

EMOTIONAL INTELLIGENCE

INDIVIDUAL REPORT

Student Name: Lizzy Jest Esienna

Student ID: 2113584

Lecturer Name: Amandeep Sahota

Module: BMSW6106

University of Wales Trinity Saint David

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1.0 Introduction

Emotional intelligence is an important aspect for an individual which provides a combination of social skills and emotional understanding influencing the capability and efficiency of the individual. Accommodation of emotional intelligence and comprehensive utilisation can provide higher self regard and greater employee loyalty contributing to employee turnover and better problem-solving abilities. This report aims to discuss the importance of an emotionally intelligent workforce and its priority in the current economic environment. The study will also accommodate different theories and models as well as justified arguments to establish the practices essential for employee development and encouraging an emotionally intelligent workforce.

The research is significant in the current volatile economic environment which effectively promotes soft skills and work-related skills in employees. The development of Artificial intelligence and various smart technologies also recognise the importance of emotional intelligence as a valuable aspect of individual skills and efficiency. Skills like emotional intelligence contribute to the adaptability, creativity, flexibility and resilience of employees which subsequently contribute toward the development and sustainability of the organisation. The study will maintain a systematic and structured discussion to provide valuable information and arguments justified with appropriate secondary and scholarly articles.

2.0 Organisational overview

Amazon UK is a subsidiary of Amazon business organisation which is considered as a global leader of e-commerce and cloud computing businesses. The organisation was originally founded by Jeff Bezos on July 5 1994. The organisation currently provides multinational business services across the world and also maintains an active presence and accommodation in the UK. The organisation provides a diversified range of different services across various platforms as a part of Amazon. The organisation currently has a net income of US\$ 30.43 billion and total assets of US\$527.9 billion. Operating income worth US\$36.85 billion and revenue of US\$574.8 billion is reported in the financial report 2023. The organisation currently accommodates 1,525,000 employees across different subsidiaries and parts of the organisation throughout the world. The working circumstances and changing market preferences introduce comprehensive issues to Amazon regarding the satisfaction of the consumers and also encourage better organisational services. Amazon UK also accommodates several different services and products including Amazon Prime, retail services, Amazon Web services and

Kindle. Comprehensive management and appropriate leadership qualities are a necessity in Amazon which contribute toward expansion and effective services to satisfy consumers (www.amazon.co.uk).

Emotional intelligence is an important tool implemented by HRM and team leaders for the comprehensive development of participation and enhancing performance. Emotional intelligence is rated as one of the most important soft skills which allow individuals to perform more efficiently and participate in a high-performing working culture. Considering the current circumstances and economic volatility, emotional intelligence can play a significant role in enhancing the overall efficiency of Amazon to target and mitigate market challenges more efficiently.

3.0 Models of Emotional Intelligence

Emotional intelligence is described by different researchers as an important tool for encouraging individual performance as well as promoting different other aspects of an individual in a certain working environment. Two important theories which would be accommodated in the current research are,

Goleman's model of emotional intelligence:

This particular model accommodates 5 key components for analysing and enhancing emotional intelligence in individuals. The model was developed by Daniel Goleman to encourage emotional intelligence and its diversification. Five important steps included in the model are,

- Self-awareness focuses on recognising and elaborating on individual emotions and various other aspects associated with individual performance or understanding (Coronado-Maldonado and Benítez-Márquez, 2023).
- Self-regulation deals with controlling and managing individual emotions in different working scenarios which can influence behaviour aspects and communication within an interaction.
- Motivation which helps an individual to harness emotion for capitalising and pursuing individual goals.
- Empathy focuses on the effective management of individual considerations and knowledge about issues and emotions faced by others.
- Social skills include the management and contribution of an individual to maintain relationships as well as meet new people in specific and desired directions.

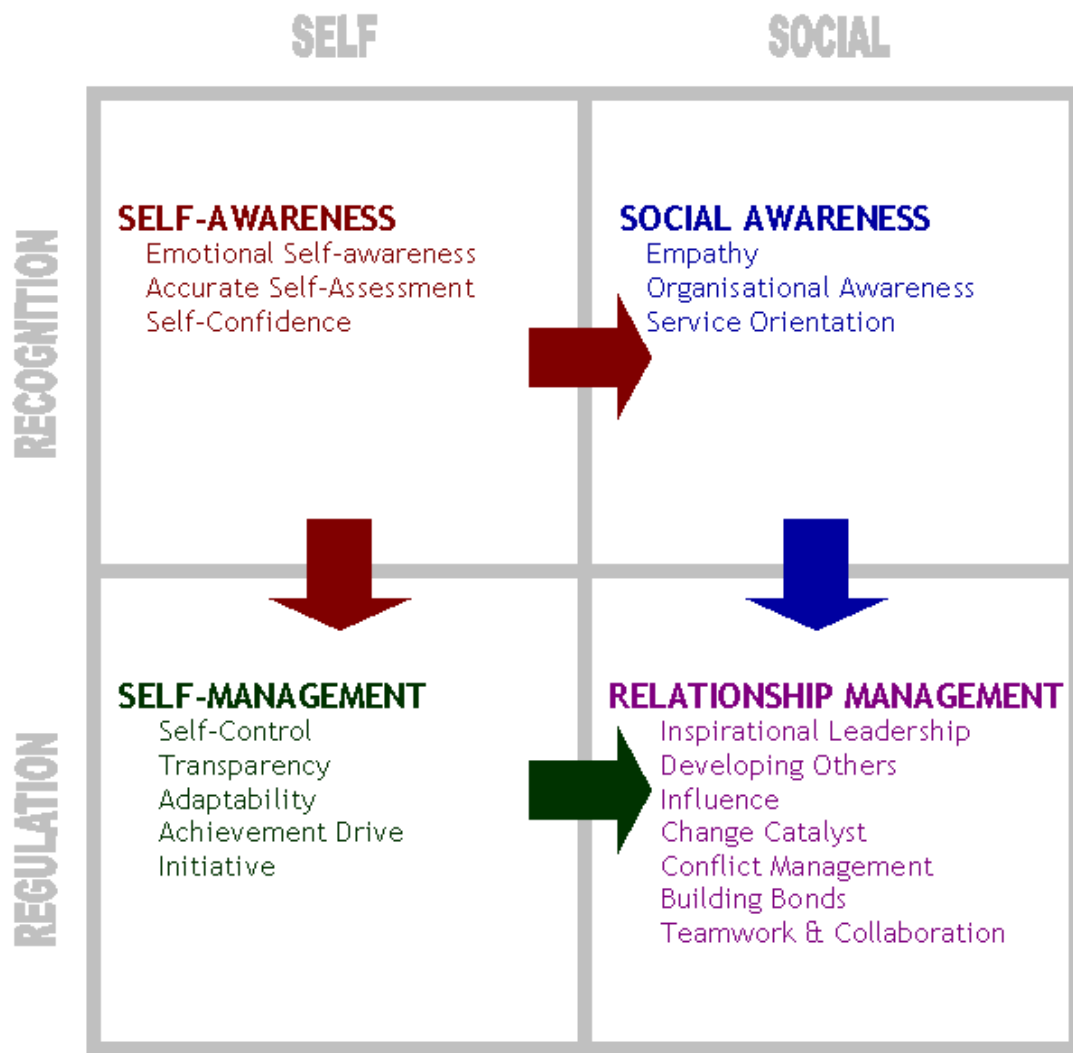


Fig: Goleman's model of emotional intelligence

(Source: Coronado-Maldonado and Benítez-Márquez, 2023)

Bar-on model of emotional-social intelligence:

The Bar-on model of emotional-social intelligence was developed by Reuven Bar-on to accommodate a comprehensive focus on interrelationships between social competencies and emotional aspects of an individual. This model also includes five important realms consisting of the process of enhancing emotional and social intelligence.

- Intrapersonal aspects focus on self-awareness of different issues as well as self-expression.
- Interpersonal attributes focus on social awareness and understanding different elements which influence these social elements and interpersonal relationships.
- Adaptability is a comprehensive form of individuals allowed to make more effective changes in response to external changes or changing demands (Sinha et al., 2022).

- Stress management encourages the ability or efficiency of an individual to control impulses as well as focus on work.
- General mood effectively includes a positive Outlook in the individual and contributes towards satisfaction and motivation.

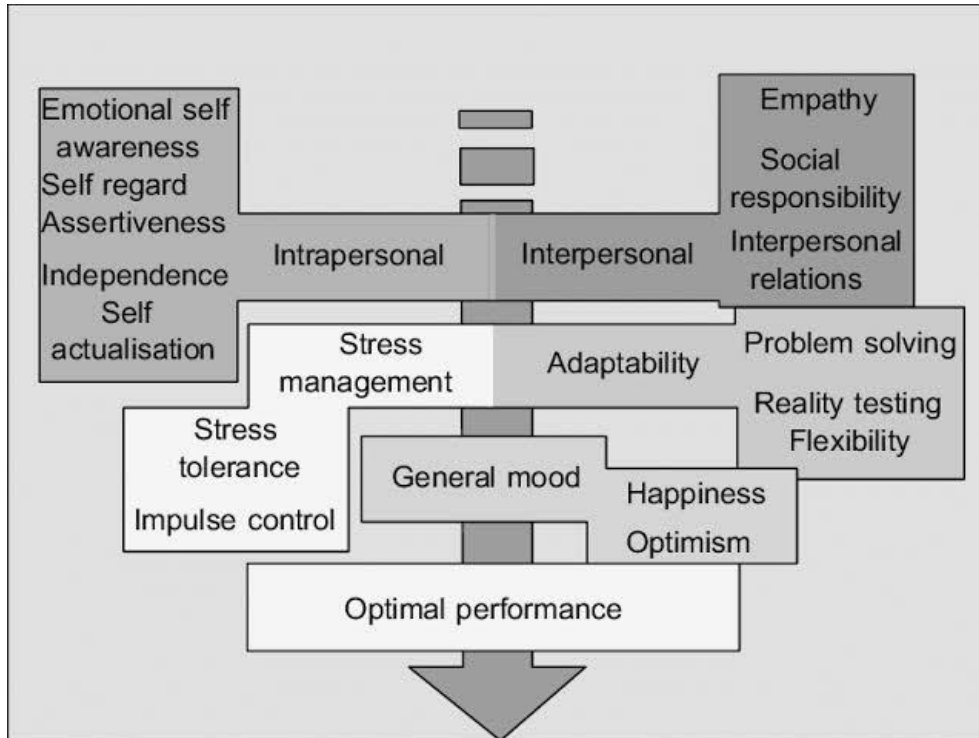


Fig: Bar-on model of emotional-social intelligence

(Source: Sinha et al., 2022)

4.0 Evaluate the importance of developing emotional intelligence

4.1 Impact of emotional intelligence on organisational performance

Emotional intelligence is promoted by different established business leaders and industries to accommodate a high-performing working culture with satisfied and engaged working employees. Emotional intelligence has a diversified application in an organisational context. Enhancing management communication as well as promoting the interpersonal development of employees are some important applications of emotional intelligence in an organisational context. Considering Amazon UK which extensively promotes Innovation and creative organisational culture to innovate production along with sustaining business in a highly competitive environment (Ali et al., 2024). Economic volatility introduces major problems for business organisations in terms of lack of appropriate resources and changing market dynamics.

Factors like consumer buying behaviour, satisfaction of the suppliers, influence of buyers and competitive business environment create major forces which influence organisational decisions and strategic intervention. Emotional intelligence helps organisations to resolve conflict, communicate effectively and motivate employees which subsequently enhances the overall performance of the organisation. Appropriate leadership qualities promote improved organisational performance, and employee morale and help to achieve organisational objectives (Santa et al., 2023).

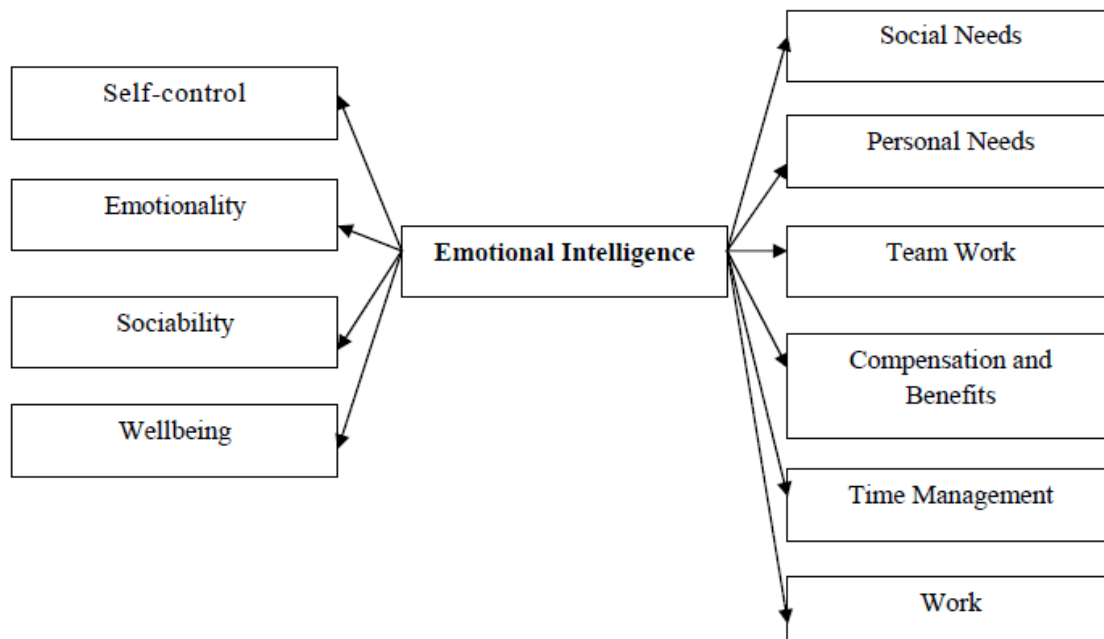


Fig: Emotional intelligence and factors included

(Source: Santa et al., 2023)

Amazon UK is also using emotional intelligence in various scheme activities as a part of enhancing interpersonal collaboration, cooperation and conflict resolution. Emotional intelligence integrates empathy, self-regulation and different social skills which are responsible for the development of employees' efficiency in managing other individuals. In different team activities, employees' skills in emotional intelligence are more effective in managing the team dynamics as well as increasing productivity through appropriate application of innovation and management aspects. Increasing employee engagement and retention is also observed as a contribution of emotional intelligence in an organisational working environment. Recognising and valuing team members, promoting constructivism and feedback evaluation along establishing a positive work environment encourage high-performing working output. Business organisations can easily employ different retention and management strategies as per HRM practices (Kesavan Rajeev, 2020). Acknowledging employees' contributions, focusing on

feedback and evaluation through continuous improvement are also justified in emotional intelligence. This specific skill is responsible for guiding and encouraging employees to participate in different working practices.

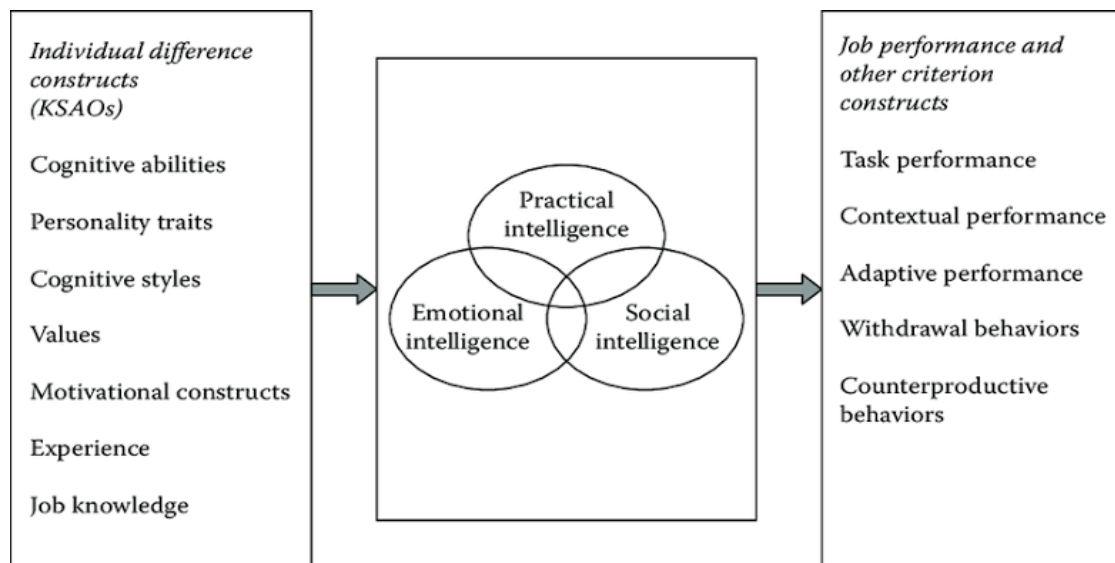


Fig: Conceptual framework of emotional intelligence

(Source: Kesavan Rajeev, 2020)

Emotionally intelligent individuals are capable of controlling their behaviour, managing collaboration, assertiveness, better loyalty and enhanced resilience are noticeable. The traditional business approaches and management practices face significant challenges to maintain a positive organisational culture and also stress management of employees. Continuous development and evaluation of emotional intelligence develop an automatic way of integrating the mental wellness and capabilities of an individual in different working environments. Business organisations like Amazon UK can effectively manage workplace stress, depression, physical health issues along behaviour challenges with employees from different backgrounds. Emotionally intelligent employees are also skilled in managing team members and mitigating challenges within the team members regarding different conflicts and confusions. Promoting appropriate communication and enhanced accommodation of automotive technology can benefit Amazon UK to establish a greater and more efficient organisational culture (Blair et al., 2023). Emotional intelligence is also responsible for promoting inclusive and diversified working environments which subsequently create better adaptability and employees well being to focus on functional satisfaction and productivity.

4.2 Evaluating the relationship between emotional intelligence, effective management communication and business advantage

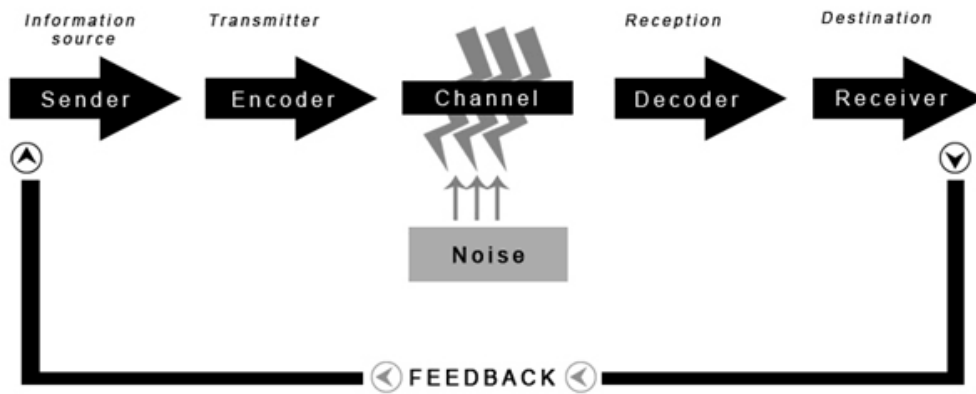
Effective management of communication and the establishment of a communication channel in an organisation provides comprehensive benefits to the employees as well as to the team leaders. Communication is an important tool which allows an organisation to capitalise on information along with sustainability while mitigating various external challenges and market risk factors. Emotional intelligence is an important attribute which contributes to effective management communication and also business benefits. Different communication models such as Shannon and Weaver's model of communication, Barlo's SMCR and interactive model of communication demonstrate the importance of communication channels and different disruptions which can impact the quality and capability of communication. Different communication models as well as individual team leaders describe the behaviour of team members as an important attribute which can directly influence interaction and communication (Martins and Shah, 2024). Emotional intelligence contributes to different soft skills and efficiency of the employees which subsequently introduce a greater sense of responsibility and satisfaction. Hence, emotional intelligence is considered an important part of promoting effective management communication in the organisation along with sustaining various other measures to promote business compatibility. Emotional intelligence contributes toward the development of organisational capability and individual efficiency of the employees to manage communication without disruption or noise. Moreover, effective communication and overall distribution of information throughout the organisation in current organisational infrastructure like Amazon UK can significantly promote efficiency and performance. It can be considered as an interrelated attribute changing different elements or fluctuation in a certain point can stop the whole cycle (Shukas, 2020).



Fig: Emotional intelligence and communication management

(Source: Shukas, 2020)

Business advantages in the current global business environment are mostly focused on the performance and efficiency of any company to serve consumers and build an appropriate organisational brand image. Effective focus on improving employee engagement through emotional intelligence which is also responsible for supporting collaborative working practices and reducing employee turnover can help to satisfy different market environments as per the requirement. Business organisations are focused on targeting changing marketing and fluctuations in the current business environment competition is an intense form of market risk factor. Amazon UK being a subsidiary of Amazon should also maintain brand popularity and consumer loyalty. Appropriate use of different models and theories of emotional intelligence can also play a significant role in enhancing the overall performance and efficiency of the organisation. Skilled team leaders can employ Goleman's model of emotional intelligence as a linear form of developing emotional intelligence in a continuous cycle. Appropriate development of emotional intelligence can be further evaluated and analysed by accommodating self-awareness and self-regulation practices (Alzoubi and Aziz, 2021). Moreover, Amazon UK can also implement the Bar-on model of emotional-social intelligence and target social skills. Effective accommodation of appropriate skills and theoretical guidance can allow employees as well as organisational leaders to make more efficient and sophisticated decisions based on current resources and available circumstances (Dobrovolska et al., 2021).



SHANNON-WEAVER'S MODEL OF COMMUNICATION

Fig: Shannon and Weaver's model of communication

(Source: Dobrovolska et al., 2021)

The objective of this particular research was to provide valuable arguments and discussions which justify the importance of an emotionally intelligent workforce preferred by Business organisations in a volatile economic environment. The above discussions provide a general overview of emotional intelligence and accommodation of skilled employees in Amazon UK to enhance the overall performance and efficiency of the company (Giao et al., 2020). Hence, it can be considered as an important attribute for every business organisation to focus on developing an emotionally intelligent workforce through appropriate investment and strategic management practices. It will promote the cost efficiency of the organisation in terms of managing decisions as well as promote a high-performance working culture (Prentice et al., 2020).

Berlos's SMCR Model of communication

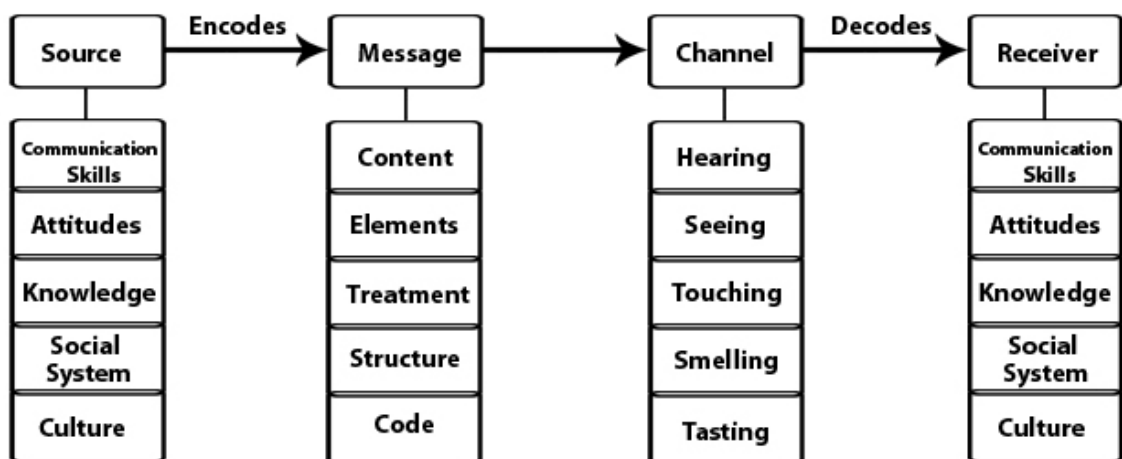


Fig: Elements of Barlow's SMCR communication model

(Source: Prentice et al., 2020)

Inclusive benefits of emotional intelligence along with collective forms of emotional intelligence can develop comprehensive team performance in the current working environment which subsequently promotes motivation and engagement of the employees. It is also important for organisations to focus on effective training and development of existing employees to integrate their abilities and efficiencies through justified skill development practices which specifically target emotional intelligence. Moreover, the investment of capital and efforts would also be reflected in the performance and capability of the employees which will justify the organisational consideration to accommodate an emotionally intelligent workforce (Khosravi et al., 2020).

5.0 Critical evaluation of the application of models of emotional intelligence

Appropriate application of different models and theories helps team leaders make effective decisions while navigating a complex working environment. The digital business environment and various other services provided by Amazon are placed in a highly competitive business environment where small business organisations as well as established competitors perform business to acquire audiences and customers. Goleman's model of emotional intelligence accommodates some important advantages which can help Amazon UK introduce an emotionally intelligent workforce. The comprehensive Framework provided by this model allows team leaders and organisations to accommodate a wide range of social competencies and emotional attributes. Applicability in a diversified working environment and practical application of this theory are also important which allows appropriately received development programmes through the application of this model (Wang and Shaheryar 2020). Goleman's model of emotional intelligence also allows empathy and social skills which effectively encourage leadership practices and team management. The weaknesses of this model are also important to justify the appropriate application of this model in the organisational contexts of Amazon UK. The model accommodates a broad category which ignores specificity and creates challenging situations for leaders to accommodate precise interventions. In a diversified working environment, Amazon UK needs specific accommodation in emotional intelligence skill development practices to target and manage employees across different professional and personal backgrounds. Subjectivity is also important when considering emotional intelligence

as it can create significant complications for the development and assessment of employees (Dâmbean and Gabor, 2021).

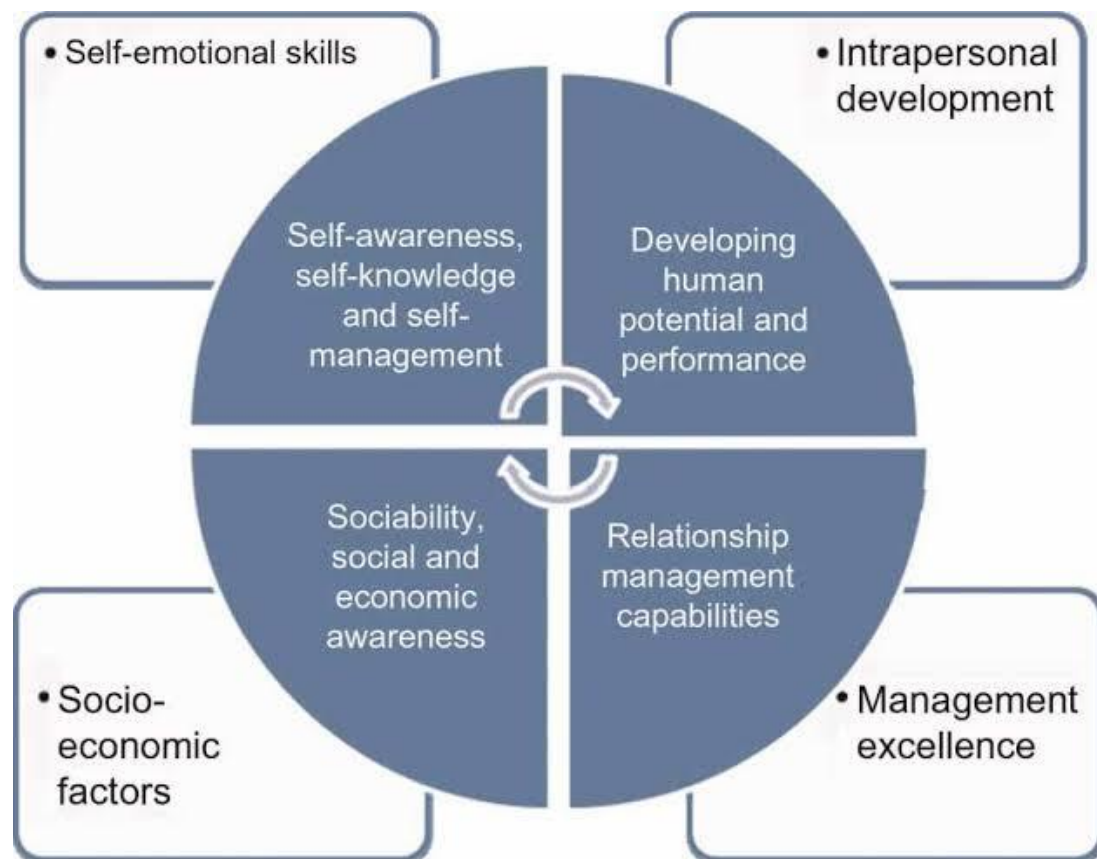


Fig: Emotional intelligence and application

(Source: Dâmbean and Gabor, 2021)

Bar-on model of the emotional-social intelligence model accommodates cross cross-sectional approach which allows better development of emotional and social competencies. Facilitating the interpersonal development of skills and managing the overall efficiency of the employees are also essential in this model. The model allows a holistic approach to the team leaders and organisational authorities to provide a diversified perspective on the emotional functioning of an individual. Other benefits such as appropriate focus on stress management and adaptability as employees in Amazon UK perform in a high-pressure environment are essential. Empirical support is a major factor which contributes to the extensive uses and application of this model in different working environments. Comprehensive research and validation through psychometric testing allow this model to be applied in different working environments and circumstances. The disadvantages of the Bar-on model of emotional-social intelligence include complexity and a resource-intensive approach (Cuéllar Molina et al., 2020). According to this model, team leaders and organisations have to establish complex organisational infrastructure which can promote expensive training and support of both existing and new employees.

Accommodation of different types of resources to understand and develop competencies across all five areas also restricts the utility of this model.

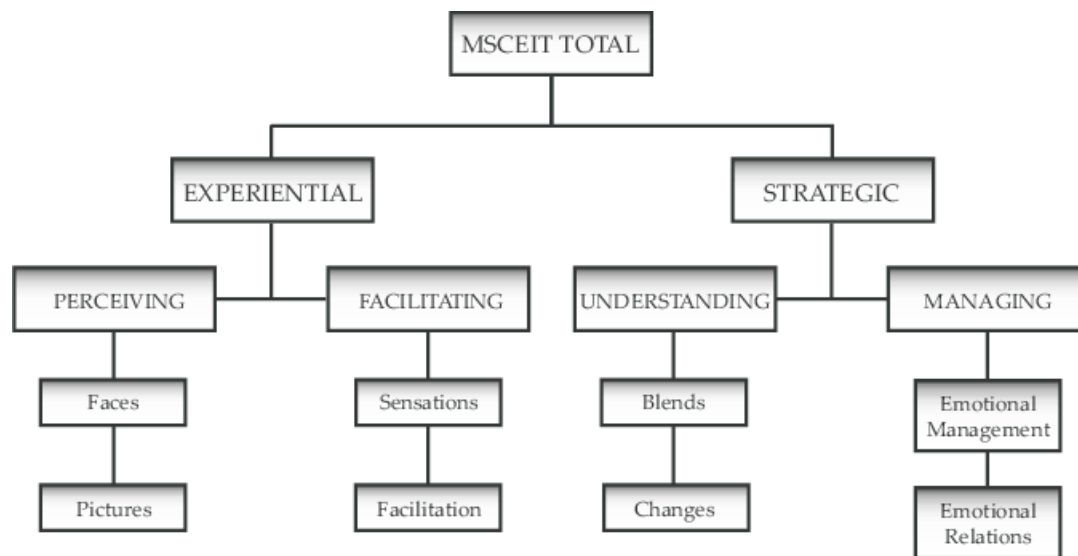


Fig: Mayer-Salovey-Caruso emotional intelligence hierarchy

(Source: Cuéllar Molina et al., 2020)

Other models such as the Mayer-Salovey-Caruso emotional intelligence test can also be applied based on the current understanding and efficiency of employees in a business environment. Amazon UK is a diversified business environment which accommodates different employees where HRM has to consider different interpersonal and intrapersonal factors. Effective application of the theories will allow Amazon UK to manage fast-paced and customer-centric approaches to emphasise social skills and empathy in customer service. These models can also allow high-performing working culture and focus on the stress management capabilities of individual employees thus encouraging effective risk management and resilient working infrastructure (Sabie et al., 2020). Frequent monitoring and maintaining agility in organisational working culture through emotional intelligence can also benefit leaders in establishing better cooperation and collaboration. Amazon UK needs to focus on a comparative analysis of the above-mentioned theories. All the mentioned theories encourage emotional competencies through professional and personal settings which will allow massive change in management and development of organisational performance. These models also impact on team dynamics and overall leadership qualities in the organisation which subsequently encourage effectiveness and team collaboration. The differences are associated with scope and focus along with the implementation process. Goleman's model provides a broad approach whereas the Bar-on model focuses on social intelligence and emotional practices more holistically. Hence, it would be the responsibility of team leaders to understand the current

circumstances and required elements to contribute to the development of employees' emotional intelligence which will justify the appropriate model or theoretical aspect of EQ development.

6.0 Recommendation for enhancing high EQ behaviour

Amazon UK participates in business operations across one of the most dynamic and diversified business environments where different inclusive factors influence business performance and organisational sustainability. Emotional intelligence is one of the most appropriate approaches which allow Amazon UK to implement effective growth and development measures regarding the professional and personal development of employees. Appropriate planning and evaluation will help to integrate the concerns and directions of different stakeholders. Enhancing high EQ behaviour and the appropriate establishment of an emotionally intelligent workforce require initial assessment within the organisation (Liao and Huang, 2022). This initial assessment will accommodate data and information from various employees, team leaders and external stakeholders. Training and development opportunities will be provided to existing employees regarding the development of soft skills which specifically encourage the growth and utilisation of emotional intelligence. Offering continuous learning opportunities through different online courses, coaching and workshops will also help employees to maintain a flexible learning schedule. Articulation of online and different digital platforms can benefit employees in terms of enhancing the agility and adaptability of the learning procedure. Amazon UK needs to focus on credibility and appropriate strategic interventions. Hence adequate focus on frequent monitoring and distribution of responsibilities should be appropriately done (Jena, 2022).

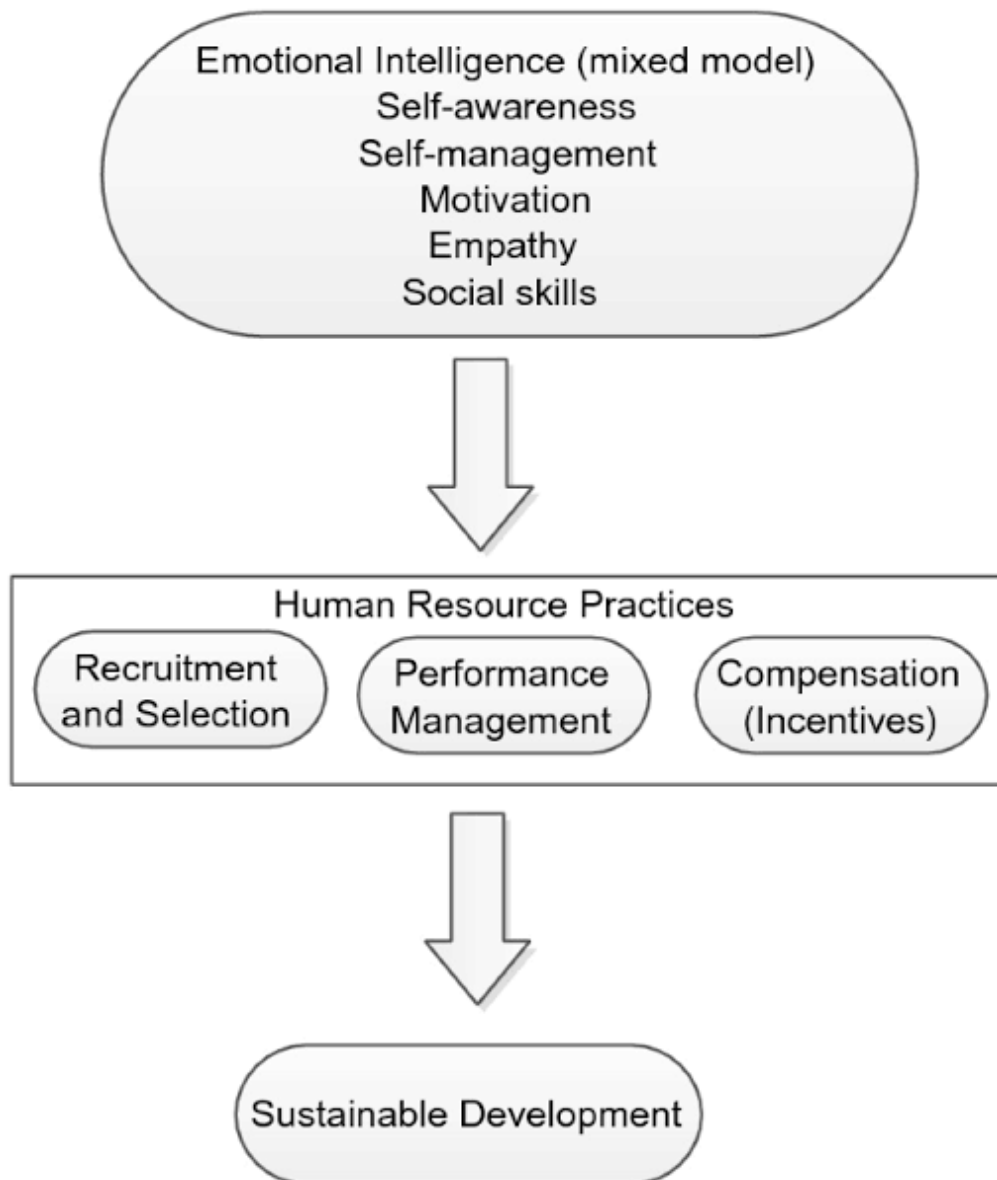


Fig: Framework of EQ and organisational sustainability

(Source: Jena, 2022)

Amazon UK can also utilise constructive feedback and positive evaluation to review the growth progress. Employees can face various individual issues and challenges regarding the implementation of continuous learning processes. Adjustments in the training program based on individual feedback as well as individual preferences can be articulated. Amazon UK can also focus on developing an inclusive working environment which will allow better moral values. Different online learning platforms and modules can be provided to employees which can effectively help in terms of resources and guidance to the employee's continuous skill development processes. The development of organisational infrastructure and cultural attributes can also contribute to the growth and sustainability of Amazon UK (Lehner, 2020). In current economic volatile conditions, Amazon UK needs to focus on the cost-effectiveness

of different business operations and their sustainable outcomes. As mentioned in the report, emotional intelligence has a significant impact on the capability and efficiency of the employees as well as it can benefit the organisation in terms of performance and productivity. Subsequent investment or incremental change can be managed in the organisation while developing a trend of skill development and experience-gaining processes (Saha et al., 2023).

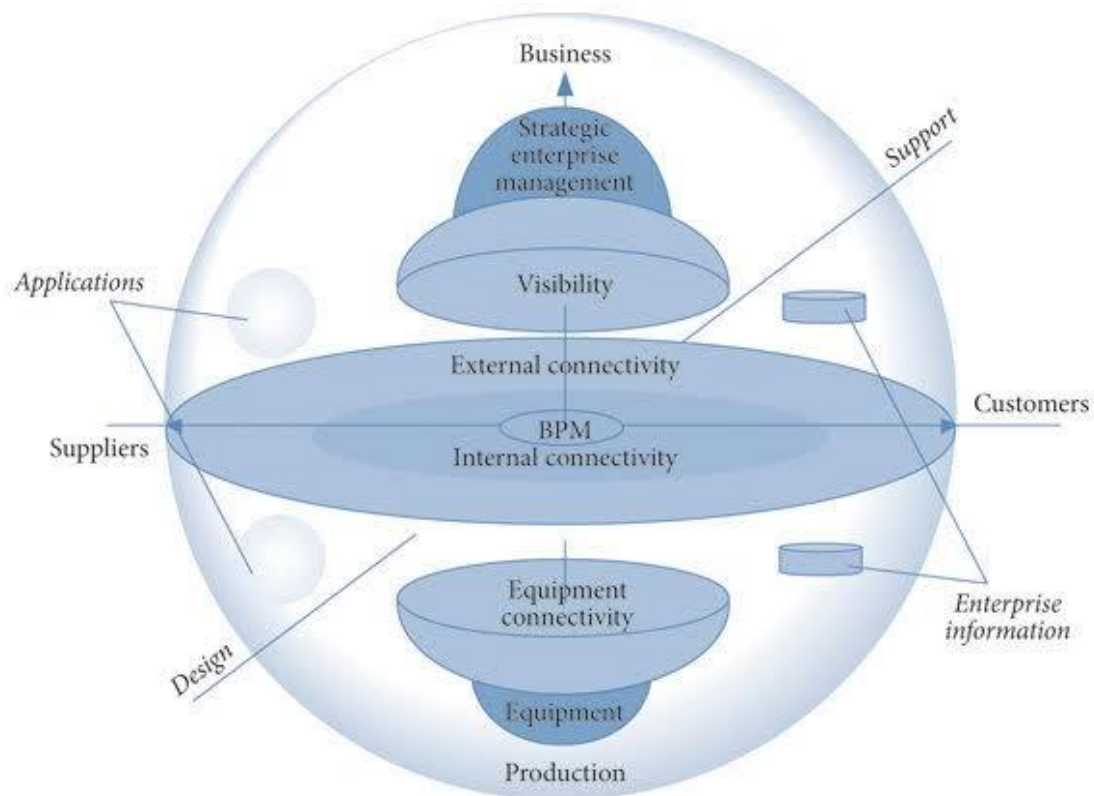


Fig: Cooperation and connectedness

(Source: Saha et al., 2023)

In a more specific manner, Amazon UK can implement appropriate strategies focusing on all development of collaboration, connectedness and implementing high emotional intelligence throughout the organisation. Integration of emotional intelligence into performance management systems is one of the most important aspects which will allow HRM to directly contribute toward the development process and integrate EQ in the matrices of performance management. Key performance indicators, performance reviews as well as appropriate uses of reward and recognition like strategies of HRM can be implemented for the comprehensive development of an emotional intelligence workforce. Defining and developing the plan should also accommodate a timeline of 3 to 4 months which will help employees as well as organisational administration to justify the growth strategies and its evaluation. Fostering and

effective development of inclusive as well as supportive organisational culture can significantly promote cooperation and collaboration in the working environment. Focusing on support systems, regular engagement and diversification of inclusive initiatives can significantly promote employees' efficiency (du Plessis, 2021). Moreover, the organisation can also accommodate contemporary analysis and development practices of different stakeholders to provide useful circumstances to an emotionally intelligent workforce. Assisting different stakeholders including supply chain, distribution channel and leadership styles can help contribute to the development of an emotionally intelligent workforce.

Appropriate uses of different theories as mentioned in the report such as Goleman's model of emotional intelligence and Bar-on's model of emotional-social intelligence can be used for the effective development of employees' sustainability and capabilities. Theoretical modules and practical implications of these theories help leaders justify strategic implementation and structure the development of employees through appropriate stages and methods. At last, self-reflection and self-management practices can be promoted within Amazon UK to encourage the comprehensive participation of employees in the development of an emotionally intelligent workforce (Estrada et al.).

7.0 Conclusion

Emotional intelligence is an available asset for the modern business environment where soft skills play a vital role in the effective performance and growth of employees. This individual report provides a brief description of accommodating an emotionally intelligent workforce in an economically viable environment. The arguments and discussion justify emotional intelligence as a critical aspect of the development of both organisations and employees in terms of higher productivity and efficient management of resources. Appropriate uses of secondary data and using information from justified and authentic sources also enhance the applicability and efficiency of the report from a more-diversified perspective. Moreover, the study also discusses different models of emotional intelligence and appropriate recommendations which will promote organisational collaboration and connectedness.

Contemporary analysis of organisational circumstances within Amazon UK and appropriate decision-making can significantly promote the efficacy and capability of employees. Effective uses of theories and practical implications with adequate leadership practices can also allow Amazon UK to make more effective and appropriate decisions based on current circumstances of market requirements and employee demand.

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Introduction

Emotional intelligence is an important tool accommodated by HRM and individual employees across different working environments to accommodate comprehensive performance and individual development. Emotional intelligence is responsible for the development and management of interpersonal abilities along with reflecting own performance in provided working circumstances. This poster aims to provide appropriate arguments and discussion on individual emotional intelligence along with evaluating methods to utilize and capitalise on individual emotional intelligence.

Assessment of use of core emotions

Comprehensive knowledge and effective utilisation of emotional intelligence can significantly help business organisations to achieve greater success. Business organisations like Amazon UK across different organisational levels accommodate emotional intelligence to enhance and ensure appropriate accommodation of employees' skills and knowledge. Emotional intelligence is more of a Framework which helps to increase openness and understanding of employees with their organisational objectives and administrative principles. I encourage self-management and resilience as a part of emotional intelligence which allows me to make decisions and manage critical working scenarios (Diggins and Papadakis, 2021). Comprehensive utilisation of my skills such as communication skills and decision-making abilities are also enhanced with appropriate emotional intelligence. However, I feel a bit sceptical about my listening skills and social intelligence in terms of emphasising individual interaction and building relationships. I have to work more efficiently to utilise my communication skills properly, enhance my listening abilities to build relationships through analysing and understanding issues faced by other team members. I have a good relationship with my family members and friends including my colleagues in the working environment. Effective knowledge and implications of emotional intelligence promoted my ability to balance between personal and professional life. Decision-making abilities and comprehensive utilisation of both mental and physical health ensure effective navigation through different critical circumstances (Gómez-Leal et al., 2022).

Conclusion

Emotional intelligence plays a significant role in the comprehensive development of interpersonal understanding and efficiency in the current working environment. The poster provides a brief discussion of emotional intelligence and effective arguments on personal aspects of emotional intelligence. Understanding individual issues and benefits provided by emotional intelligence, the poster also provides useful guidance regarding appropriate assessment and capitalisation on individual emotional intelligence.

Reflection on core emotional intelligence

Description: Emotional intelligence has major individual benefits which are extensively promoted in most of the business environment to inculcate a positive work culture. Emotional understanding and accommodation of intelligent evaluations help to improve the communication, decision making and overall mental health of the individuals.

Testing: I consider emotional intelligence to be an important aspect of promoting healthy relationships in the workplace and managing resilience and self-management which significantly impact the overall health status of an employee (Diggins et al., 2021). I observed different challenges and issues faced by my colleagues which mostly accommodate stress, conflict and dilemma while making decisions or approaching new working circumstances.

Evaluation: I identified emotional intelligence as an important aspect which will allow me to acknowledge and promote constructive feedback along with empathise with other employees. Emotional intelligence is also important to promote social intelligence and work performance which effectively encourages standard work performance without targeting conflict or issues.

Analysis: Emotional intelligence encourages individual value and diversity in the working environment along with promoting open-minded thinking. It is critical for modern business organisations which promote creativity and innovation. Business organisations like Amazon UK and other established companies are utilising emotional intelligence to enhance the overall performance of an individual and facilitate better thought processing practices.

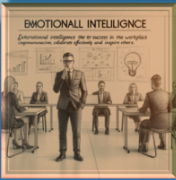
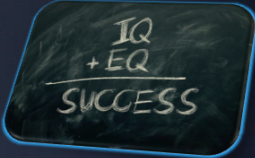
Conclusion: Emotional intelligence enhances individual performance and the overall resilience of employees in the working environment. I consider emotional intelligence as an important part of HRM practices which can promote every aspect of interpersonal efficiency and participation in the current working environment. Promoting and understanding individual preferences along with positive interactions will promote the management of emotional intelligence (Koushki et al., 2021).

Action plan: Effective development of emotional intelligence requires acknowledgment and understanding of the current working environment. Appropriate uses of both tangible and intangible resources including different individuals ranging from employees to higher authorities should be targeted to enhance emotional intelligence. I can also accommodate effective motivation and develop new changes in the business environment to establish a positive trend in the working culture which promotes emotional intelligence and management.

Practices to improve and capitalise on core emotional intelligence

Emotional intelligence is a character rather than a skill which is improved through continuous assessment and improvement input. Employees as well as organisations should focus on the comprehensive development of organisational infrastructure which will promote interpersonal interaction and teamwork. Fostering an open-minded thinking and approaching others about different issues on challenges can also encourage individual efficiency in expressing. Communication skills and appropriate decision-making ability are the most important aspects of emotional intelligence which contribute towards better work efficiency and performance. I should also focus on the effective development of my listening skills and the ability to participate in different team activities to enhance my social intelligence and knowledge about my team members. Practising continuous development by paying attention to my activities and others' responses will also provide me with valuable feedback (Gómez-Leal et al., 2022). I can also ask for positive feedback and constructive analysis of my performance as well as my behaviour to understand the necessary changes required. These practices encourage my performance and capability which subsequently reflect my ability to provide adequate value to employees in the organisation.

Conflict, unethical practices and misleading information are the major obstacles to managing emotional intelligence which also impacts the efficiency of the employees. I should focus on understanding different perspectives which will help me to facilitate my thoughts properly, elaborate different ways to resolve problems or react to any situation. Gathering adequate academic knowledge and appropriate skills to focus on my work-related development can also help me to utilise my mental stability and knowledge more efficiently. Controlling my behaviour as well as focusing on a positive mindset and conversations can also help me to improve my motivation and mental values. I can also use self-reflection theories like Gibbs' reflection cycle, Maslow hierarchy of needs and the Johari window for encouraging and managing motivation (Jordan and Todd, 2002).

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