

Chapter 6

Emotional Intelligence as a Predictor of Psychological Wellbeing and Workplace Performance

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ABSTRACT

Understanding emotional well-being is crucial in today's tech-driven world for effective coping and stress management in personal and professional life. Managing emotional intelligence is vital for employee interaction, fostering a positive work environment, and enhancing performance and overall well-being. This chapter aims to conduct a systematic literature review and develop a comprehensive conceptual model illustrating the intricate relationships among emotional intelligence, overall well-being, and work performance. It guides organizations, managers, policymakers, and future research in tailoring policies and practices. The review affirms a strong association between EI, overall well-being, and work performance, impacting both well-being and work outcomes. The conceptual model illustrates how emotional intelligence significantly affects well-being and workplace performance through direct and indirect factors. These findings suggest the need for effective interventions and strategies to improve emotional intelligence, overall well-being, and work performance.

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1. INTRODUCTION

Emotional intelligence (EI) has gained significant attention in recent years as a crucial construct that can greatly impact an individual's ability to navigate and cope with stressful situations, ultimately contributing to a healthy and stable workforce. The processing of sensitive information plays a pivotal role in this regard, as it can significantly influence various life domains, including work success and overall well-being (Salovey & Grewal, 2005). The recognition that emotional skills vary among individuals and can be quantitatively measured has sparked a surge of interest and research in this field (Segal, 2002).

1.1. Overview: Unveiling Emotional Intelligence (EI)

Emotional intelligence (EI), introduced by Salovey and Mayer in 1990, revolves around perceiving, understanding, and regulating emotions (Salovey & Mayer, 1990). It has garnered extensive research interest across psychology, education, and organizational behavior due to its potential impact on mental health, relationships, and workplace success (Ruiz-Aranda et al., 2014; Joseph et al., 2015). In leadership and organizational contexts, EI plays a vital role, in enhancing team management, conflict resolution, and goal achievement (Goleman, 1998; Boyatzis & McKee, 2005). Employees with higher EI excel in roles like sales, customer service, and leadership (Carmeli et al., 2009), making EI a pivotal concept with broad implications for well-being, professional success, and effective leadership.

1.2. Comprehending Well-Being: Multidimensional Aspects and Psychological Dimensions

Well-being is a multidimensional construct encompassing physical, psychological, and social aspects of life (Diener, 2000). It reflects an individual's overall satisfaction in life and the presence of positive sentiments, without having any negative feelings (Diener et al., 1999). A crucial component of Psychological well-being is positive Psychological functioning, which encompasses self-acceptance, personal growth,, a sense of purpose in life, positive relationship with others, autonomy, and environmental mastery (Ryff, 1989). It's closely tied to emotional intelligence, defined as the effective perception, understanding, regulation, and expression of emotions (Salovey & Mayer, 1990).

1.3. Understanding Workplace Performance: Key Dimensions and Impact on Organizational Success

In essence, workplace performance involves employee effectiveness and productivity in meeting organizational objectives, encompassing task, contextual, and adaptive performance. Task performance relates to meeting deadlines, maintaining quality, and achieving set targets. Contextual performance (organizational citizenship behavior) includes actions beyond job requirements, aiding in smooth organizational functioning. Adaptive performance pertains to an employee's ability to adapt to changes and respond effectively to new challenges, showcasing flexibility and skill acquisition (Borman & Motowidlo, 1997; Pulakos et al., 2000).

Therefore, effective workplace performance is crucial for organizational success, impacting productivity, customer satisfaction, and overall performance. It's influenced by individual attributes, organizational

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