

University of Wales

Trinity Saint David

Assignment

On

Evaluation of Emotional Intelligence in Workplace Context:

A Case Study of FAYE Inc

**Moodle name: Developing Emotional Intelligence Skills for the Workplace (BMSW
6106_London)**

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Introduction

Emotional Intelligence (EI) has emerged as a critical factor in enhancing workplace dynamics, employee performance, and organizational success. EI refers to the ability to recognize, understand, manage, and influence one's own emotions and the emotions of others (Navas et al., 2022). In the context of FAYE Inc., a company that employs individuals from diverse

cultural backgrounds, the role of EI becomes even more significant. The case of Clarke, a newly recruited supervisor, highlights the challenges that arise when cultural differences and emotional intelligence intersect in the workplace. This report critically investigates the role of EI in the workplace, particularly at FAYE Inc., discusses two EI models that can enhance Clarke's workplace abilities, explores the role of culture in understanding EI and mindfulness, and suggests ways FAYE Inc. can further harness the benefits of EI and mindfulness among its employees.

The Role of Emotional Intelligence in the Workplace and FAYE Inc.

The importance of emotional intelligence (EI) in the workplace is due to its contribution to better communication, better decision making, better employee relationships (Lima et al., 2022). Into this context of challenge, Clarke, the new supervisor, is finding out the importance of EI at FAYE Inc. Some female employees say Clarke's manner of greeting, using the sort of terms like 'my love' have been judged as inappropriate, which has brought down morale. This is yet another situation in which EI becomes evident as a means of understanding and managing emotions in a multicultural/workplace. As per Pradhan et al. (2023), EI helps leaders deal with complex social interaction and create a clever work environment. In the case of Clarke, his ignorance of the cultural subtleties of his new place of work has resulted in unintentional emotional stress for employees.

The most critical aspect to being successful in any multicultural environment is one's emotional intelligence, as employees from various backgrounds have unique emotional and cultural expectations. EI according to Navas et al. (2022) makes a leader and employee realize these differences thus reducing the chances of misunderstanding and making the workplace a harmonious one. Throughout his experience at FAYE Inc., Clarke explains how lack of EI can result in a lack of sensitivity to culture, and such insensitivity can result in poor morale and productivity among your employees. For example, in the UK sphere, Clarke's casual usage of words such as 'my love' that were acceptable in his job in Texas may come across as unprofessional and insulting. This is evidence that EI is important for understanding other people's emotion and adapting to the new cultural norms.

Furthermore, EI is essential for leaders to lead their own emotions and the ones of their team members. Leaders with high EI tend to better cope with the conflicts in workplaces and preserve employee satisfaction as noted by Arar and Öneren (2021). Clarke's situation at FAYE Inc., demonstrates the importance of leaders having emotional intelligence to be not insensitive when it comes to attitude and practice that could hurt employee morale. Constantly working on EI gives Clarke the ability to be able to better understand the emotional impact of his actions and be mindful enough to change his behaviour so that the workplace is a lot more inclusive and respectful. For instance, Clarke would have noticed those emotional cues from his female

colleagues and might have accommodated his greeting style if he were more aware of his female colleagues' empathy to his greeting style.

Apart from managing interpersonal relationships, EI is also relevant in decision making as well as problem solving. Individuals with high EI have an advantage in thinking about how the decision they are making will impact their emotional response and, more thoughtful and effective outcomes (Saka et al., 2023). In Clarke's case, among other things, the development of EI could assist him in better deciding when and how to interact with his team, including in a multicultural setting. Let us say, for example, that Clarke understands the significance of names in the UK, or that he should communicate formally, knowledge of such norms could (hopefully) protect him from further mistakes and improve his relations with his colleagues.

Two EI Models to Enhance Clarke's Workplace Abilities

Two widely known Emotional Intelligence (EI) models can be used to improve Clarke's workplace effectiveness to enhance their EI in both Daniel Goleman EI model, Mayer Salovey, and Caruso Emotional Intelligence Test (MSCEIT). The value of these two models in terms of understanding and gaining greater mastery of emotional intelligence is crucial to Clarke to enable him to tackle a complicated culturally diverse workplace and to improve interchanges with employees.

Daniel Goleman's EI Model

One of the best-known EI models is the Daniel Goleman's model. A key of which five components are fivepences of self-awareness, self-regulation, motivation, empathy, and social skills (Navas et al 2022). These components are each important in helping Clarke develop his workplace ability.

Emotional intelligence is built on self-awareness, which is being able to recognize one's emotions and how they affect other people. Clarke explains the importance of developing self-awareness to understand the effect his greeting styles have on his colleagues, for example, 'my love'. Pradhan et al. (2023) state that self-awareness helps leaders to recognize emotional triggers and modify behaviour so that they do not inadvertently distress and offend the other party. However, if Clarke is more self-aware then he will be aware when his actions are seen as inappropriate, and he can try and change his behaviour.

Self-regulation is the ability to appropriately regulate one's emotional reactivity and impulses. As this skill is particularly important for Clarke, he can use management of his own behavior in a culturally sensitive way. In such a case as when Clarke is frustrated or stressed, self-regulation will enable him not to get emotional about it and yet remain calm and composed to where emotional outbursts would lead to tears and broken relationships. Leaders who self-regulate as Arar and Öneren (2021) suggest make it easier for them to handle workplace conflicts and keep a workplace favourable.

The motivation that drives someone to reach their goals and keep going when things do not go as expected. For Clarke, this motivation can help him to keep trying to improve the way he functions as an employee with respect to employee relations as well as foster a consideration

more conducive workplace. If Clarke sets his goals, for instance, to improve emotional intelligence, he will stay on task with the skills needed to up morale in the workplace. Having motivated leaders usually inspire teams and create space for increased improvement.

Clarke values empathy especially in a diverse working culture as empathy is the ability to understand and share how other people feel. It helps Clarke feel the emotional feedback from his team members and grasp the influence of culture on perception. Clarke may empathize with the female employees who did not like his greeting style and can try better understanding their perspective and adjust how he greets people. First, as asserted by Saka et al. (2023), empathy is one of the most essential elements of sound leadership since it promotes trust and promotes relationships.

Finally, social skills are the skills of communicating and managing relationships effectively. Social skills are especially important for Clarke to create trust and rapport with so they would adhere to what he asks of them. Active listening, clear communication and having the ability to reconstructively resolve conflicts are included within this. Clarke can improve his social skills, which is important for creating a more collaborative and supportive work environment, that is necessary for improving workplace morale (Jena, 2022).

Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)

An additional influential model is Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) which includes perceiving emotions, using emotions to guide thinking, understanding emotions and living with emotions (Cao et al., 2022). Every one of these branches is a handy guide to help Clarke perfect his workplace skills.

To perceive emotion, one must PRS: perceive emotion in oneself and others. This is a particularly useful skill for Clarke in realizing his greeting style and other behaviours that might seem culturally insensitive to others. Clarke can take his cues from the emotional cues of his employee's and will be better able to understand how they feel and hence respond. Because of this, Navas et al. (2022) proposed that the first thing to be done with emotions is to perceive them well.

The process is to use emotions as containing thinking to enable individuals to create thinking from emotions. This is a key skill that Clarke can use to make better decisions in emotional situations. An example is that if Clarke is noticing his team is feeling stressed or demotivated then he can take account of that emotional information and change the leadership approach he handles to ensure he is able to support his team appropriately. Based on his work (2022), leaders are more capable of cooperating with the complex dynamics of work and to make informed decision if they can use emotions to facilitate complaining in thinking.

To know emotions, one must know the causes and the impact of emotions. Clarke needs to understand why his behaviour is regarded as negative and how it affects the general atmosphere at work, and this is a skill he needs to take hold of. Clarke gains an understanding of the Emotional business of the organization and proactively takes steps to fix an area that is deemed as an issue, or to make the work environment more positive. Moreover, as Bafa et al. (2025) assert, leaders in diverse workplaces must incorporate emotions into their understanding of cultural intelligence.

Managing emotions entails regulating one's own and others' emotions. This is a skill for Clarke to create a positive emotional climate at work. Say had Clarke noticed the team member who was frustrated or upset, he would simply use his emotional management skills to deescalate the situation and help. Khemraj et al. (2023) indicated that managing emotions in the workplace is a vital factor to have a lower workplace stress and improve employee well-being.

The Role of Culture in Understanding EI and Mindfulness

EI and mindfulness in the workplace play a crucial role in executing in the working environment when the workforce is multicultural such as in the case of an organization such as FAYE Inc. The role of cultural norms and values in emotional intelligence is deep (Bafa et al., 2025). In the same way, the cultural contexts shape mindfulness, a state of being present and fully engaged with the current moment. It is at the interface of culture, EI, and mindfulness, that a conducive workplace is nurtured especially in cross cultural organizations, like FAYE Inc.

Cultural Intelligence and Emotional Intelligence

Cultural intelligence (CQ) and emotional intelligence are linked closely together as both are a necessity to be able to manage and navigate the moods within the various cultural environments. Adapting behaviour and emotional response to cultural contexts is vital for cultural intelligence which is also proven important for communicational and collaborative coordination in multicultural working places, as claimed by Bafa et al. (2025). Clarke's interactions with the Chinese Division in FAYE Inc. are an example of why cultural sensitivity is important in their case. However, if Clarke favours using English names as opposed to Chinese names, it may be contrary to the Chinese culture that emphasizes family emphasis and friendship before work. That mismatch of culture can result in misunderstandings, emotional distress, and employee morale dropping.

For example, in the culture of Chinese, establishing personal and social relationships and trusting in your people is usually more important than sticking to the schedules and doing your tasks. However, his Chinese colleagues might find Clarke's method of avoiding small talk and being as efficient possible cold and dismissive. The need is clear to have leaders like Clarke having both EI and CQ to handle such situations in a way that does not divide cultural lines. Cultural intelligence, according to Akhter et al. (2021), involves the ability to sense and respect differences in cultural; this is essential to preparing a positive emotional climate in the workplace. FAYE Inc can assist the employees like Clarke to understand and adapt to the cultural nuances of the colleagues so they can avoid feelings of emotional misunderstandings.

Mindfulness and Cultural Contexts

Another important aspect of emotional intelligence circumstantially dependent on the culture is mindfulness, which is defined as being fully present and engaged to the moment. The authors Khemraj et al. (2023) have noted that mindfulness practices can improve the EI by enhancing the self-awareness, emotional regulation, and empathy. Nevertheless, mindfulness practices have often been rendered ineffective by cultural contexts. For instance, mindfulness practices

such as group harmony, social connection and community welfare are more applicable in the cases of collectivist cultures like China. Whereas individualistic cultures, like those of the United States, might emphasize self-focused practices of mindfulness focused on the development of the self and the improvement of the self.

As it relates to the Chinese division at FAYE Inc., the cultural differences among Clarke and the Chinese division demonstrate the need for culturally specific mindfulness practices. The culture of the Chinese team may not conflict as much with Clarke's preference for a strict schedule and small talk. To cope with this, FAYE Inc. could arrange for a mindfulness program that includes Chinese culture parts like group meditation sessions or tasks that accentuate social relations and as a group effort. A safe way for the company is to do this to create an environment which is more inclusive, respects and integrates the cultural values of all employees.

The Role of Cultural Intelligence in EI and Mindfulness Programs

For FAYE Inc. to accomplish completely the benefits of EI and mindfulness, it should intergrade cultural intelligence in its training programs. It is the cultural intelligence that helps people learn to understand and react according to cultural differences that allow an individual to work in a multicultural workplace and make communication and cooperation effective (Akhter et al., 2021). One example is Clarke's lack of cultural awareness which has caused him to put his colleagues in an unintentional state of emotional distress, as a result he needs cultural intelligence training. The incorporation of cultural intelligence into FAYE Inc.'s EI and mindfulness programs will enable Clarke and other employees to cultivate the skills needed to understand cultural differences and increase inclusivity in the workplace.

Some such integration of cultural intelligence into the EI and mindfulness programs can be done via cross-cultural training workshops. Workshops like these have the possibility to educate employees with the requisite knowledge and skills to appreciate and have compassion towards cultural differences and then can improve emotional intelligence and mindfulness in them. For example, FAYE Inc. can provide workshops on cultural norms and values, communication styles and modalities and emotional expression, among others. This helps the company to make their employees more culturally aware and emotionally intelligent which would help them build stronger relationships with their colleagues.

Creating a Culturally Inclusive Workplace

Consequently, FAYE Inc. also must create a culture of open communication and expressive emotion as they create a culturally inclusive workplace. According to Kalafatoğlu (2022), positive work environment that allows employees to feel their emotions without constraint of concrete judgement is critical for developing emotional intelligence. As discussed in my case of FAYE Inc. Clarke's interactions with the Chinese division also reflect the need to establish place for employees to speak their cultural and emotional issues. FAYE Inc. can promote open communications and emotional expression to diminish the risk of cultural misunderstandings and emotional collapse.

In addition, FAYE Inc. should also regularly evaluate the effectiveness of its EI and mindfulness programs to determine that they continue to meet the needs of FAYE Inc.'s diverse workforce. In relation to Ismael (2022), continuous evaluation and feedback are needed for the enhancement of EI and mindfulness programs. FAYE Inc. can then gather feedback from the employees and make any necessary adjustment to its programs based on emotional intelligence and mindfulness which will be culturally relevant and effective at the same time.

Harnessing the Benefits of EI and Mindfulness at FAYE Inc.

Based on FAYE Inc.'s realization of the potential of Emotional Intelligence (EI) and mindfulness, they can further exploit the advantages and create a culture that promotes more emotionally intelligent and culturally more sensitive workplace through a set of strategies. They include offering EI training, advocating culturally relevant mindfulness practices, developing a caring work environment and periodic checks of how effectively these initiatives are working. For instance, by discussing each of these strategies in detail, followed with the supporting evidence from the academic literature, each of these strategies are discussed below.

1. Offering a Culture Sensitivity Focus on EI Training

One of the best means by which FAYE Inc. can increase EI among its workforce is with comprehensive EI training programs. The strategies in these programs should emphasis on developing the EI competencies of self-awareness, self-regulation, empathy, and social skills as outlined in Daniel Goleman's EI model (Navas et al., 2022). Nevertheless, CQ must be embedded in FAYE Inc.'s training programs considering such diversity in the cultural dimension. According to Bafa et al. (2025) cultural intelligence helps people adjust their way of behaving to diverse cultural contexts and that is particularly important to accomplish effective communication and interaction between employees who must work in multicultural teams.

For instance, the importance of cultural sensitivity in EI training is demonstrated by Clarke's situation. Some female employees in the UK found his use of terms such as my love in the workplace as unacceptable, given his past work environment in Texas. Through its cultural intelligence training in EI, FAYE Inc. will enable Clarke and other employees to better understand the cultural nuances of their new work environment and adjust to them. Besides, it will enhance interpersonal relationships, increase overall workplace morale and productivity (Saka et al., 2023).

Additionally, EI training should include practical exercises and role playing of real-world workplace situations. These exercises give employees a safe and controlled environment to learn to regulate emotions, be empathetic and communicate effectively. According to Lima et al. (2022), the practical training exercises are particularly useful for developing EI since such exercises enable employees to apply theory on real life issues. FAYE Inc. can then use such training to help add to its employees' skill sets to be able to function in culturally diverse position.

2. Promoting Culturally Tailored Mindfulness Practices

Apart from EI training, FAYE Inc. should implement mindfulness practices that are in line with the cultural background of its employees. We define mindfulness as the practice of being in the present, and fully engaged in the moment, and it has been shown to aid in improving emotional intelligence, i.e. self-awareness and emotional regulation (Khemraj et al., 2023). However, the effectiveness of mindfulness practices may be different between diverse cultures, and this should be taken into consideration when designing mindfulness programs by FAYE Inc.

For instance, FAYE Inc. has an important family orientation and connections among the Chinese division. Thus, group activities in mindfulness practices may benefit Chinese employees more if they emphasize social harmony. Through the lenses of FAYE Inc., mindfulness workshops can be shaped to have, at least, group meditation sessions, team building exercises, and other activities that revolve around fostering social connections. Jena (2022) states that these practices will help employees to feel a sense of belonging and positive emotional well-being, which, in turn, will lead him/her fire up her/his performance with job satisfaction.

3. Creating a Supportive Work Environment

The emotional intelligence and mindfulness among employees are fostered if employees are given a supportive work environment. According to Kalafatoğlu (2022), open communication and emotional expression are the key components of emotional intelligence, which is supported by a supportive work environment. It is in such an environment that employees feel safe to express their emotions and discuss their concerns without discrimination or reprisal. It can bring to a better interpersonal relationship, lower work conflicts, and higher employee morale.

To support a supportive work environment, FAYE Inc. needs to create a culture of emotional open and inclusive environment. This can be achieved if the managers and supervisors at work lead by example, show emotional intelligence towards the employees. For example, a training in empathy and active listening in leadership could help Clarke because it might enhance the empathy and active listening skills. Clarke will show his employees the empathy and understanding which will allow him to build trust and relationship, hence reducing the likelihood of workplace conflicts from cultural misunderstanding (Arar & Öneren, 2021).

4.

Regular Assessment and Feedback

Lastly, FAYE Inc. should regularly monitor the effectiveness of its EI and mindfulness programs, so they ensure that they are serving its diverse workforce's needs. These initiatives need to be continuously evaluated and feedbacked upon to get them right. According to Ismael (2022), regular assessment by organizations is important to identify their weaknesses and make sure their programs stay relevant and effective.

A feedback mechanism in which FAYE Inc. can assess the effectiveness of its EI and mindfulness programs is through surveys, focus groups, and one-on-one interviews with employees. It can be informative feedback regarding the strengths and weaknesses of the

programs and can help determine what, if any, additional support is required. If employees say the EI training is not practical enough and theoretical, FAYE Inc. can change to the training/exercises and real-life situations.

Conclusion

To sum up, emotional intelligence is important in the process of improving workplace dynamics in an organization of people with different culture like FAYE Inc. As the example of Clarke demonstrates, the combination of cultural differences and emotional intelligence at work is something that can cause problems. Applying EI models including Daniel Goleman's EI model and MSCEIT, Clarke will be able to develop the necessary skills to face these challenges and to have better interaction with employees. The role of culture in knowing EI and mindfulness must be considered too, as culture has a significant degree in understanding emotional response in the workplace and dynamics. As a part of getting the benefits of EI and mindfulness, FAYE Inc. can train in EI, conduct culturally tailored mindfulness practices, provide a supportive work environment, and assess how effective their programs are regularly. Doing so will enable FAYE Inc. to have more inclusive, emotionally intelligent, and high-performing workplace.

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Appendix

Emotional Intelligence (EI) In the Workplace

Moodle name: Developing Emotional Intelligence Skills for the Workplace (BMSW 6106_London)

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Introduction

Emotional Intelligence (EI) is a critical skill in the workplace, enabling individuals to manage emotions, build relationships, and make informed decisions.

This poster reflects on my own EI, assesses how I use my emotions, and explores ways to improve and capitalize on EI for personal and professional growth.

Reflect on Your Own EI	Assess How to Use or Reason Out About Your Own Emotions	Explore How to Improve and Capitalize on Your EI
1.Communication: I recognize the importance of clear and empathetic communication in building trust and resolving conflicts. 2.Self-Management: I strive to remain calm under pressure, but sometime struggle with stress management. 3.Empathy: I actively listen to others and consider their perspectives, which helps in fostering collaboration.	1.Acknowledge the Situation: I reflect on my emotional responses to understand their root causes. 2.Think before speaking: I pause to consider the impact of my words before responding in emotionally charged situations. 3.Empathize with others: Feelings. I use empathy to navigate conflicts and build stronger relationships.	1.Practice Mindfulness: Regular mindfulness exercises can enhance self-awareness and emotional regulation. 2.Seek Feedback: Constructive feedback from peers can help identify blind spots and areas for improvement. 3.Develop Resilience: Building resilience through physical activity and stress management techniques can improve emotional stability.

Summary

The poster is divided into three sections, each addressing a key aspect of Emotional Intelligence (EI). Emotional Intelligence (EI) is a dynamic skill that can be developed and refined over time. By reflecting on my (EI), assessing my emotional responses, and actively seeking ways to improve, I can enhance my workplace performance, build stronger relationships, and contribute to a positive organizational culture. EI is particularly crucial in diverse workplaces, where understanding and managing emotions can bridge culture gaps and foster inclusivity. As organizations increasingly recognize the value of EI, investing in its development can lead to better decision-making, improved mental health and stronger team cohesion. EI is not just a personal asset but a professional necessity in today's interconnected and emotionally complex work environment.

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