (EI) has emerged as a crucial factor influencing employee performance, organizational culture, and overall workplace effectiveness. This research paper explores the role of Emotional Intelligence in Human Resource Management (HRM), emphasizing how EI contributes to better leadership, communication, conflict management, employee engagement, and job satisfaction. The study was conducted using a structured questionnaire distributed through Google Forms, with responses collected from 100 participants across various sectors. Data analysis was performed using charts and tabular representation to interpret the relationship between EI and key HRM practices. The findings reveal that employees with higher levels of Emotional Intelligence demonstrate improved teamwork, adaptability, and stress management, leading to enhanced organizational productivity. Furthermore, the study highlights the importance of integrating EI-based training and development programs within HRM practices to foster a positive and emotionally healthy work environment. The paper concludes that Emotional Intelligence is not merely a personal trait but a strategic organizational asset essential for sustainable human resource development and effective management.

Keywords - Emotional Intelligence, Human Resource Management, Workplace Performance, Employee Engagement, Organizational Behaviour .

I. Introduction

In today's dynamic and competitive business environment, organizations are increasingly recognizing the importance of Emotional Intelligence (EI) as a vital component of effective Human Resource Management (HRM). Emotional Intelligence refers to an individual's ability to identify, understand, and manage their own emotions as well as the emotions of others. Unlike Intelligence Quotient (IQ), which measures cognitive ability, EI emphasizes emotional awareness, empathy, self-regulation, motivation, and social skills qualities that are essential for maintaining healthy workplace relationships and achieving organizational goals. Human Resource Management plays a crucial role in fostering employee well-being, motivation, and productivity. Traditionally, HR practices focused on technical skills, performance metrics, and behavioural outcomes.

However, with the evolving nature of work and increasing stress in professional settings, Emotional Intelligence has become a key determinant of employee performance and organizational success. EI influences how employees communicate, collaborate, resolve conflicts, and respond to challenges. This study aims to examine the role of Emotional Intelligence in enhancing workplace performance and



its impact on various HRM functions such as recruitment, leadership, team dynamics, and employee retention. By understanding the relationship between EI and HRM, organizations can implement effective training and development programs that not only improve individual competencies but also create emotionally balanced and high-performing work environments.

II. Review of Literature

- Goleman, D. (1998). Working with Emotional Intelligence.
- Goleman emphasized that Emotional Intelligence (EI) plays a more significant role than IQ in determining workplace success. His study detailed five components of EI—self-awareness, self-regulation, motivation, empathy, and social skills—and demonstrated that leaders with high EI foster better team performance, adaptability, and conflict resolution.
- Salovey, P., & Mayer, J.D. (1990). Emotional Intelligence.
- Salovey and Mayer introduced EI as the ability to perceive, understand, and manage emotions in oneself and others. Their research formed the theoretical foundation of EI, highlighting that employees with strong emotional skills are better equipped to handle workplace stress, collaborate effectively, and achieve professional goals.
- Cherniss, C. (2001). Emotional Intelligence and Organizational Effectiveness.
- Cherniss examined the impact of EI on organizational performance. The study found that employees with higher emotional intelligence adapt more quickly to change, engage more in teamwork, and maintain positive relationships, ultimately improving overall workplace efficiency.
- Abraham, R. (2000). The Role of Job Control as a Moderator of Emotional Dissonance and Emotional Intelligence–Outcome Relationships.
- This research explored how EI moderates stress in emotionally demanding jobs. Employees with higher EI exhibited better emotional regulation, leading to lower burnout and higher job satisfaction, particularly in high-pressure environments.
- Dulewicz, V., & Higgs, M. (2000). Emotional Intelligence: A Review and Evaluation Study.
- The authors evaluated EI assessment tools and concluded that emotional competence predicts leadership effectiveness and employee engagement. The study emphasized that EI training can enhance workplace performance and employee morale across multiple industries.
- Wong, C., & Law, K.S. (2002). The Effects of Leader and Follower Emotional Intelligence on Performance and Attitude.
- This study investigated EI in both leaders and employees. Results showed that leaders with high EI significantly influence team morale and job satisfaction, while employees with higher EI demonstrate better collaboration and productivity.
- Caruso, D.R., & Salovey, P. (2004). The Emotionally Intelligent Manager.
- Caruso and Salovey highlighted that emotionally intelligent managers make balanced decisions and manage workplace conflicts effectively. Their research demonstrated that EI contributes to healthier team dynamics and higher employee commitment.



- Bar-On, R. (1997). The Emotional Quotient Inventory (EQ-i): A Test of Emotional Intelligence.
- Bar-On developed one of the earliest EI measurement tools and found that individuals with high EI possess stronger interpersonal skills, better stress management, and greater adaptability, suggesting a strong link between EI and workplace effectiveness.
- Zeidner, M., Matthews, G., & Roberts, R.D. (2004). Emotional Intelligence in the Workplace: A Critical Review.
- This review analysed empirical studies on EI in professional settings. Findings indicated that employees with high EI experience better teamwork, leadership interactions, and reduced conflict, though the authors highlighted the need for more standardized assessment measures.
- Jordan, P.J., & Troth, A.C. (2002). Emotional Intelligence and Conflict Resolution in the Workplace.
- The study examined the role of EI in resolving workplace conflicts. Results revealed that emotionally intelligent employees handle disagreements more constructively, fostering collaboration and reducing tension within teams.
- Ashkanasy, N.M., & Daus, C.S. (2005). Rumours of the Death of Emotional Intelligence in Organizational Behaviour Are Vastly Exaggerated.
- This paper argued that EI remains critical in organizational behaviour research. High-EI employees contribute to organizational performance by enhancing relationships, reducing stress, and promoting a positive work climate.
- Mayer, J.D., Roberts, R.D., & Barsade, S.G. (2008). Human Abilities: Emotional Intelligence.
- The study reinforced that EI is an ability-based skill influencing workplace performance. Employees with higher EI were better at managing interpersonal relationships, adapting to organizational change, and achieving collaborative goals.
- Higgs, M., & Dulewicz, V. (2003). Emotional Intelligence and Leadership Performance.
- Higgs and Dulewicz analysed leaders' EI and its effect on team performance. They concluded that emotionally intelligent leaders are more effective in motivating employees, resolving conflicts, and enhancing overall productivity.
- Sy, T., Tram, S., & O'Hara, L.A. (2006). Relation of Employee and Manager Emotional Intelligence to Job Satisfaction and Performance.
- The study explored EI at both managerial and employee levels. It found that managers with higher EI positively impact employee satisfaction, engagement, and performance, highlighting EI's strategic importance in HRM practices.
- O'Boyle, E.H., Humphrey, R.H., Pollack, J.M., Hawver, T.H., & Story, P.A. (2011). The Relation Between Emotional Intelligence and Job Performance: A Meta-Analysis.
- This meta-analysis synthesized multiple studies on EI and performance. It concluded that EI has a moderate to strong correlation with job performance, particularly in roles requiring high interpersonal interaction.
- George, J.M. (2000). Emotions and Leadership: The Role of Emotional Intelligence.



- George emphasized that leaders with high EI inspire positive emotions in teams. The study highlighted that emotionally intelligent leadership fosters innovation, collaboration, and organizational commitment.
- Slaski, M., & Cartwright, S. (2002). Health, Performance, and Emotional Intelligence: An Exploratory Study of Retail Managers.
- This research found that retail managers with higher EI reported better mental health, lower stress levels, and improved job performance, suggesting that EI contributes to both employee well-being and organizational outcomes.
- Palmer, B., Walls, M., Burgess, Z., & Stough, C. (2001). Emotional Intelligence and Effective Leadership.
- The authors studied EI's influence on leadership effectiveness. They found that emotionally intelligent leaders communicate better, manage conflicts efficiently, and foster a motivated and cohesive workforce.
- Mishra, S., & Mohapatra, A.D. (2010). Emotional Intelligence and Work Performance: A Study among Indian Managers.
- Their study in Indian corporate settings revealed a strong positive link between EI and managerial performance, communication efficiency, and stress handling, highlighting the cultural relevance of EI in HR practices.
- Kumar, D., & Muniandy, B. (2012). The Influence of Emotional Intelligence on the Academic and Work Performance of University Students.
- This research demonstrated that EI positively affects both academic and workplace performance. Students with higher EI showed better teamwork, stress management, and leadership skills, indicating EI's broader role in personal and professional development.

III. Research Methodology

This research is based on both Doctrinal and Non-Doctrinal research. The sources of data collected from different newspapers, journals, magazines, reports and e-resources. There are 50 sample size of the respondents used in this research. This statistical tools of this research is percentage and average method. This research adopted stratified random samplings. The duration of this research is three months.

IV. Objective of the study

The primary aim of this study is to examine the role of Emotional Intelligence (EI) in enhancing workplace performance and its impact on Human Resource Management (HRM) practices. The specific objectives are:

- To understand the concept and components of Emotional Intelligence and its relevance in modern workplace settings.
- To analyse the impact of Emotional Intelligence on employee performance, motivation, and productivity.
- To explore the relationship between Emotional Intelligence and leadership effectiveness, including team management and conflict resolution.
- To examine how Emotional Intelligence influences employee engagement, job satisfaction, and workplace relationships.



- To assess the role of Emotional Intelligence in HRM practices, including recruitment, training, development, and retention.
- To identify the benefits of integrating EI-based interventions in organizational development and employee well-being programs.
- To provide recommendations for organizations on leveraging Emotional Intelligence to create a positive and high-performing work environment.
- Statement of problem:

In today's fast-paced and competitive business environment, organizations face numerous challenges related to employee performance, engagement, leadership effectiveness, and workplace harmony. Traditional HRM practices often focus on technical skills, academic qualifications, and job-specific competencies, while the emotional and interpersonal aspects of employees remain underexplored. This gap can lead to misunderstandings, conflicts, stress, decreased motivation, and reduced productivity. Despite the growing recognition of Emotional Intelligence (EI) as a key factor influencing workplace outcomes, many organizations struggle to integrate EI into their HRM strategies. Managers and employees may lack awareness of how self-awareness, empathy, emotional regulation, and social skills affect team dynamics, decision-making, and overall organizational performance. This research aims to address these challenges by investigating how Emotional Intelligence impacts employee behaviour, leadership effectiveness, team collaboration, and HRM practices, and by providing insights for organizations to enhance workplace efficiency through EI-based interventions. The study seeks to bridge the gap between theoretical knowledge of EI and its practical application in modern HRM.

V. Significance of study

The study on Emotional Intelligence (EI) in the workplace holds significant importance for both organizations and employees. By understanding the role of EI, organizations can enhance employee performance, motivation, and productivity, while reducing conflicts and stress-related issues. The study provides insights into how emotionally intelligent leaders and employees contribute to better teamwork, effective communication, and a positive organizational culture. From an HRM perspective, the research emphasizes the integration of EI in recruitment, training, development, and retention strategies. Organizations can design EI-based interventions, workshops, and development programs to foster emotional awareness, empathy, and interpersonal skills among employees. Additionally, the study helps managers identify emotionally intelligent traits in potential employees and existing staff, improving decision-making, leadership effectiveness, and overall workplace efficiency. For employees, understanding EI can enhance self-awareness, stress management, adaptability, and relationship-building skills, which are essential for career growth and personal development. Overall, this study bridges the gap between theory and practice by highlighting the practical benefits of EI in modern workplace settings.

Limitation of study:

While the study provides valuable insights, several limitations need to be acknowledged:



1. Sample Size: The study is limited to a sample of 100 respondents, which may not fully represent the entire workforce across all sectors.
 2. Geographical Scope: The research primarily focuses on Indian organizations, so findings may not be generalizable to workplaces in other countries.
 3. Self-Reported Data: The data is collected through questionnaires, which may be subject to personal bias or inaccurate self-assessment.
 4. Time Constraints: Limited time for data collection and analysis may have restricted the depth of investigation.
 5. Focus on Perception: The study mainly explores employees' perceptions of EI rather than objective measurements of workplace performance.
- Despite these limitations, the research provides actionable insights into the role of Emotional Intelligence in enhancing HRM practices and workplace performance.

Hypothesis:

1. H₁: Employees with higher Emotional Intelligence demonstrate better job performance, effective teamwork, and higher productivity in the workplace.
2. H₂: Emotional Intelligence positively influences leadership effectiveness, employee engagement, and conflict management within organizations

VI. Result & Discussion:

Part- I Doctrinal Research

Doctrinal research relies on secondary sources such as books, journals, research papers, and case studies to analyse the concept, importance, and application of Emotional Intelligence (EI) in HRM. This approach helps in understanding the theoretical framework and previous findings related to EI in workplace settings.

1. Concept and Components of Emotional Intelligence

According to Salovey & Mayer (1990) and Goleman (1998), EI is the ability to perceive, understand, regulate, and use emotions effectively. Goleman's model highlights five key components:

- Self-Awareness: Recognizing one's own emotions and their impact on decisions and interactions
- Self-Regulation: Controlling emotional impulses and maintaining composure under stress.
- Motivation: Maintaining internal drive and commitment to organizational goals.
- Empathy: Understanding and responding to the emotions of others.
- Social Skills: Building strong interpersonal relationships, teamwork, and leadership.

These components are essential for HRM practices such as recruitment, training, conflict management, and employee engagement.

2. EI and Leadership Effectiveness

Doctrinal studies (Wong & Law, 2002; George, 2000; Caruso & Salovey, 2004) emphasize that leaders with high EI positively influence team performance. Leaders who can understand and manage their own emotions and recognize employees' emotional needs are more effective in:



- Decision-making
- Conflict resolution
- Motivating teams
- Creating a positive organizational climate

3. EI and Employee Performance

Research by Sy, Tram, & O'Hara (2006) and O'Boyle et al. (2011) highlight that employees with higher EI exhibit:

- Better adaptability to workplace changes
- Stronger interpersonal relationships
- Improved communication and collaboration
- Reduced stress and burnout

This demonstrates a clear connection between EI and enhanced job performance, productivity, and employee satisfaction.

4. EI and HRM Practices

Doctrinal studies suggest that HRM can leverage EI for organizational development:

- Recruitment: Identifying emotionally intelligent candidates enhances team dynamics.
- Training and Development: EI-based training improves communication, empathy, and leadership skills.
- Performance Appraisal: Evaluating EI helps in recognizing potential leaders and improving productivity.
- Retention: Emotionally aware HR practices reduce workplace conflicts, stress, and employee turnover.

5. EI and Organizational Culture

According to Cherniss (2001) and Ashkanasy & Daus (2005), EI contributes to a positive organizational culture where employees feel valued, motivated, and engaged. Organizations that foster EI demonstrate better teamwork, innovation, and overall workplace satisfaction.

6. EI in Stress Management and Conflict Resolution

Studies by Abraham (2000) and Jordan & Troth (2002) show that emotionally intelligent employees manage stress effectively and resolve conflicts constructively. By understanding emotional cues and responding empathetically, employees reduce tensions and maintain productive working relationships.

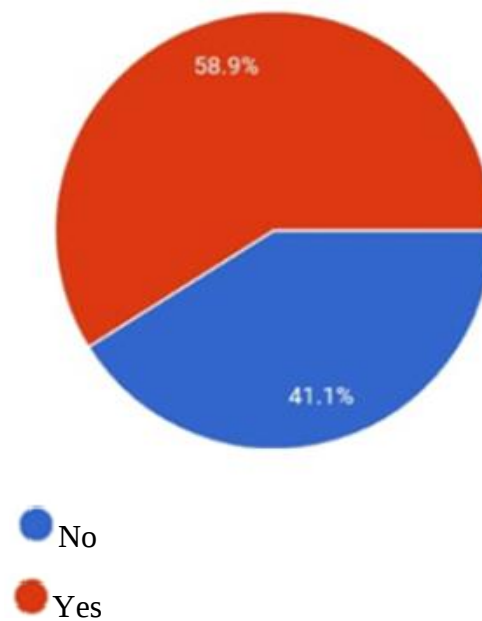
Part II Non-Doctrinal Research

Indicator	No	Yes	Total
Male	12 (28.4)	8 (39)	31 (67.4)
Female	14 (12.7)	22 (19.9)	25 (32.6)



Transgender	0 (0.00)	0 (0.00)	0 (0.00)
Total	26 (41.1)	30 (58.9)	56 (100)

56 responses



Picture No.1

Explanation:

The pie chart shows responses from 56 participants about emotional intelligence in the workplace. Out of them, 41.1% (26 respondents) said "Yes," while 58.9% (30 respondents) said "No." This indicates that most participants feel emotional intelligence is not effectively practiced in their workplace. The result suggests a need for greater awareness and implementation of emotional intelligence in HR management.

2. Which component of Emotional Intelligence do you think is most important for workplace success?

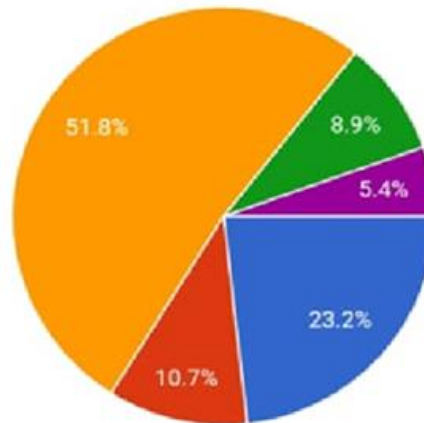
Indicator	Self awarene ss	Soci al skills	Empat hy	Self regulati on	Motivati on	Tot al
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Male	5 (7.2)	5 (4.4)	15 (28.3)	3 (4.8)	1 (2.5)	23 (64)
Female	8 (16)	6 (6.3)	9 (23.5)	2 (4.1)	2 (2.9)	33 (36)
Transgender	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)
Total	13 (23.2)	11 (10.7)	24 (51.8)	5 (8.9)	3 (5.4)	56 (100)

Source: Primary Data

56 responses



- Self awareness
- Social skills
- Empathy
- Self regulation



Motivation

Picture No.2

Explanation:

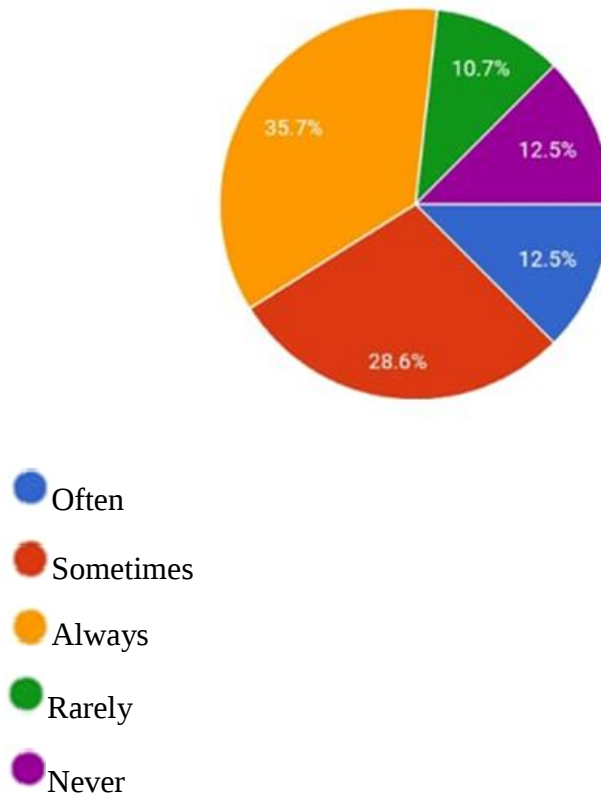
The pie chart indicates that motivation is the most valued skill among respondents, making up 57.1% of the total. It is followed by social skills at 22.3%, showing the importance of communication and teamwork. Empathy accounts for 10.7%, while self-awareness and self-regulation represent 8.9% and 5.4% respectively. Overall, the chart highlights that most participants give greater importance to motivation and social interaction compared to emotional control and self-management.

3. How often do you use Emotional Intelligence skills (like empathy, self-control, or communication) at work?

Indicator	Often	Sometimes	Always	Rarely	Never	Total
Male	12 (5.6)	3 (18)	6 (19.6)	4 (6)	9 (7.5)	43 (69)
Female	5 (6.9)	5 (10.6)	8 (15.9)	4 (4.7)	5 (5)	13 (31_)
Transgender	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)
Total	17 (12.5)	9 (28.6)	14 (35.7)	8 (10.7)	8 (12.5)	56 (100)



56 responses



Picture No.3

Explanation:

The pie chart shows that 42.5% of respondents chose “Sometimes”, making it the most common response. This is followed by “Always” at 28.6%, indicating that many participants regularly engage in the activity or behaviour being measured. Both “Often” and “Rarely” account for 12.5% each, while “Never” has the lowest share at 10.7%. Overall, the chart reveals that most participants respond positively, with a majority selecting “Sometimes” or “Always,” suggesting moderate to frequent involvement.

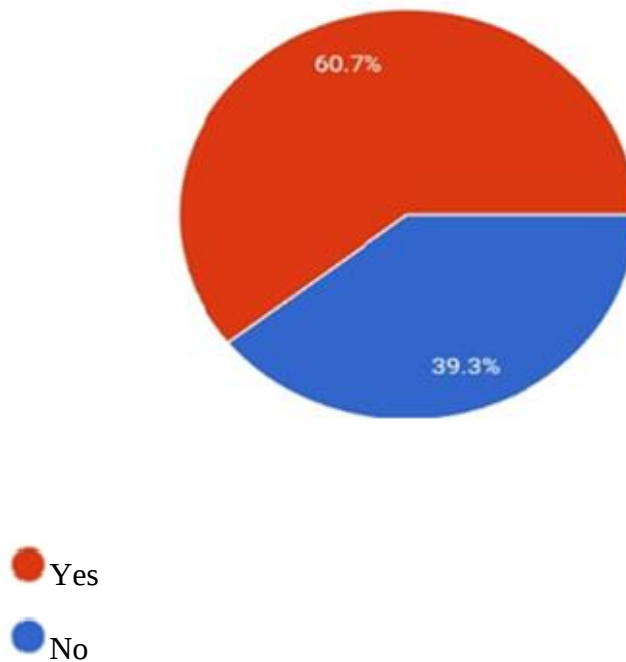
4. Do you feel that leaders with high Emotional Intelligence create a positive work environment?

Indicator	No	Yes	Total
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Male	5 (34)	19 (25)	24 (59)
Female	19 (5.3)	13 (35.7)	32 (41)
Transgender	0 (0.00)	0 (0.00)	0 (0.00)
Total	24 (39.3)	32 (60.7)	56 (100)

56 responses



Picture No.4

VII. Explanation:

The pie chart shows that 60.7% of respondents answered “Yes”, while 39.3% responded “No.” This indicates that a majority of participants gave a positive response, suggesting that more than half agree or support the statement or question asked. The



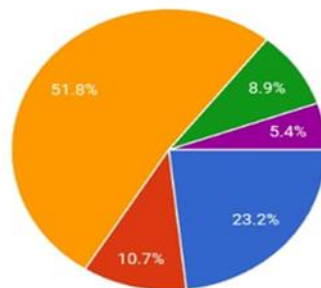
remaining respondents, representing less than half, disagreed or responded negatively. Overall, the chart highlights that the majority opinion leans towards “Yes.”

5. Which area of workplace performance do you think EI influences the most?
Indicator Conflict Resolution Stress Management Team .

Indicator	Conflict Resolution	Stress Management	Team Collaboration	Job Satisfaction	Leader Effectiveness	Total
Male	5 (7.2)	5 (4.4)	15 (28.3)	3 (4.8)	1 (2.5)	23 (64)
Female	8 (16)	6 (6.3)	9 (23.5)	2 (4.1)	2 (2.9)	33 (36)
Transgender	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)	0 (0.00)
Total	13 (23.2)	11 (10.7)	24 (51.8)	5 (8.9)	3 (5.4)	56 (100)

Source: Primary Data

56 responses



● Conflict Resolution



Picture No.5

VIII. Explanation:

The pie chart shows responses from 56 participants on areas influenced by emotional intelligence. Team Collaboration (51.8%) is the main focus, followed by Leader Effectiveness (23.2%). Smaller portions include Stress Management (10.7%), Conflict Resolution (8.9%), and Job Satisfaction (5.4%). This indicates that emotional intelligence is viewed as most important for improving teamwork and leadership in the workplace.

IX. Conclusion

The research study on “The Role of Emotional Intelligence in the Workplace” reveals that Emotional Intelligence (EI) is one of the most essential human resource attributes for improving both individual and organizational effectiveness. The study found that Emotional Intelligence significantly influences employee relationships, decision-making, leadership, motivation, and overall productivity. From the doctrinal analysis, it was clear that EI is not a new concept but a continuously evolving psychological and managerial tool that connects emotional awareness with rational behaviour. The theoretical framework supports the idea that employees with higher EI levels can better manage workplace challenges, maintain positive relationships, and adapt to change with greater resilience.

The non-doctrinal or empirical research based on questionnaire responses further emphasized the same. A majority of respondents acknowledged that Emotional Intelligence contributes to teamwork, leadership, conflict resolution, and stress management. The survey data revealed that most participants believe emotionally intelligent leaders foster a more positive and supportive work environment. The respondents also identified empathy, self-awareness, and social skills as the most crucial components of EI that enhance cooperation and understanding among team members. This demonstrates that in modern organizations, technical skills alone are insufficient; emotional skills are equally vital for professional success and effective communication. Additionally, the study discovered that employees who frequently apply EI skills are more likely to experience higher levels of job satisfaction, collaboration, and engagement. The findings highlight that EI not only improves individual performance but also strengthens the organizational climate by promoting harmony and reducing workplace stress and conflicts. The research also points out that



Emotional Intelligence helps in better decision-making and leadership, as leaders with high EI are capable of understanding and managing both their own emotions and those of their subordinates. The study also recognizes that while EI can be a natural trait for some individuals, it can also be developed and enhanced through proper training, awareness programs, and workshops.

Thus, organizations should invest in EI development initiatives as part of their HRM strategy to build emotionally intelligent teams capable of handling interpersonal challenges effectively. Developing EI among employees can help in building a culture of empathy, communication, and cooperation, leading to increased employee retention and organizational success. In conclusion, this research affirms that Emotional Intelligence is not just a psychological concept but a practical necessity for sustainable workplace performance. It bridges the gap between technical expertise and emotional understanding, making it a critical factor in employee growth, leadership development, and organizational achievement. By integrating Emotional Intelligence into HR policies, recruitment, and training, companies can create more adaptive, motivated, and emotionally stable employees. Therefore, the role of Emotional Intelligence in the workplace is fundamental in shaping a productive, harmonious, and progressive organizational culture, paving the way for both personal and professional excellence.

Suggestion:

Based on the findings of this study, several important suggestions can be made to strengthen the role of Emotional Intelligence (EI) within Human Resource Management and workplace practices.

Introduce Emotional Intelligence Training Programs:

Organizations should include EI training as part of employee development initiatives. Workshops and seminars can help employees understand emotional triggers, improve communication, and manage stress effectively. Regular EI assessments can help identify strengths and areas for improvement among employees and leaders.

Integrate EI into Recruitment and Selection:

Human resource departments should consider evaluating candidates' emotional competencies—such as empathy, adaptability, and emotional control—alongside technical skills during recruitment. This will help ensure that new hires are emotionally balanced and capable of contributing to a positive work environment.

Leadership Development through EI:

Leadership training should focus on building emotional awareness, empathy, and relationship management skills. Emotionally intelligent leaders tend to motivate their teams better, handle conflicts more effectively, and make fair and thoughtful decisions.

Incorporate EI in Performance Appraisals:

Performance evaluations should include EI-based criteria such as teamwork, communication, and interpersonal behaviour. Recognizing and rewarding emotionally intelligent behaviour can motivate employees to develop these skills further.

Promote a Supportive Organizational Culture:



Management should create an environment that encourages open communication, psychological safety, and empathy among employees. A culture that values emotional understanding will reduce stress, conflict, and burnout while improving collaboration and trust.

Enhance Employee Well-being Programs:

HR policies should focus on the emotional well-being of employees through counselling, stress management sessions, and mental health initiatives. Emotionally balanced employees perform better, adapt faster to change, and maintain a healthier work-life balance.

Continuous Monitoring and Feedback:

Organizations should implement regular surveys and feedback systems to evaluate the effectiveness of EI initiatives. Continuous measurement helps identify whether emotional skills are improving workplace relationships and productivity.

Encourage Academic and Practical Research:

Further studies should explore the long-term impact of EI on employee retention, leadership development, and organizational profitability. More research across diverse industries and cultural contexts will help refine EI applications in HRM.

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