

Integration of Emotional Intelligence in Effective Workplace Performance: Reflecting on Future Research Agenda through Bibliometric Analysis

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Abstract

The integration of EI in workplace performance is now a widely accepted practice that defines organizational effectiveness. A crucial component of emotional intelligence is having the ability to understand and manage one's personal feelings as well as the emotions of others, which is necessary to promote collaboration, interpersonal communication, and conflict resolution in the workplace. By researching into the most cited journals, publishers, prominent writers, and major trends in the body of existing literature, present-day work concentrates on the integration of emotional intelligence in effective workplace performance. The research aimed at conducting bibliometric study and reflecting on future research agenda of emotional intelligence in effective place of employment performance. The selection criteria for papers on the platforms were English-language publications published between 2001 and 2024 which included the terms "Emotional Intelligence" and "Workplace Performance" in their structure. The study identified 265 articles, and their bibliometric data was put into VosViewer (a mapping analysis tool). The analysis leverages citation networks and thematic clusters To better understand the relationship between EI and various metrics for performance, offering insights into how emotional intelligence enhances communication, leadership, teamwork, and overall job satisfaction. The outcomes underline the crucial role played by EI in establishing a positive and harmonic atmosphere at work, while additionally providing an advantageous basis for further research and practical applications in organisational advancement.

Keywords: Workplace Performance; Emotional Intelligence; Bibliometric Analysis; Future Research Directions

1. Introduction

Emotional intelligence (EI) fosters emotional self-awareness in workers, fosters emotional expression, creativity, and openness, and strengthens bonds of loyalty both inside and between businesses. Emotional intelligence is having the capacity to observe, recognise as well as effectively use emotional awareness and reactivity as a way of life, understanding, loyalty, and authority (Farhan and Alfin, 2019). As defined by Ebrahimi et al. in 2020, The capacity to comprehend one's own feelings as well as those of others, identify and control these feelings, and

cultivate empathy are all examples of emotional intelligence. “Emotional intelligence” denotes to a person's ability to motivate themselves, be resilient, regulate their emotions, and control their psychological states (Pangestu et al., 2019). “Emotional intelligence” is also characterized as the ability to detect both own and others' emotions, discern between distinct emotions, correctly name them, and use emotional insights to influence cognition and behavior (Ebrahimi et. al., 2018). Emotional maturity refers to the ability to recognise and monitor one's feelings, as well as how one feels of others, and to manage social interactions effectively. It has been claimed that mental health could benefit businesses in a variety of ways.(Zhang & Adegbola, 2022). Emotional intelligence (EI) can be characterized as having the capacity to identify, utilization, review, and moderate emotions and emotional data. Emotional intelligence is important in today's world, especially when it comes to the modern employment (Singh, et. al., 2022). Individuals with high levels of emotional intelligence have more pleasant interpersonal relationships. This, in turn, makes cooperation more smooth in the workplace, enabling effective teamwork to achieve common goals.

Emotional Intelligence plays a significant part in developing relationships, both professionally and personally. Emotional Intelligence's advantages in the workplace include the capacity to grasp kinesics, improved coordinated behavior, and superior decision-making. In the workplace, Emotional Intelligence enables employees to think creatively and utilize their emotions to solve complex problems (Prentice et. al., 2020). High psychological score (EQ) workers must be able to empathise with people and express feelings in a clear and concise manner. Being sensitive on the inside is only one aspect of EQ; another is empathy for other people. While EI sort out in understanding EQ, well-being and builds stronger relationships at work as well as helps in improvised effective leadership that helps in decision Making and productivity, EI helps in creating a personalized experience of employees or customers based on their preferences and behavior (Nandan, et. al., 2023).

Emotional intelligence may be viewed as an individual trait that promotes drive to succeed, get along with others, and find purpose. Given its substantial social component, emotional intelligence can also be thought of as a social skill. Individuals cannot continue to conduct “business as usual” while competition heats up and change accelerates. Organizations require a new strategy that transcends linear thinking and crosses boundaries (Rexhepi & Berisha, 2017). Advanced talents that will improve mental clarity, raise employee productivity, attract brilliant individuals to the business, and motivate employees while reducing chaos and confusion. Individuals need to become more aware of their “feeling-world.” By learning to detect the “emotional baggage” and regulate the feeling world reactions, we may evaluate life based on present knowledge and not be kept hostage by the past (Jena, 2022).

Emotional intelligence improves decision-making, creativity, and flexibility, which benefits the job. People with high EQ are more able to manage change, deal with stress, and motivate others around them, which raises engagement and productivity. Emotional intelligence (EI) has the potential to be an effective performance predictor in terms of emotion control in social behavior (Supramaniam & Singaravelloo, 2021). Connecting Emotional Intelligence (EI) to performance might provide firms a legitimate substitute for personnel selection and evaluation. Recent calls

for more attention to the function of emotions at work have come from a number of organizational researchers. Since emotions play a crucial and indivisible role in organizational life, employees' emotional experiences should receive more consideration (Makkar & Basu, 2019). Many organizational behaviorists have attempted to uncover characteristics that influence workers' performance at work in response to the rising relevance of emotional intelligence, which has been identified as a vital contributor to organizational success (Papoutsi et. al., 2019). Recent research on emotional labor and emotion management has shed light on how managers' actions or subtle shifts in the company's environment may have a significant effect on workers' emotional reactions and, by extension, their productivity. Consequently, managers may enhance employee performance by gaining insight into the ways emotions impact decision-making and actions (Mishra & Mohapatra, 2010).

Nevertheless, the intellect cannot keep up with the speed at which emotions may operate, it requires a force greater than the mind to distort perception, take control of the emotional circuitry, and gives the intuitive experience instead. It needs the heart's power. Turnover and retention are determined by the actions and treatment of middle and senior level managers (Arar & Öneren, 2021). They deal with people on a regular basis who have different needs, wants, and expectations. They have a big impact on the attitudes, output, and contentment of workers in their department and in other departments. Not to mention the demands from higher management, it may be quite stressful to try to lead and meet the shifting requirements and expectations of so many individuals (Rexhepi & Berisha, 2017). Many people feel unfit for the position because have to be both loving and tough at the same time. The working connection between employees and their immediate supervisor accounts for the majority of employee turnover (Al Mamun & Hasan, 2017). Performance is adversely impacted by a lack of trust. Managers may better control their emotions and drive themselves by developing their emotional intelligence (Goleman, 2021). In order to improve overall workplace performance, the project aims to investigate how emotional intelligence (EI) within professional environments to enhance overall workplace performance and to provide realistic suggestions and strategies to help businesses put psychological intelligence (EI) education and development programs into action. This study addresses the pressing need to explore how EI affects numerous facets of the workplace, such as leadership, team collaboration, conflict resolution, and overall employee satisfaction. As modern organizations face complex challenges that require not only technical skills but also emotional and social competencies, understanding EI's role becomes crucial. Effective EI integration It might result in better choices, which improves communication, and a more positive organizational culture. The study can help organizations foster a more emotionally intelligent workforce, ultimately leading to heightened performance and a more harmonious work environment. The study's previously established dependence contributes to the establishment of the subsequent enquiries for investigation:

- Q1.** What is the integration of psychology intelligence for productive work performance, and whose authors and works receive the highest citations?
- Q2.** Which works on integration of Emotional Intelligence have received the highest citations?
- Q3.** Which journals get the highest citations for articles on effective workplace performance?
- Q4.** What are the present shortages in research and novel possibilities for investigation in Emotional Intelligence toward effective workplace performance?

Q5. What is the impact of the integration of EI on effective workplace performance?

Q6. What are the collaboration patterns among researchers, institutions, and countries in this field?

There are in total seven sections in the paper. The first part introduces the introduction of the paper. Section 2 addresses the methodology used to accomplish the study's goal. The Bibliometric Analysis is covered in Section 3, literature analysis is presented in Section 4, a discussion and findings is provided in Section 5, conclusion is presented in section 6 and lastly future research directions are offered in the section 7.

2. Research Methods and Methodology

This section describes the methods and materials used for data collecting, data cleaning, and literature analysis to determine the impact of the integration of EI on effective workplace performance. In order to perform the study, an initial search was conducted using the keywords “Emotional Intelligence”, and “Workplace Performance”. The selected databases were Scopus, which was chosen based on its extent and capability to export bibliometric data from documents to scientific mapping software, specifically VosViewer (a mapping analysis tool). The program was selected for mapping purposes because to its ability to classify and analyze documents using both qualitative and quantitative methods, by processing their bibliometric data.

The selection criteria for documents on the aforementioned platforms were publications in English from 2001 to 2024 that had the terms “Emotional Intelligence”, and “Workplace Performance” in their structure. A total of 265 articles were identified in the investigation, and their bibliometric data was imported into VosViewer.

3. Bibliometric Analysis

The reviews adhere to the PRISMA Statement, which is a collection of rules called “Preferred Reporting Items for Systematic Reviews and Meta-Analyses”. PRISM showcases the quality of the review and allows readers to comprehend its strengths and weaknesses, as well as replicate the review approaches.

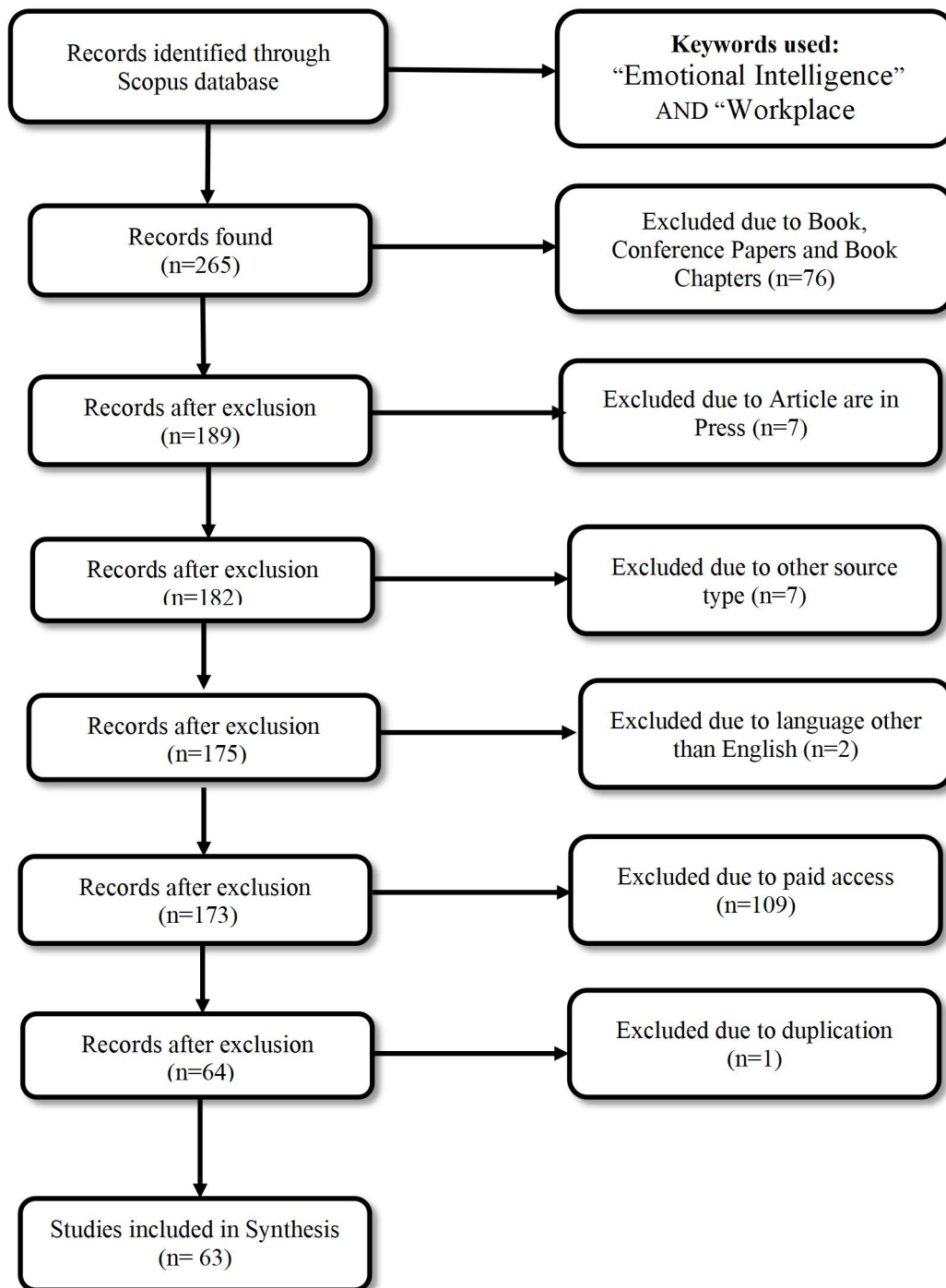


Figure 1: Prisma Model For Bibliometric Analysis

Figure 1 illustrates the way the studies chosen for the synthesis of the current research on the connection between "Emotional Intelligence" and "Workplace Performance" were chosen.. "This search was carried out using the Scopus database with the specified keywords and returned 265 records. The first exclusion step dismissed 76 papers that were book chapters, conference papers and books, getting 189 papers. Subsequently, 7 records were removed due to these being articles in press, and therefore, the number of articles was brought to 182. Additional 7 records were eliminated due to the difference in the source type of the record, thus 175 records were obtained. Subsequently, 2 records were removed because they are reported in languages other than English, yielding 173 relevant records. Last of all, 109 records were excluded because they required paid access. 1 was eliminated because the study was a repetition of other similar research, reducing the count to 64; therefore, 63 studies were incorporated into the final synthesis.

Table 1: Include and Exclude Parameters

Standard	Including	Excluding
Key-words	Articles outlining the connection within "Workplace Performance" and "Emotional Intelligence."	Records with no relationship within the variables are rejected.
Literature Type	Review Articles and Journals	Book chapters, conference Papers, and Editorials.
Speech	English	Besides English
Timeline	During 2001-2024	<2001
The Paper Phase	The last phase	Not included in the sprinting stage
Access	Free Access	Paid Access

Table 1 illustrates that the including and excluding criteria for this study emphasis on the selection of records that discussed the link within "Emotional Intelligence" and "Workplace Performance." Thus, selection criteria state that only records that reflect the aforementioned connection are to be considered, whereas records with irrelevant variables are to be rejected. Regarding the type of literature is concerned, only journal articles and review articles are allowed while the rest of the articles such as book chapters, conference papers, and editorials are not allowed. The study is restricted to English-language records, and non-English records are eliminated. The time frame for the contained records is 2001 to 2024, with records prior to 2001 excluded. Only papers in their last phases are included, while those still in progress are excluded. Furthermore, the study only includes freely accessible records, excluding those that require payment for access.

➤ Time Frame

Table 2: No. of Documents Published in the Given Time Frame

Year	Published Paper	Year	Published Paper
2024	7	2012	5
2023	17	2011	7
2022	17	2010	7
2021	15	2009	6
2020	14	2008	3
2019	14	2007	4
2018	11	2006	4
2017	7	2005	2
2016	11	2004	1
2015	9	2003	1
2014	4	2002	1
2013	8	2001	0

The table 2 represents the number of published papers each year from 2001 to 2024 focusing on integration of emotional intelligence towards effective workplace performance.

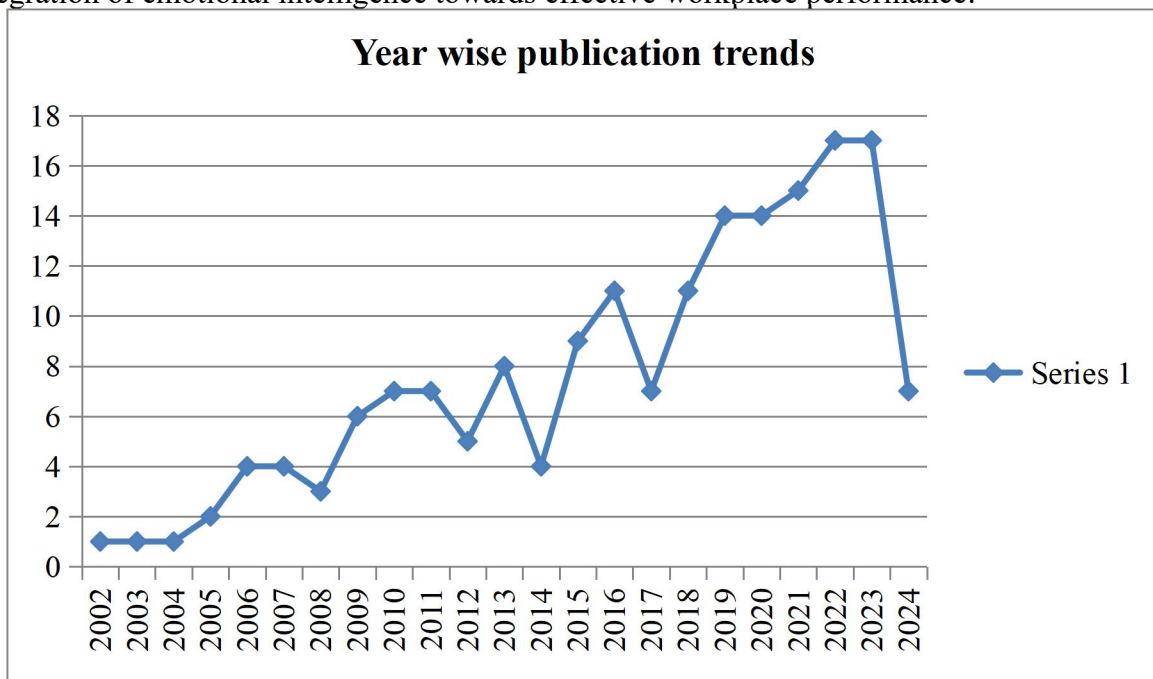


Figure 2: Total number of papers on emotional intelligence and professional performance that were included in Scopus between 2001 and 2024

Table 2 and figure 2 presented the trends of the paper published for the year 2001 to 2024. Yearly revelations indicate that publication activity increases progressively from the year 2001 to the estimated year of 2024. In the first half of the current decade, this number was still much lower with such figures as 0 papers in 2001 and 1-3 papers in 2002-2009, however, in 2010 and 2011 the number rose to 7 papers. It reduced to 3 papers in 2008 and further reduced to 6 papers in 2009, and then there was a slowly rising trend from 2012 to 2014. In particular, the increased

rate of publications is claimed after 2014 and it is expressed quantitative dynamically. From 2015, there was a gradual increase and especially in the last few years, it has risen to a considerable level. While in 2020 and 2019, the count of papers published each year was 14, it increased to 15 in 2021. This raised to 17 papers in each of the years 2022 and 2023, and then fell to 7 papers in 2024. This indicates that there has been a concern to produce more articles in the recent years which perhaps may suggest an improved research capacity or a push for research and publication in the duration. Altogether, the presented data confirms a stable and even increasing general tendency in the number of published papers in the past two decades with specific intensification in the last few years.

➤ Subject Area

Table 3: No. of articles published in a particular subject area

Subject Area	No. of Articles
Business, Management and Accounting	86
Psychology	38
Social Sciences	36
Medicine	26
Economics, Econometrics and Finance	12
Engineering	11
Nursing	10
Computer Science	8
Arts and Humanities	7
Decision Sciences	6

Table 3 represents the total no. of articles published in a particular subject area.

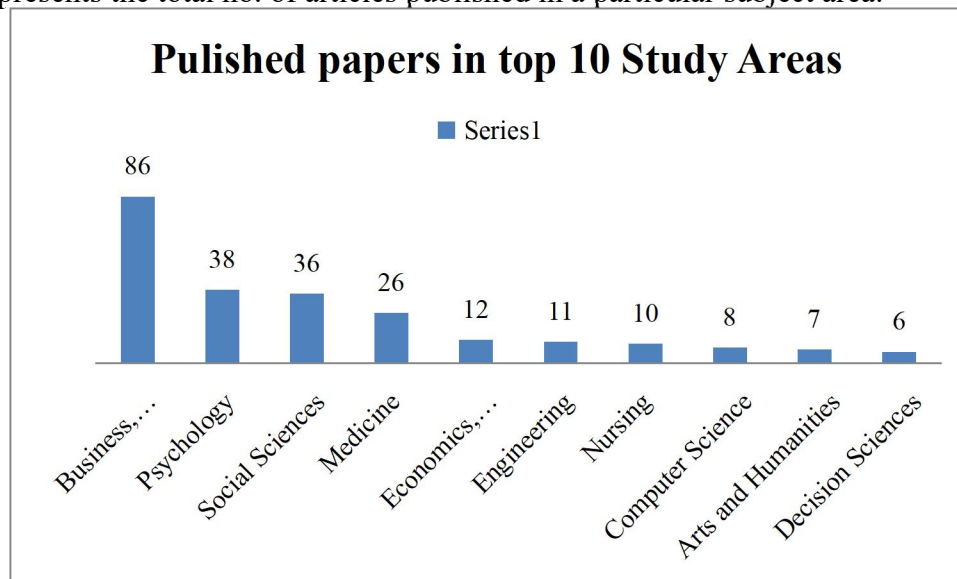


Figure 3: Graphical Representation of articles published in a particular subject area

Table 3 and Figure 3 demonstrates that the majority of the articles has been published in the Business, Management, and Accounting subject area, which was found to be the most popular subject with total of 86 articles. These numbers are rather impressive, which might speak to the level of activity of interest and research in this area, perhaps because of its versatility and relevance in organizational and economic sciences. Psychology occupies the second place with 38 papers, which points to a well-developed research focus examining human actions and cognition. Another significant interest is given to the Social Sciences with an average of 36 articles, as society's construction and problems must be understood.

The research output is from the field of Medicine with 26 articles hence exhibiting constant research interest in the area of health and medical sciences that help in improving the health care practice and policies. Focusing narrower areas, Economics, Econometrics, and Finance include 12 articles that proof the further researchers' concern with the financial systems and economic theory. The engineering domain is evidently active with 11 articles that primarily concern the technological-developmental aspect of infrastructure. Nursing contributed 10 articles in total, emphasizing on the significance of developing nursing research as a way of improving health care and regimes for patients.

Computer Science is a rapidly developing branch, presented by 8 articles, but compared to the number of articles published in other fields, the authors pay less attention to this field. Arts and Humanities accounts for 7 articles which depicts a median level of interest towards any matter of cultural, historical and philosophical studies. Decision Sciences having 6 articles indicate a specific concern towards analytical and decision making in organizations. The following table shows how articles were distributed across different fields proving the differences in the research interests and goals of the academic society.

➤ **Based on Country**

Table 4: No. of articles published in a particular Country

Country	No. of Articles
United States	45
India	29
United Kingdom	13
Australia	12
Spain	11
Malaysia	10
Pakistan	8
China	6

Germany	5
Taiwan	5

Table 4 represents the total no. of articles published in a particular Country.

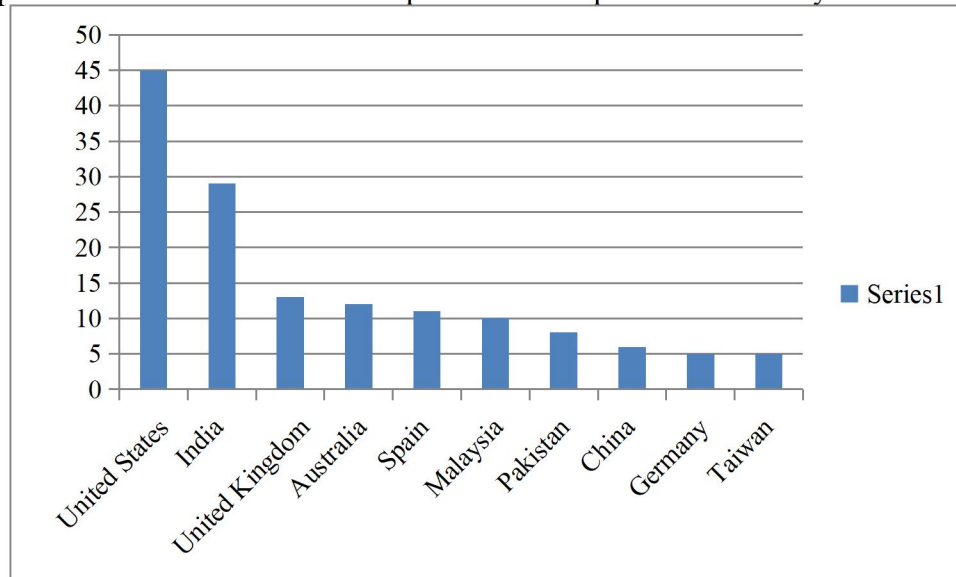


Figure 4: Graphical Representation of articles published in a particular Country

Table 4 and Figure 4 illustrates the geographical distribution of published articles, with the United States leading significantly with 45 articles. India comes close by with 29 articles, proving their focus towards research and development in its numerous areas of study. In particular, 13 of them were published by authors from the United Kingdom and 12 articles from Australia. With 11 articles, Spain has shown moderate research interest with an emphasis on research work happening in the European region. The 10 articles showcased Malaysia as a developing country with the potentials of offering the academic research hub in Southeast Asia. Pakistan has a moderate participation when it comes to scholarly activities with 8 published articles. China contributing 6 articles which signifies the growing interest of the country in research. Germany and Taiwan each published 5 articles for every category.

In general, this distribution reveals an international spread of counties contributing to the academic field, with the influence of both leading performers of research-intensive nations and new entrants into the list, reaffirming the globalization of academic research.

➤ Occurrence of Keywords

Table 5: Occurrences of Keywords related to integration of emotional intelligence towards effective workplace performance

Sl.No.	Keywords	Occurrences	Sl.No.	Keywords	Occurrences
1	Emotional Intelligence	131	11	Middle Aged	13
2	Human	50	12	Job Performance	25
3	Article	39	13	Questionnaire	13

4	Humans	38	14	emotions	15
5	Workplace	46	15	emotion	14
6	Adult	27	16	Job Satisfaction	19
7	Female	27	17	Leadership	18
8	Male	27	18	Surveys and Questionnaires	9
9	Human Experiment	17	19	Cross-Sectional Study	10
10	Psychology	18	20	Major Clinical Study	10

Table 5 shows the Occurrence of keywords related to integration of emotional intelligence towards effective workplace performance. Occurrence refers to the frequency and closeness of keywords on a given subject, as well as the relationship between them.

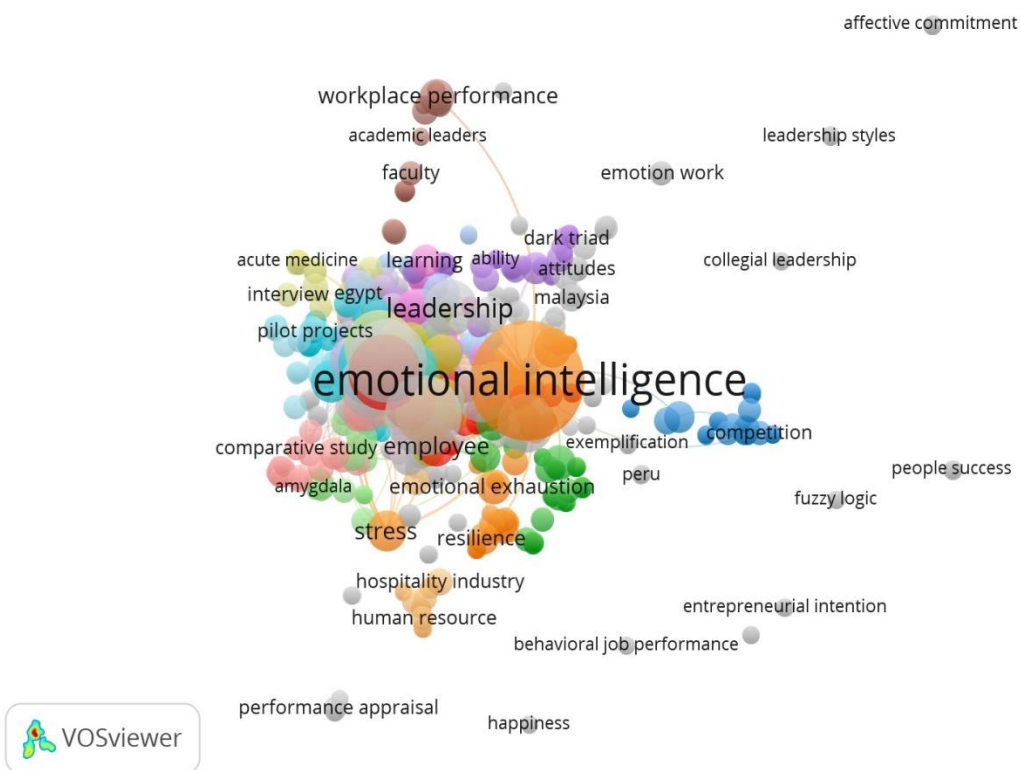


Figure 5: Co- occurrence of keywords related to integration of emotional intelligence (EI) towards effective workplace performance (Cluster Diagram)

Figure 5 shows the keywords associated with article occurrences, providing insight into prevalent research themes. “Emotional Intelligence” stands out with the highest occurrence at 131, indicating its significant relevance and focus within the research community. The keyword “Human” appears 50 times, followed by “Workplace” with 46 occurrences, highlighting a strong interest in human factors and workplace dynamics. “Article” and “Humans” have similar

occurrences, 39 and 38 respectively, emphasizing general human-centric studies. “Adult,” “Female” and “Male” each occur 27 times, reflecting demographic considerations in research. “Job Performance” appears 25 times, showcasing its importance in workplace and organizational studies. “Psychology” and “Leadership” occur 18 times each, illustrating their vital roles in comprehending organisational processes and behaviour in humans.

“Emotions” and “Emotion” appear 15 and 14 times respectively, emphasizing the focus on emotional aspects in research. “Middle Aged” and “Questionnaire” both have 13 occurrences, indicating the demographic focus and methodological approaches in these studies. “Job Satisfaction” is noted 19 times, highlighting its relevance in occupational research. The keywords “Human Experiment” (17), “Surveys and Questionnaires” (9), “Cross-Sectional Study” (10), and “Major Clinical Study” (10) reflect various research methodologies and study types. This distribution of keywords provides a comprehensive view of the major themes and methodologies prevalent in the research landscape.

➤ **Based on Country**

Table 6: No. of documents in a country that are published in different countries

S.No.	Nation	Documents	Citations	Total Link Strength
1	US	45	2935	15
2	UK	13	157	11
3	Germany	5	966	8
4	India	29	240	6
5	Pakistan	8	76	6
6	Spain	11	325	6
7	China	6	52	5
8	Kuwait	2	45	4
9	Malaysia	10	39	4
10	South Korea	4	327	4
11	Cyprus	2	8	3
12	France	2	13	3
13	Saudi Arabia	4	110	3
14	Sri Lanka	2	13	3
15	Australia	12	517	2
16	Brazil	1	12	2
17	Japan	2	35	2

18	Lebanon	2	11	2
19	Netherland	3	813	2
20	New Zealand	4	50	2

Table 6 refers to the no. of documents in a nation that are published in different countries related to the integration of emotional intelligence towards effective workplace performance.

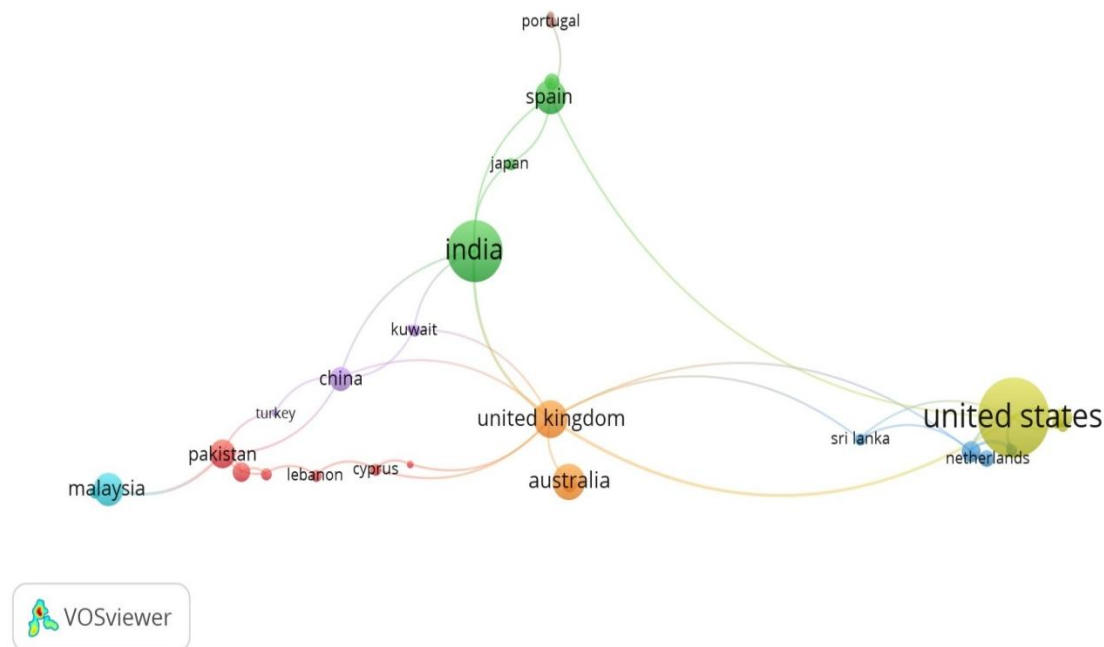


Figure 6: No. of documents in a country that are published in different countries (Cluster Diagram)

Figure 6 provides a summary of scholarly contributions by nation, including the quantity of papers created, citations obtained, and overall link strength. The United States leads significantly with 45 documents and 2,935 citations, boasting a total link strength of 15. The United Kingdom follows with 13 documents and 157 citations, maintaining a link strength of 11. Germany, despite fewer documents (5), garners a substantial 966 citations, achieving a link strength of 8. India ranks fourth with 29 documents and 240 citations, and a link strength of 6, equal to Pakistan, which has 8 documents and 76 citations. Spain, with 11 documents, attains 325 citations and shares a link strength of 6. China has 6 documents and 52 citations, resulting in a link strength of 5. Kuwait and Malaysia both exhibit a link strength of 4, with Kuwait producing 2 documents and 45 citations, while Malaysia has 10 documents and 39 citations. South Korea, despite having only 4 documents, secures 327 citations and a link strength of 4. Cyprus and France each have 2 documents and low citations (8 and 13 respectively), with a link strength of 3, similar to Saudi Arabia and Sri Lanka. Australia, with 12 documents and 517 citations, has lower link strength of 2, the same as Brazil, Japan, Lebanon, Netherlands, and New Zealand, despite

their varying document and citation counts. This figure underscores the varying impact and connectivity of academic contributions across different countries.

4. Literature Analysis

The extracted literature is categorized into sub-sections based on themes, which groups comparable facts together. The collected material is scrutinized and evaluated according to the predetermined themes in order to offer a thorough analysis and pertinent suggestions for future research on integration of emotional intelligence towards effective workplace performance.

a) Emotional Intelligence and Workplace Performance Concerning Organizational Commitment

According to Vitoriya and Angayarkanni (2019), there is actually an associations among those who have excellent emotional intelligence and their impact on organisational commitment. Additionally, specific strategies for the IT sector are discussed, along with suggestions for female employees to enhance their job performance. On the contrary, Wati et. al., (2023) in their study found that, Organizational commitment was positively and significantly impacted by workplace spirituality, and the effects of workplace spirituality on commitment was positively and significantly tempered by emotional intelligence (Sloan & Geldenhuys, 2021).

The various components of organizational citizenship behavior (OCB) and (EI), and the research revealed that employee EI is crucial for improving their behavior as citizens inside the company. OCB remains greatly impacted by the three elements of emotional intelligence (EI), which are use of emotion, others' emotion evaluation, and control of emotion (Anwar et. al., 2017; Ahmad-Mughal et. al., 2017). Well-being has become the most important psychological element that links productivity in and out of roles to organizational and internal factors. The relationship between workplace variables and subjective wellbeing is more meaningful than understanding general or global subjective wellbeing (Arshad et. al., 2023). There was a strong favorable association between demographic factors (age, gender, income, and education) and emotional intelligence (Shukla & Srivastava, 2016).

Emotional Intelligence has a strong relationship with individual progress and success in the workplace, as well as individual performance (Magnano et. al., 2016). ERA significantly influences the objective performance of buyers and sellers in bargaining exercises, particularly when motivations vary, and highlights the significance of psychological ability in achieving performance goals and negotiating effectively in diverse motivational contexts (Elfenbein et. al., 2007). The partial mediation impact of emotional intelligence (EI) on the OReg-EP link, and shown that workers with greater EI levels positively contribute to OReg levels, which in turn raises worker performance (Dhoopar et al., 2022). The workplace necessitates frequent interaction among individuals, including colleagues and managers, to effectively carry out tasks and underscored the importance of emotional intelligence, Because this skill encompasses understanding and managing one's own emotions as well as those of others, which promotes more efficient teamwork and task completion (Lima et al., 2022).

b) Emotional Intelligence and Workplace Performance Concerning Job Satisfaction/Performance

EI has a major impact on the performance and achievement of nurses in the healthcare industry (Alonazi, 2020). The emotional intelligence of an employee establishes the condition of the indirect relationship that a supervisor's likeness has with an individual's performance (Bande et. al., 2024). Employee performance at the company is strengthened behavioural intelligence (EI) in a positive correlation and those with high EI have good interpersonal and self-awareness skills as well as strong work performance (Linda et. al., 2019). On the other hand, the Swedish edition of the TEIQue-SF was verified by Hjalmarsson & Dåderman (2022) in their study, along with its internal consistency, associations with the "Big Six" and "Dark Triad" personality traits, and personal assessment of one's own performance at work.

Employee attitudes impacted by emotional intelligence would indicate a high level of competency in maintaining sustainability (Chin, 2024). Overall the construction parameters for examined emotional intelligence presented a convincing rationale for the OHSMP's impact on workplace accidents and its relationship to safety performance (Edmund et al., 2023). The significant correlations between emotion-rule dissonance and surface behaving and measures of reduced well-being ("ps between.39 and.48"), job attitudes ("ps between -24 and -40"), and performance results (ps between -20 and -05) (Hülshager & Schewe, 2011). The effect that employees' emotions have on their ability to execute their jobs, and an architecture based on semantic event-driven rules for emotion-aware automation platforms that automate the workplace's adjustment to the demands of the employee (Muñoz et. al., 2018).

The beneficial emotional and imaginative treatment benefited university the imagination of learners and satisfaction with life, and it investigated into individual differences by gender (Caballero-García & Sánchez Ruiz, 2021). Regarding examining EI in experts from various kinds of employment sectors, the EIV is a relevant and reliable tool (Candeias et al., 2021). Emotional understanding is necessary for thinking, learning, exhaustion, decentralisation, and an overall sense of unsatisfactory individual adaptation while communicating with people in any capacity (Pathak & Dwivedi, 2019; Johennesse & Pressley, 2024). Self-efficacy in entrepreneurship was positively impacted by the emotional intelligence characteristics of regulation and application of emotions. Consequently, emotional intelligence and the desire to start a business are related through the mediation of the sense of self-efficacy (Mortan et. al., 2014; Abouhasera et. al., 2023). The detrimental effects of bullying on job performance were greater for those with low EI and lower for those with high EI and highlighted the necessity for organizations to eradicate bullying in the workplace (Ashraf & Khan, 2014).

c) Emotional Intelligence and Workplace Performance Concerning Different Industries

The significance of burnout in comprehending how well employees perform at work and highlight the function of Emotional Intelligence (EI) as a protective factor that can stop the onset or chronic advancement of employees' burnout (Sanchez-Gomez & Bresó, 2020). The relationship between Organisation Citizen Behavioural (OCB) and Emotional Intelligence (EI) in the service sector in Malaysia. The connection between EI and OCB was partially mediated by EL (Ramachandran et. al., 2011). Salary is often greater for participants with stronger emotional intelligence (EI) and emotional healing capacity (Sanchez-Gomez et. al., 2021). The

interpersonal the component was the most accurate predictor of engagement, and nurses with greater emotional intelligence scores also scored higher on engagement (Turjuman & Alilyyani, 2023; Pérez-Fuentes et al., 2018; Abdulah et al., 2021).

A high EQ has been linked to better job performance, more job satisfaction, fewer burnouts, and less intentions to leave the organisation. Perioperative recovery medical practitioners may be able provide patients more comprehensive implementation. that is more considerate of their needs as human beings whenever they integrate their scientific knowledge with emotional intelligence (EI) (Beydler, 2017). The critical role of emotional intelligence, organizations can implement targeted training and development programs aimed at improving these skills, ultimately leading to better leadership, improved employee well-being, and enhanced performance outcomes (Kamalakhannan & Shalini, 2019). The workforce was affected by emotional intelligence to perform better. The performance was more significantly impacted by emotional awareness and expression as well as how emotions influence cognition (Chin, 2021). The healthcare sector that was pertinent to the Asia-Pacific area includes medical facilities, nursing homes, physicians' offices, allied health clinics, staff managers, administrative assistants, and any other related services (Cavanagh et. al., 2023).

d) Emotional Intelligence and Workplace Performance Concerning psychological Factor

Increased performance and productivity, improved emotional intelligence, organizational commitment, and job satisfaction among nurses were all linked to a high degree of spiritual atmosphere in the workplace (Cruz et. al., 2018; Wezowski & Penton-Voak, 2023). There were psychological risks on construction sites that are difficult to identify but may have a major negative influence on safety performance when they arise. Complex projects and general projects contain psychological hazards that pose a risk to safety. (Peng & Zhang, 2022). Work engagement was positively correlated with reward, supervisor support, nurse-physician collaboration, other-emotion evaluation, and emotional usage. The negative attitudes of patients about nurses increased the relationship between rewards and supervisor support and employee engagement (Mukaihata et. al., 2020; Pertegal-Felices et. al., 2017; Liao et. al., 2022). EI had a greater positive influence on safety performance among pilots who were more adaptable in their careers (Wang et. al., 2024).

Increased amounts of CoQ10 supplementation indicated that emotional intelligence and conflict resolution abilities had a beneficial effect on the immune system (Kasemy et al., 2023). Workplace bullying has regularly been shown to have a detrimental influence on employee well-being (Saka et. al., 2023; Cohen & Abedallah, 2020). There was a correlation between resonant leadership and the psychological ownership and organizational commitment. Another important function that employee empowerment performed was mediating the relationship among resonant leadership and organizational commitment as well as psychological ownership (Judeh et. al., 2022; Pekaar et. al., 2019; Shanker & Parveen, 2019). The perception of employee well-being as job resources can have a beneficial impact on emotional commitment and flow. Conversely, activities implemented to enhance performance are viewed as job demands, which may impede affective commitment and flow (Wang & Shaheryar, 2020).

e) Emotional Intelligence and Workplace Performance Concerning Leadership

Emotional intelligence plays a crucial role in the development of transformational leadership and interpersonal skills as well as the execution of safety management activities that foster a safe environment (Sunindijo and Zou, 2013). Leaders who provide Support immediately before applying Pressure exhibit higher levels of emotional intelligence (Li et. al., 2016). Emotional intelligence remains essential for successfully and efficiently guiding and enhancing one's behavior and activity both within and outside of the workplace (Balamohan et al., 2015). The notion of optimal performance training was applied to organizational leadership in a healthcare environment, by presenting methods to neurotherapy (Swingle & Hartney, 2018).

Positive emotional intelligence in leadership has a substantial and advantageous impact on trust in management, and transformational management and confidence in teammates have a significant and good impact on employee productivity (Lee et al., 2022). According to Abu Awwad et al. (2020), emotional intelligence (EI) is a crucial quality for medical professionals, specifically chief imaging professionals, and has been connected to high work performance metrics like leadership. In addition to highlighting the profiles of well-known people and their successful leadership experiences, the differentiating skills of a leader, despite the hundreds of characteristics that distinguish each leadership style (Sinaj et al. (2022).

f) Emotional Intelligence and Workplace Performance Concerning Others

Emotional intelligence emphasizes the need of ongoing AI learning and growth and boosts AI acceptance, effectiveness, and performance across a range of sectors (Shukla et. al., 2023). The emergence and effects of subgroups in human-robot teams, as well as the knowledge gathered from employees who are now adjusting to workplace robots about the mitigation of subgroup effects (You & Robert, 2023). Perceptions of the possible advantages of being exposed to Emotional Artificial Intelligence (EAI) were eclipsed by a multitude of potential concerns. Examples of these risks include companies utilizing EAI to improve employee wellness, lessen bias, and improve work environments. (Corvite et. al., 2023).

The importance of acquiring new competencies in the workplace, such as emotional intelligence and strategic planning. Based on adult learning concepts, the integrated pedagogical method has been applied (Khalil & Liu, 2021). Medical students adapted to clinical settings in obstetrics and gynecology more rapidly and actively by using the workplace emotional intelligence skills provided by resident coaches (Guseh et. al., 2015). The efficiency of self-perceived emotional intelligence, well-being, and job performance through an online mindfulness training program (Nadler et. al., 2020).

5. Discussion and Findings

The present bibliometric analysis of the implementation of emotional intelligence (EI) in relation to workplace performance is guided by the PRISMA guidelines that make the procedure more systematic, credible, and reproducible. First, 265 records were retrieved using keywords from the Scopus database with further exclusion eventually leading to 63 studies. The inclusion criteria singled out the records that directly addressed the topic of the EI and the performance at work, with the study including only the articles published in English in journals and reviews that were

published from the year 2001 to 2024. Analyzing the amount of publications available, one can notice the increase of articles related to this topic starting from 2015.

The distribution of articles per discipline shows that Business, Management, and Accounting are the most published or submitted, followed by Psychology and Social Sciences. Country wise, USA contributes to a higher number of articles followed to India and then the United Kingdom. Keyword analysis reveals that the most relevant search terms are “Emotional Intelligence” and “Workplace Performance” which define the lines of the research. This scholarly annotated bibliographic review showcases the burgeoning literature with a kaleidoscope of multifaceted scholarly contributions towards the development of a theoretical model of EI for improving performance at the workplace.

An employee's emotional intelligence determines the state of the indirect link that exists between exemplification and individual performance through a supervisor's liking (Bande et al., 2024). The connections between emotional intelligence and discipline in regard to worker performance within the organization (Linda et al., 2019). Employee attitudes that are impacted by emotional intelligence would be very competent in terms of sustainability and maintaining (Chin, 2024). Entrepreneurial self-efficacy is favorably impacted by emotional intelligence characteristics, including management and application of emotions. Consequently, the relationship between emotional intelligence and the desire to start a business is mediated by the sense of self-efficacy (Mortan et. al., 2014; Abouhasera et. al., 2023).

Higher levels of emotional intelligence, encompassing interpersonal skills, intrapersonal skills, adaptability, and stress management, significantly enhance workplace spirituality through traits like approachable leadership (Kamalakhannan & Shalini, 2019). The impact of emotional intelligence on nurses' enhanced productivity and involvement in their jobs. Because nursing is a profession that involves caring for others, it requires a high degree of emotional intelligence (Turjuman & Alilyyani, 2023; (Pérez-Fuentes et. al., 2018; Abdulah et. al., 2021). The function of emotional intelligence and resilience in accomplishment motivation, as well as whether emotional intelligence regulates the link between these two domains (Magnano et. al., 2016).

6. Conclusion

The bibliometric analysis on the integration of Emotional Intelligence (EI) in workplace performance highlights the increasing trend in research interest in this area. The study engaged in the process of identification and analysis of 63 core papers derived from 265 records obtained from Scopus where this research interested English articles from 2001 to 2024. Stemming from keyword analysis, two themes are established, namely the “Emotional Intelligence” and the “Workplace Performance”. The bibliometric analysis emphasized the frequency of various publications, the top cited papers, journals and authors, including the patterns of cooperations among the researchers, their institutions and the countries they are addressing. It also reveals present-day shortcomings and future research opportunities; the focus is placed on the constructive relationship between EI and organizational performance. The findings offers practical recommendations for improving EI in organizations placing emphasis on the fact that promoting EI results in an increase in organizational performance. Therefore, this extensive

bibliometric approach provides a strong base for succession research and development of EI in professional settings.

7. Future Research Directions

Further studies on EI as a key component to manage working environment for enhanced performance can be guided by the following possible avenues for research. Firstly, research may investigate the impact of established EI training programs in organizational contexts that may include many types of industries and multiple jobs to evaluate the advantages and potential downsides in the long run. Moreover, the insights of researchers may include the impact of culture in relation to the usage of EI, in response to the differing characteristics of workplaces and cultures around the globe. Another possible line of research could be the replication and further investigation of the influence of EI self- and other-perception on various organizational outcomes like job satisfaction, employee turnover, and effective leadership. Moreover, as the work environment continues to shift toward the remote and the blended, future studies could describe the way that EI can be applied in virtual teams, aimed at improving inter-group communication, team cooperation, and conflict management.

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