

The Role of Emotional Intelligence in Enhancing Workplace Relationships and Performance

Peran Kecerdasan Emosional dalam Meningkatkan Hubungan dan Kinerja di Tempat Kerja

Ipan Hilmawan

Universitas Sultan Ageng Tirtayasa

*ipanhilmawan@untirta.ac.id

**Corresponding Author*

ABSTRACT

Emotional intelligence has been identified as a critical factor in helping employees adapt to rapid and unpredictable organizational change. The challenges employees face in this adaptation can have a negative impact on their performance and well-being. This research aims to examine the contribution of emotional intelligence in the employee adaptation process to organizational change. The research method used is a systematic literature review, by collecting articles from reputable international databases such as Scopus and Web of Science, using keywords related to emotional intelligence and organizational adaptation. The research results show that emotional intelligence plays a significant role in improving employee performance, psychological well-being and organizational commitment. The practical implications of this research highlight the importance of emotional intelligence training, the application of mindfulness practices, and a supportive leadership style to increase employee adaptation to change.

Keywords: Emotional Intelligence, Employee Adaptation, Organizational Change, Employee Performance, Psychological Well-being

ABSTRAK

Kecerdasan emosional telah diidentifikasi sebagai faktor penting dalam membantu karyawan beradaptasi terhadap perubahan organisasi yang cepat dan tidak dapat diprediksi. Tantangan yang dihadapi karyawan dalam adaptasi ini dapat berdampak negatif pada kinerja dan kesejahteraan mereka. Penelitian ini bertujuan untuk menguji kontribusi kecerdasan emosional dalam proses adaptasi karyawan terhadap perubahan organisasi. Metode penelitian yang digunakan adalah tinjauan literatur sistematis, dengan mengumpulkan artikel dari database internasional terkemuka seperti Scopus dan Web of Science, dengan menggunakan kata kunci yang berkaitan dengan kecerdasan emosional dan adaptasi organisasi. Hasil penelitian menunjukkan bahwa kecerdasan emosional berperan penting dalam meningkatkan kinerja karyawan, kesejahteraan psikologis dan komitmen organisasi. Implikasi praktis dari penelitian ini menyoroti pentingnya pelatihan kecerdasan emosional, penerapan praktik mindfulness, dan gaya kepemimpinan yang suportif untuk meningkatkan adaptasi karyawan terhadap perubahan.

Kata Kunci: Kecerdasan Emosional, Adaptasi Pegawai, Perubahan Organisasi, Kinerja Pegawai, Kesejahteraan Psikologis

1. Introduction

Emotional intelligence is a significant factor in enhancing workplace relationships and performance. Research by Alotaibi et al. (2020) has shown a positive relationship between emotional intelligence, empowering leadership, psychological empowerment, and work engagement. This indicates that emotional intelligence, when combined with effective leadership, can empower employees and boost their engagement at work.

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Furthermore, studies by (Jena, 2021), Kundi and adar (Kundi & Badar, 2021), and B (2023) have demonstrated that emotional intelligence is linked to organizational citizenship behavior, job attitudes, job satisfaction, organizational commitment, and job involvement. Employees with higher emotional intelligence levels tend to exhibit positive behaviors that contribute to organizational success.

Moreover, emotional intelligence has been found to mitigate negative workplace behaviors. Research by Hyde et al. (2020) and Loi et al. (2021) has shown that emotional intelligence can help prevent undesirable behaviors like workplace manipulation and uncivil conduct, thus fostering a positive work environment.

Emotional intelligence (emotional intelligence) has become an important topic in management research and organizational psychology, especially related to effectiveness and performance in the workplace. Emotional Intelligence, which includes the ability to recognize, understand, and manage one's own and other people's emotions, plays a crucial role in daily work interactions and dynamics. In an organizational context, rapid and unpredictable change is an increasingly common phenomenon in the era of globalization and high technology. These changes can take the form of restructuring, technological innovation, or significant strategic changes, all of which require employees to adapt quickly.

However, adapting to organizational change is not an easy task. Employees often face major challenges in adjusting to a new or different work environment, which can result in stress, confusion and reduced productivity. Failure to adapt well not only affects individual performance but also their well-being, which in turn can have a negative impact on overall organizational performance. In conclusion, emotional intelligence plays a crucial role in shaping workplace dynamics, improving relationships among employees, and ultimately enhancing overall performance. Organizations that prioritize the development of emotional intelligence in their workforce are likely to experience increased engagement, productivity, and job satisfaction.

Although there has been much research exploring the various factors that influence employee adaptation to change, there is a significant gap in the literature regarding the specific role of emotional intelligence in this adaptation process. Many studies focus on technical and structural factors, while emotional and psychological aspects are often neglected. Therefore, this study aims to examine the contribution of emotional intelligence in helping employees adapt to rapid and unexpected organizational changes.

The main research question addressed is: how does emotional intelligence contribute to employee adaptation to rapid and unpredictable organizational change? With a systematic approach, this research will identify and analyze existing literature to answer this question, offering a new perspective that has not been widely researched before.

The novelty of this research lies in the systematic approach used to examine the specific role of emotional intelligence in the context of organizational adaptation. By focusing on emotional aspects, this research seeks to fill existing gaps in the current literature and provide new insights that are useful for HR practitioners and managers. It is hoped that this research contribution can provide a deeper understanding of the importance of developing emotional intelligence to support employees during periods of change, as well as offering practical strategies to improve employee adaptation and performance in facing rapid organizational dynamics.

2. Research Methods

Data collection for this research was carried out through searching articles from reputable international databases, including Scopus, Web of Science, and PubMed. This database was chosen because of its broad coverage and high reputation for providing quality scientific literature. Article searches were carried out using relevant keywords, namely "Emotional Intelligence", "Employee Adaptation", "Organizational Change", "Rapid Change",

"Unexpected Change", and "Workplace Performance". This combination of keywords is designed to capture various aspects related to the role of emotional intelligence in employee adaptation to rapid and unexpected organizational change.

After an initial search, a number of articles were found that were relevant to this topic. The number of articles obtained will be further filtered based on predetermined inclusion and exclusion criteria. Inclusion criteria include articles that discuss emotional intelligence in the context of organizational adaptation, are empirical studies, published in reputable journals, and published within the last 5 years. Exclusion criteria included articles that were not relevant to the topic, review articles without empirical data, and studies conducted in non-organizational contexts.

To ensure a systematic and transparent article selection process, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method was used. The PRISMA method provides clear guidelines for conducting systematic reviews, starting from the stages of article identification, screening, to selecting the final articles to be analyzed. This process begins with identifying all articles found through database searches, then continues with filtering articles based on title and abstract to evaluate their relevance. Articles that pass the initial screening will be checked in full text to ensure compliance with the inclusion criteria.

3. Results and Discussion

3.1. The Role of Emotional Intelligence in Employee Adaptation

Emotional intelligence is a critical factor in employee adaptation within the workplace. Numerous studies have emphasized the importance of emotional intelligence in improving various aspects of employee performance and well-being. Research by Alotaibi et al. (2020) and Balti (2023) indicates a positive association between emotional intelligence and work engagement, psychological empowerment, and adaptive performance. Parmentier et al. (2019) further explain how emotional intelligence contributes to career adaptability, enabling individuals to effectively navigate challenges.

Additionally, emotional intelligence has been correlated with organizational commitment and readiness for change (Srdana, 2023). Studies by Sharma & Tiwari (2023) and uñao and Dura Buñao & Dura (2023) highlight the significance of emotional intelligence in career success, commitment, and quality of work life. Emotional intelligence not only impacts individual job attitudes, satisfaction, and commitment B (2023) but also influences job performance Sharma & Chand (2022) and employee resilience (Richard, 2020).

Moreover, emotional intelligence has been shown to influence various organizational outcomes, such as employee engagement (Levitats, 2019), organizational citizenship behavior (Zacharias, 2022), and work-life balance (Vernia & Senen, 2022). Furthermore, emotional intelligence plays a mediating role in enhancing workforce performance through factors like agility and adaptability (Varshney & Varshney, 2020). In conclusion, existing literature underscores the crucial role of emotional intelligence in promoting employee adaptation, job performance, organizational commitment, and overall well-being in the workplace. Organizations that prioritize the development of emotional intelligence among their employees are likely to observe higher levels of engagement, satisfaction, and performance.

3.2. Emotional Intelligence Contribution Mechanism

Emotional Intelligence (emotional Intelligence) is a key factor in the adaptation process, influencing various psychological and emotional mechanisms. Emotional Intelligence involves the identification, understanding, and management of emotions, contributing to enhanced cognitive efficiency, emotional self-mobilization, and improved decision-making (Shymanskyi, 2024). Research has shown that individuals with higher levels of emotional Intelligence demonstrate better psychological adjustment, high self-esteem, and healthier

interactions, while those with lower emotional Intelligence levels are more susceptible to depression and negative behaviors (Panchal & Kumari, 2021).

Moreover, emotional Intelligence enables individuals to recognize, understand, and regulate their own emotions, as well as effectively perceive and respond to the emotions of others, fostering improved interpersonal relationships and organizational effectiveness (Ram, 2023; Adnan & Abdullah, 2022). It serves as a predictor of life satisfaction, healthy psychological adaptation, positive interactions with peers and family, and increased parental warmth (Mohanta et al., 2023; Gayen, 2023). Additionally, emotional Intelligence has been associated with psychological resilience, assisting individuals in managing emotions, coping with challenges, and approaching difficulties constructively (Zhang et al., 2022; Huang et al., 2022).

Empirical evidence supports the idea that emotional Intelligence acts as a protective factor against mental health issues such as depression, anxiety, and stress, underscoring its role in promoting well-being and reducing psychological distress (Moeller et al., 2020; Bruno, 2024). Studies have also indicated that emotional intelligence mediates the relationship between stressors like the COVID-19 pandemic and psychological disorders, highlighting its importance in mitigating the impact of adverse events on mental health (Li et al., 2021).

In summary, emotional Intelligence contributes to the adaptation process by enhancing emotional self-awareness, interpersonal relationships, decision-making, and coping mechanisms. Its influence on psychological well-being, resilience, and mental health emphasizes the significance of developing and nurturing emotional intelligence for individuals to thrive in various personal and professional contexts.

3.3. Contextual Factors that Influence the Effectiveness of Emotional Intelligence

Emotional Intelligence (emotional Intelligence) is a crucial factor in organizational effectiveness, impacting various aspects such as organizational culture, industry type, and job role. Research has consistently shown that emotional Intelligence is associated with reduced burnout, enhanced job satisfaction, and improved health outcomes among professionals (Soto-Rubio et al., 2020). The ability to manage emotions through self-discipline, integrity, and motivation is essential for optimal performance (Sembiring et al., 2020). Moreover, the utilization of emotions in cognitive processing is intricately linked to emotional Intelligence and job performance (Lamina, 2023).

Numerous studies have demonstrated that emotional intelligence significantly influences job satisfaction, leadership roles, and overall performance across different sectors, including education and healthcare (Suleman et al., 2020; Sugiono & Nurhasanah, 2022; Rogowska & Meres, 2022). Emotional intelligence is believed to affect how employees interact with colleagues, handle stress, and manage conflicts in the workplace (Naz et al., 2022). Additionally, higher levels of emotional intelligence have been linked to increased job satisfaction, transformational leadership, and better performance outcomes (Alwali & Alwali, 2022).

The relationship between emotional intelligence and job satisfaction is further underscored by the mediating role of factors such as ethical climate, psychological empowerment, and work engagement (Pekkan & Biçer, 2022). Emotional abilities are crucial for enhancing job satisfaction and fostering positive outcomes in the workplace (Winton, 2021). Furthermore, emotional intelligence has a direct impact on employee performance, organizational commitment, and organizational culture (Louhenapessy & Lindawati, 2022; Kwabena et al., 2022).

Additionally, emotional intelligence has been found to mitigate the effects of job stress and burnout among professionals, particularly in high-stress environments like healthcare and law enforcement (Han et al., 2022; Burki et al., 2020). The effective recognition and regulation of emotions can lead to reduced stress levels and improved job satisfaction ("The Relationship

"Between Employees' Perceived Emotional Intelligence and Job Stress in Higher Education Sector in the Kingdom of Saudi Arabia", 2022). Moreover, emotional intelligence plays a mediating role in the relationship between job stress and turnover intentions, underscoring its significance in employee retention (Burki et al., 2020).

In conclusion, emotional intelligence is a critical element that influences various facets of organizational effectiveness, including job satisfaction, performance, leadership, and stress management. Understanding and harnessing emotional intelligence can result in improved outcomes for individuals and organizations across diverse industries and job roles.

3.5. Comparison with Previous Literature

In the realm of emotional intelligence (emotional Intelligence) and adaptation, several studies have shed light on the interconnectedness of these constructs in various contexts. Orlova et al. (2021) emphasize the link between emotional Intelligence and successful adaptation in unstable environments, highlighting the importance of emotional Intelligence in navigating changes effectively. Similarly, Balti (2023) suggests that individuals with high emotional Intelligence tend to employ more desirable coping strategies, enhancing their adaptive performance in social and emotional domains.

Moreover, K et al. (2022) delve into the predictive nature of emotional Intelligence on social adaptation, pointing out that high emotional Intelligence enables individuals to manage emotions, cope with pressure, and adapt optimistically to society. Parmentier et al. (2019) argue that emotional Intelligence fosters adaptive functioning in various life events and career challenges, contributing to the development and use of career adaptability.

Furthermore, Reyes-Wapano (2022) suggests that emotionally intelligent individuals are more likely to adapt to new situations. Puertas-Molero et al. (2019) highlight how reinforcing emotional Intelligence can reduce stress and anxiety, leading to improved well-being among teachers.

In conclusion, the literature underscores the pivotal role of emotional Intelligence in facilitating adaptation across different spheres, from social to career domains. Understanding and enhancing emotional Intelligence can significantly contribute to individuals' ability to navigate challenges and thrive in diverse environments.

3.6. Practical Implications

To increase emotional intelligence in the workplace, managers and HR practitioners can implement several evidence-based recommendations. First, implement a training program that focuses on improving emotional intelligence skills among employees. Research shows that emotional intelligence training can effectively reduce negative emotions during conflict, incivility in the workplace, and improve conflict resolution (Ullah, 2021; Kundi et al., 2022). Second, encourage mindfulness practices in the workplace. Studies show that mindfulness training can improve well-being, emotional intelligence as a trait, and competency assessments in the workplace, positively influencing employees' levels of emotional intelligence (Nadler et al., 2020). Third, handle interpersonal conflicts by promoting emotional intelligence. Increasing levels of emotional intelligence can help reduce workplace deviance and improve task performance through effective conflict management (Alotaibi et al., 2020). Fourth, encourage a leadership style that empowers and considers emotional intelligence. Employees with high emotional intelligence and supportive leadership show increased psychological empowerment and work engagement, which leads to reduced turnover and better client relationships (Srivastava & Dey, 2020). Fifth, develop strategies to overcome workplace bullying and job burnout. Creating a healthy work environment by addressing workplace bullying can improve employee morale, productivity, and overall well-being (Iftikhar et al., 2021; Nel, 2019). Sixth, promote collaboration and conflict resolution skills. Individuals with higher levels of emotional intelligence are more likely to collaborate with others in managing conflict effectively, leading

to more successful workplace conflict resolution (Kundi et al., 2022). Seventh, improve employee welfare by reducing stressors in the workplace. Emotional intelligence can reduce the negative impact of workplace bullying on thriving and well-being, highlighting the importance of developing emotional intelligence in employees. Thus, through a focus on training programs, mindfulness practices, conflict management, leadership styles, handling workplace bullying, promoting collaboration, and improving employee well-being, managers and HR practitioners can effectively develop emotional intelligence in the workplace. This can result in better employee engagement, reduced turnover, and a more positive work environment.

4. Conclusions

This research confirms that emotional intelligence plays an important role in employee adaptation to rapid and unexpected organizational changes. Emotional Intelligence has been proven to contribute significantly to employee performance, psychological well-being and organizational commitment. The studies analyzed show that employees with high levels of emotional intelligence are able to adapt better to change, show greater commitment to the organization, and enjoy a higher quality of work life. Organizations that prioritize the development of emotional intelligence among their employees will see an increase in employee engagement, satisfaction, and performance.

Managers and HR practitioners can implement several evidence-based recommendations to improve emotional intelligence in the workplace. First, emotional intelligence training programs can help reduce negative emotions during conflict and improve conflict resolution. Second, mindfulness practices in the workplace can improve employee well-being and competence. Third, effective conflict management through increasing emotional intelligence can reduce workplace irregularities and improve task performance. Fourth, a leadership style that empowers and considers emotional intelligence can increase employee psychological empowerment and work engagement. Fifth, strategies for dealing with workplace bullying can improve employee morale, productivity and well-being. Sixth, the promotion of collaboration and conflict resolution skills can help in more effective conflict management. Lastly, reducing stress in the workplace through increasing emotional intelligence can improve employee well-being.

This research has several limitations. First, the systematic literature review method used only included articles available in the selected databases, which may have resulted in selection bias. Second, this research does not consider cultural differences that can influence the application and effectiveness of emotional intelligence in various organizational contexts. Third, most of the studies analyzed used a quantitative approach, which may not fully capture the complexity of emotional intelligence in the context of organizational adaptation.

Future research can further explore how emotional intelligence influences employee adaptation in various cultural and industrial contexts. Longitudinal studies can provide deeper insight into how emotional intelligence develops and contributes to employee adaptation over time. In addition, a qualitative approach can be used to understand the subjective experiences of employees with emotional intelligence in facing organizational change. Research can also expand the scope by including other variables such as the role of technology and virtual work environments in developing emotional intelligence and employee adaptation.

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