

## EVALUATION OF EMOTIONAL INTELLIGENCE IN WORKPLACE CONTEXT



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## **Introduction**

Emotional Intelligence (EI) in the workplace setting is vital in promoting a supportive, collaborative, and sympathetic environment within the workplace. While there are potential benefits and challenges, EI is one of the crucial determinants in human relationships. The present study is a detailed account of emotional intelligence and its various components. It cantered around FAYE Inc., a small software and technology company from the United States. The study has examined the role of EI in the workplace and the context of the company. Employing two EI models, the study offers an insightful solution as to how the newly appointed supervisor, Clarke could receive help from it. The study has also offered informative views on how culture plays a significant role in understanding EI and mindfulness among FAYE's employees. On the other hand, it also analyses how FAYE may harness the benefits of EI and mindfulness among its employees. With the use of charts, graphs, and informative images, the study is made highly comprehensive and multidimensional.

## Company Overview

FAYE Inc. is a consulting, enterprise software, and CRM brand that was founded in 2009 by David Faye. Its legal name is FBSG Inc. The company is currently headquartered in California, United States (Faye Digital, 2024). The primary area in which FAYE operates is technology consulting and software management helping other companies grow and become profitable. It works in their financial and business systems. Faye not only makes use of software systems, but also optimises the features, and user adoptions, and integrates their ROI. The company boasts almost 100 clients, and a team of more than 100 members serving in more than 25 countries (Faye Digital, 2024).

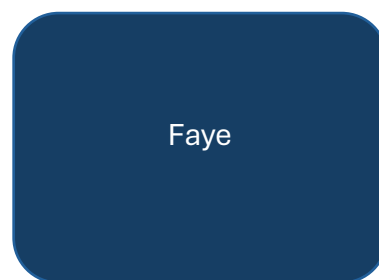


**Figure 1: FAYE Inc. official logo**

(Source: Faye digital, 2024)

Notably, with their ability in managing the intricacies of software environments, FAYE Inc. assists customers in configuring, integrating, adopting, and optimising their software remedies, making the return on investment (ROI) more alluring than it usually seems. SugarCRM, a part of their core service, is renowned for improving accountability and transparency inside client businesses and is linked with QuickBooks. The helpful effects of the most effective practices training and the passionate support offered throughout the rollout of the fresh systems have been highlighted by clients, who have shown immense fulfilment with the training as well as the solutions. As a trusted partner in the installation of software, FAYE Inc. is known for working together to make sure that software changes meet the requirements of its clients' businesses.

## Case Analysis

The study considers FAYE Inc. and its newly appointed supervisor Clarke who previously had experience working in a Texas firm. While Clarke is supposed to take up his new role, a few female employees within FAYE raised concerns against Clarke, who greeted the female employees calling “my love” in the workplace. While the female employees did not link his greeting style and attitude, Clarke was surprised that the case was not the same when he worked in Texas. Moreover, as Clarke seen, he noticed that the morale of some of those employees was seriously

affected. Moreover, Clarke wants to communicate in English under a strict schedule when a FAYE Chinese division is about to visit the UK office. Under these issues, Clarke is informed of what was his “insensitive attitudes” and “unreasonable expectations”. The present study strives to evaluate the role of EI in this case scenario and put forward lucid recommendations.

## **Literature Review**

Emotional Intelligence (EI), often known to be Emotional Quotient (EQ), is the ability to blend in human emotions, by recognising and regulating it to manage one’s own as well as others’ feelings. American psychologist, Daniel Coleman is supposed to have coined the term “Emotional Intelligence”, reflecting the complexity of the human brain and behavioural science. Coleman put forward five core components of his EQ theory - Empathy, Effective Communication or social skills, Self-awareness, Self-regulation, and Motivation. In the context of the workplace setting, it is of utmost importance. As shown by Lori Leo (2022), there are only around 36% of people worldwide are emotionally intelligent. Moreover, EI has a 58% influence on job performance, while 90% of the top employees are emotionally highly intelligent, Olodo Kai (2022) further noted. Therefore, EI is a crucial element in the workplace, and as shown by Yahoo Finance (2024) data, the global EI market is projected to grow at a CAGR of 25.2% between 2022-30. This section tries to synthesise many literature pieces to present a detailed and insightful study of EI in the workplace, and its application in the context of the FAYE company, using models and frameworks.

### **Role of EI in the workplace and FAYE Inc. in particular**

The role of EI in the workplace context is critical to the success of the organisation. It not only provides for effective communication and collaboration but also improves interpersonal relationships and overall job performance. However, scholars differ on EI’s importance and acceptability. Emotional Intelligence supporters contend that it improves interpersonal interactions in workplaces. According to Radha and Sounds Raps Sian (2024), workers with high EI are typically more effective communicators, thus being essential for cooperation and teamwork. Since it allows workers to express ideas with confidence and positively resolve issues, effective communication is often associated with success in the workplace. Emotional Intelligence and employment performance are favourably correlated, according to much research. For example, studies show that employees with Emotional Intelligence are more efficient and successful in their jobs because they have superior skills for handling anxiety and resolving conflicts. For instance, Price (2024), in assessing Motorola employees, has showed that 93% of the employees revealed improved performance after undergoing EQ training. Moreover, as Landry (2019) revealed, more than 71% of employers value EI more than technical skills.

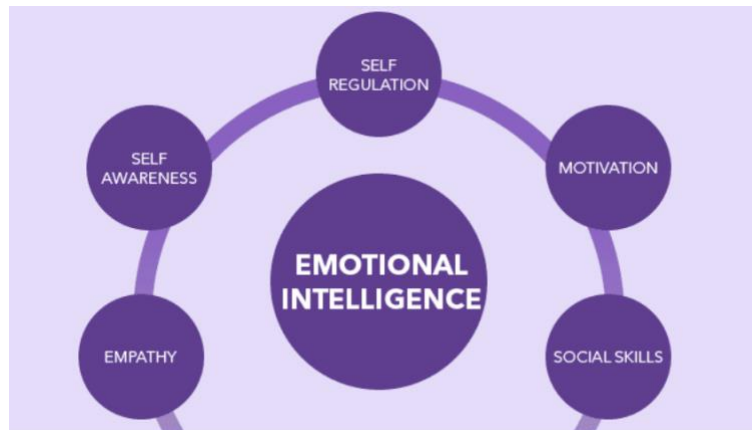


**Figure 2: Role of Emotional Intelligence in the workplace**

(Source: Padi Thea, 2023)

In contrast to that, critics dispute EI for its subjectivity and overemphasis. Although emotional intelligence is vital, Dirges and Payouts I (2020) contend that its importance may obscure technical and conventional cognitive capabilities, which are also essential for productivity in many occupations. Putting too much emphasis on Emotional Intelligence (EI), especially in hiring procedures, could result in prejudices based on presumed emotional intelligence rather than competence. According to Sandi *et al.*, (2021), different occupations and roles place varying degrees of significance on emotional intelligence. For instance, technical jobs might not need as much emotional intelligence as jobs involving management or direct interaction with customers. Some claim that a general focus on EI can waste training funds and that not every worker requires high EQ to succeed.



**Figure 3: Benefits of EI in the workplace contexts**

(Source: Team ManageMagazine, 2024)

The role of EI in the context of FAYE Inc. is also critical in terms of its effectiveness, productivity, and overall success in managing software systems. At FAYE Inc., Emotional Intelligence (EI) is crucial to developing strong interpersonal bonds along with successful leadership. Leaders in the company can improve team dynamics,

manage the challenges of interaction and feedback, and eventually aid in company development by using Emotional Intelligence. In the job, it can be difficult to give and receive feedback. However, managers who have high EI skills may guarantee that criticism is given positively. When self-awareness, compassion, and clear conversation are paired with feedback, its effectiveness increases. FAYE Inc. managers can boost morale and efficiency among their staff by better understanding psychological interactions and improving their feedback systems. FAYE Inc. can improve its general efficiency and employee satisfaction by cultivating an environment of psychological awareness and response. Putting Emotional Intelligence EI-focused techniques into practice will help achieve company goals while also improving relationships. FAYE Inc. may build a strong corporate culture that values cooperation and respect for one another by incorporating EI into its management and functional initiatives.

### **Two EI models of your choice that can potentially enhance Clarke's workplace abilities**

Emotional Intelligence has many components and types. It can also be proved by using suitable EI models. The early theories on EI, as explained by Mayer and Salivary (2007) connected it to social intelligence. They described it to be an awareness of the self and others. Whereas Gardner's (2000) conceptualisation related it to "feelings". Whatever may be the case, Falters (2018) puts forward his three models of EI. They include the Golem and EI performance Model, Bar-On's EI Competencies Model, and the EI Ability Model as developed by Mayer, Salivary, and Caruso. This study will use the Golem and EI Performance Model and the EI Ability model by Mayer and Salivary.

#### **Golem and EI Performance Model**

Golem and the Emotional Intelligence (EI) Performance Model, which emphasises the growth of interpersonal as well as personal competencies, can improve Clarke's job skills. The five emotional intelligence aspects that form the basis of the concept can be effectively used to enhance several employment areas.

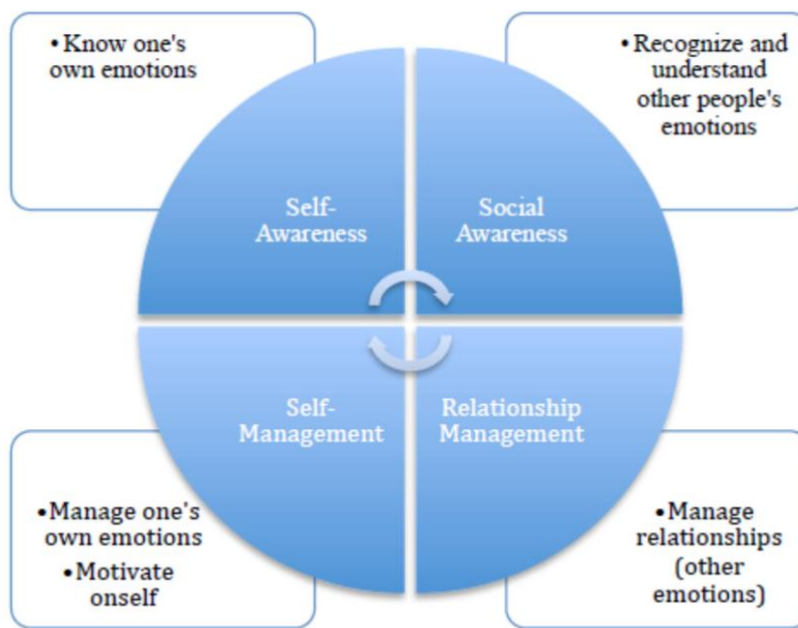


**Figure 4: Daniel Goleman's EI Performance Model**

(Source: ResearchGate, 2024)

**Self-awareness** - Self-awareness may be defined by how a person recognises his own emotions and aligns them to understand his behaviour and decision-making ability. By being self-aware, Clarke could make better decisions as his emotional judgment and skills will be highly affected by emotional intelligence. Moreover, Clarke will also be equipped to show his emotional stirrings while he might be in disagreements and conflicts. Therefore, self-awareness will not only help Clarke to make informed decisions but also help him in cases of conflict resolution.

**Self-regulation** - It refers to a person keeping firm control over his impulsive behaviour by managing his emotional response and behaviour. There are many benefits of it as well such as stress management and adaptability. Clarke will also have the chance to regulate his emotions and handle stress, leading to a stable and insecure work environment. On the other hand, Clarke will also become flexible, embracing the principles of adaptability for effective problem-solving.

**Motivation** - In the words of Goldman, the motivation in emotional intelligence refers to intrinsic motivation which is driven by internal rewards and not any external achievements. By staying motivated all the time, Clarke can enhance his overall work performance. Moreover, an intrinsically motivated Clarke will achieve personal growth and career advancement.

**Empathy** - It is one of the most crucial elements in interpersonal interactions. As opined by ARIKAN FİDAN (2020), there are obvious positives that foster team collaboration and leadership skills. In the case of Clarke, he can foster a strong organisational relationship and provide improved feedback, teamwork, and collaboration. On the other hand, empathy will also make Clarke evolve as a leader, understanding the needs of his fellow employees and colleagues.

**Social Skills** - It infers relationship management and the ability to inspire and influence other human beings. Social skills are significant as well because this not only improves the ability to communicate but also helps manage conflict in a much better way. Clarke needs to embrace effective communication skills so that he may guide his employees to actively listen to other employees, which builds both rapport and trust among employees. This conflict management skill is important as it aims to reduce tension and stress, thereby ensuring a harmonious workplace.

### **EI Ability Model**

The Emotional Intelligence (EI) Ability Model fosters mental health and leadership skills, which are essential for productive interpersonal interactions and may enhance the skills of a worker in their work environment. According to Supra Ma Ian *et al.*, (2021), the capacity to recognise, use, understand, and effectively control sentiments in both one and other people is a part of emotional intelligence, according to the EI Ability Model, which was created by researchers such as Mayer and Salvoes. This model points out four core branches of emotional intelligence (EI). They include perceiving emotions, using emotions, understanding emotions, and managing emotions.

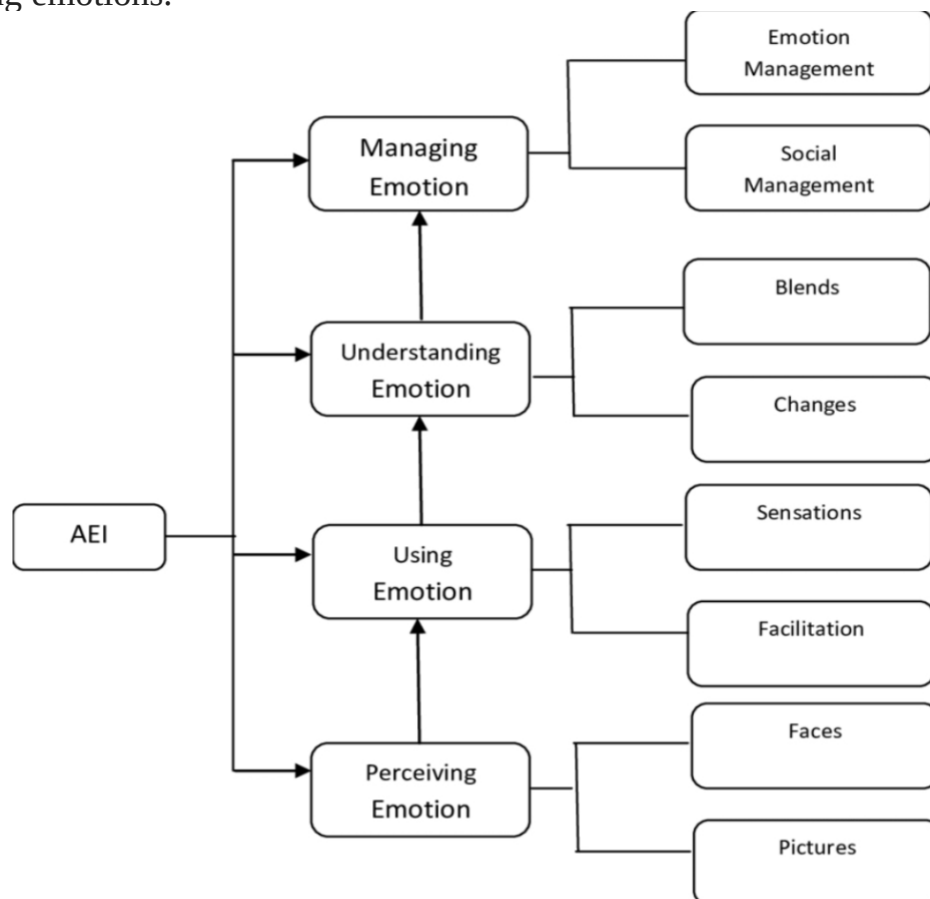


**Figure 5: AEI Model by Mayer-Salovey-Caruso**

(Source: ResearchGate, 2024)

By applying the EI Ability Model, Clarke, the newly appointed supervisor in FAYE will have the following benefits:

**Enhanced communications skills** - By developing his sense of emotions, Clarke will be able to communicate with greater ability and understand not only his co-workers' feelings but also his feelings. This comprehension promotes more fruitful and transparent discussions.

**Improved team collaboration** - Teamwork may improve if Clarke understands and controls his feelings for others. The dynamics of the team are improved when employees with high empathy become more accessible and skilled at resolving disputes.

**Increased Leadership Effectiveness** - Through proper emotional responses, managers can inspire and encourage their employees by using the Emotional Intelligence Model to help them in regulating their feelings. Clarke will be better able to maintain an upbeat working environment because of this emotional control.

**Enhances decision-making** - Strong emotions enable workers to appropriately analyse the mental basis of their actions, which is expected to lead to better decision-making. By acknowledging how emotions influence decision-making, Clarke will ultimately be able to produce more deliberate and fair results.

**Stress management** - Clarke can handle stress better if he owns considerable emotional intelligence. He can use coping mechanisms that reduce anxiety and overload in trying circumstances by understanding other people's feelings.

**Conflict Resolution** - Clarke's emotional intelligence will help staff members settle disputes peacefully. They can handle conflicts with a sense of discipline and impartiality that their less emotionally savvy co-workers may find difficult.

Thus, Clarke will after being able to improve his skills as well as help create a more peaceful and effective work environment by focusing on key qualities that the EI Ability Model promotes. In a way, a more robust and productive workplace can be produced by incorporating emotional intelligence within FAYE's routines.

#### **4.3 Role of culture in understanding EI and mindfulness of employees**

In heterogeneous organisations, cultural context has a substantial impact on how employees understand and use emotional intelligence (EI) and awareness. Individuals' experiences and emotional judgments are influenced by the social and cultural settings within which they live.

##### **Cultural influence on EI**

The feeling and application of emotional intelligence among businesses are influenced by cultural factors. Cultural differences in the norms around emotional expression, for example, can change how emotional intelligence (EI) functions in various contexts. Tan *et al.*, (2022) contend that to use emotional intelligence in job settings successfully, it is essential to acknowledge these cultural variations. Cultural differences exist in emotional intelligence, according to studies.

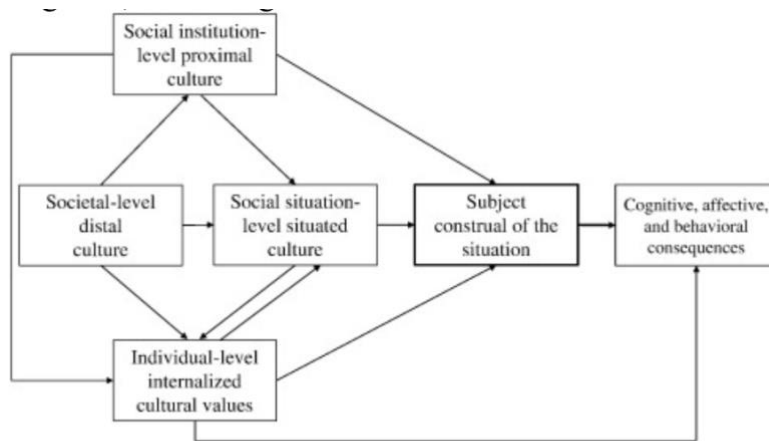


**Figure 6: Role of culture in understanding Emotional Intelligence of employees**

Source: Gunkel *et al.*, 2014)

According to Charlatan (2023), individuals from India proved stronger emotional intelligence than those from Israel, indicating that emotional intelligence qualities are significantly influenced by cultural upbringing. The study found that different mind-body activities and their impact on emotional intelligence might cause this discrepancy. As a result, it could be necessary to change how EI ideas are interpreted and applied to accommodate cultural circumstances.

### **Mindfulness in a Cultural Framework**

Cultural discussions of mindfulness have also focused on its self-control and the receptivity it fosters to different viewpoints. Social conventions that influence interpersonal relationships can influence compassion and social judgment, which the authors suggest mindfulness enhances. As opined by Hyper (2023), cultural norms can have an impact on how mindfulness is perceived and applied. It is possible that meditation practices are more generally accepted and incorporated into work settings in some cultures than others, or that they need significant adaptations to meet local customs. This emphasises how important it is to be sensitive to cultural differences when introducing mindfulness instruction in multinational corporations.

### **Relationship between EI, mindfulness, and Organisational culture**

There is a highly defined relationship between EI and mindfulness in an organisational context. When considered in terms of supportive and hierarchical leadership models, it may be emphasised that leaders who have high intelligence develop an inclusive environment surrounding the business where employee output is increased, and psychological safety is ensured. On the other hand, as opined by Amina *et al.*, (2021), EI also plays a crucial role in talent retention for organisations. As workers continually look for companies that appreciate and acknowledge their social and emotional input, emotional intelligence is essential for luring and keeping talents in the current job market. There is a positive correlation between high EI in management and retained staff members and happiness.

In conclusion, a complex interaction of variables is proved by the significance that culture plays when assessing workers' emotional intelligence and mindfulness. The impact of mindfulness techniques in organisations is affected by cultural differences, as is the way that emotional intelligence is conceptualised. Some academics stress the importance of culturally right approaches for successfully implementing mindfulness and emotional intelligence (EI), while others underline the substantial advantages these ideas offer in inclusive corporate settings. Both emotional intelligence and mindfulness techniques need to be adapted to various cultural environments for largest efficacy, according to the divergent viewpoints, which point to a vast area of research.

#### 4.4 Recommendations for FAYE Inc. to harness benefits of EI and mindfulness among employees

As Emotional Intelligence (EI) becomes an extremely critical factor in organisational settings, FAYE Inc. must implement a set of practices and frameworks of EI so that the organisation embraces a new culture of innovation and sustainability. While there are challenges in harnessing EI and mindfulness within organisational culture such as safety concerns and piracy as well as infrastructural and legal issues, FAYE Inc. can build a supportive environment and improve employees' emotional skills.



**Figure 7: Harnessing Emotional Intelligence for employees**

(Source: For, 2024)

The below points summarise those guidelines:

##### **Implementing training and grooming programs**

FAYE must incorporate within its corporate culture training programs and sessions targeted at improving the components of EI such as self-awareness, and self-regulation along with social awareness and relationship management. A number may also be taken aimed at improving the skills of active listening and conflict resolution. The company must evolve a system whereby the employees are encouraged to listen actively to others while taking their opinions and views. As per the opinion of I Hendon Iju (2021), it is by actively listening to others' problems and concerns that empathy and collaboration may be fostered. On the other hand, FAYE must also encourage its employees to resolve any conflicts and issues and provide constructive feedback, as a core part of EI. The mindfulness programs, as they aim to target

improving the focus of the employees and removing stress, must also be effectively implemented. Here, meditation, breathing exercises, and reflective practices are suggested options for self-awareness and self-regulation.

### **Fostering a supportive culture**

FAYE Inc. should also create added channels for open dialogue that incorporate emotional responses and workplace challenges. There needs to be a regular feedback session in place to help interviews and employee feedback. On the other hand, FAYE Inc., in an innovative way, needs to introduce digital feedback tools so that the employees share their emotional responses within that system, including their challenges and benefits. Moreover, there must also be mentorship programs for the juniors. Here, as proved in the work of Edward and Pure (2020), experienced employees may help enhance mindfulness and several types of EI skills for newly appointed employees. This would not only improve interpersonal relationships but also help knowledge-sharing and collaboration.

### **Encouraging mindfulness practices**

To increase EI skills and mindfulness among its employees, FAYE may also look to incorporate a targeted off day which will be dedicated to practicing mindfulness. These mindfulness practices may include guided meditation sessions and mindful movements. However, the meditation sessions may be short, helping the group to realign and refocus on their work. On the other hand, there may also be yoga practices and walking meditation. Here, FAYE may provide mindfulness digital applications and software systems to its employees so that they can make use of those resource to enhance their mindfulness.

### **Evaluation and monitoring of progress step-by-step**

While various measures and actions need to be in place, from training to collaboration and support, it is also essential for FAYE to regularly assess and check the results and performances of the employees. A regular assessment would help analyses the effectiveness of these programs. There are technological tools that may be used such as surveys and feedback forms. The surveys and feedback forms examine the emotional health of individuals and their engagement performance within the company. On the other, the data obtained from the assessment may be used to frame new strategies and mindfulness practices.

Therefore, FAYE Inc. needs to consider all these practices and initiatives so that it can build a supportive environment for everyone to foster.

## **5. Conclusion**

In conclusion, the study has assessed emotional intelligence in terms of its models and workplace significance. It has not only evaluated the role and effectiveness of EI in the organisational context in general and for FAYE in particular but also applied two prominent EI models that can potentially enhance the workplace competencies of Clarke, the newly appointed supervisor at FAYE. The study has also assessed the crucial role of culture in understanding mindfulness and EI among employees. In a way, the study offers practical solutions to business authorities about

integrating EI in the workplace context, especially FAYE Inc. The lucid set of recommendations showing the benefits of EI is also significant.

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