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**AN ANALYSIS OF HOW EMOTIONAL INTELLIGENCE
CONTRIBUTES TO CAREER ADVANCEMENT IN THE
GOVERNMENT SECTOR**

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ABSTRACT

Employee emotional intelligence (EI) development is becoming increasingly crucial as public sector firms attempt to enhance performance, boost collaboration, and foster a happier work environment. The study looks at how EI affects employee satisfaction, career advancements, overall organizational performance, and staff morale in a government organization. In the study, a framework for managing EI in government organizations is presented. This



framework shows how communication and collaboration can lead to achieving key factors to career advancement that ultimately leads to overall organizational success. The current research has adopted the case study method and gathered secondary data for the qualitative research. The study evaluates seven case studies from the Singapore Civil Service, UK National Health Service (NHS), US Department of Defence, Australian Public Service, Australian Federal Police (AFP), Department of Health and Human Services (DHHS), and Australian Public Service Commission (APSC). The case studies analysis shows the beneficial effects that EI can have on governmental institutions. The study findings highlight the value of EI in government organizations and the advantages of funding, training, and development initiatives that aim to improve EI. It is difficult to emphasize how much EI has impacted in connection with how government organizations are managed. Organizations in the public sector can establish a culture of empathy and understanding that encourages increased performance and work satisfaction for employees by investing in the development of EI skills. The results show that emotional intelligence (EI) is a critical component of management in governmental organizations.

Keywords: Emotional Intelligence, Government Organization, Emotions, Technology, Leadership Development

INTRODUCTION

Emotional Intelligence (EI) is a critical aspect of human behavior that refers to a person's ability to understand, manage, and effectively express their own emotions and respond to the emotions of others. It involves recognizing and managing one's own emotions, as well as perceiving, understanding, and influencing the emotions of others. EI plays a significant role in personal and professional success, as well as in building strong relationships with others. It is considered a soft skill, but research has shown that it is a strong predictor of success in many areas of life, such as leadership, teamwork, and conflict resolution. It refers to a person's ability to recognize, understand, and manage their own emotions, as well as the emotions of others. It involves the development of skills such as empathy, self-awareness, and emotional regulation, which enable individuals to form and maintain positive relationships, navigate complex social situations, and respond effectively to challenges. As EI is an important predictor of success in various domains, including academic achievement,



leadership, and mental health, the study of EI continues to be a rapidly growing area of interest in psychology, with new insights being gained all the time about how it can impact our lives and our interactions with others. Studies have shown that EI is crucial for enhancing leadership effectiveness, teamwork, and overall organizational success.

SIGNIFICANCE OF THIS STUDY

The importance of emotional intelligence in government organizations around the world is increasing, which makes this study significant. It also sheds some light on how to apply EI in the public sector in a manner that enhances teamwork, leadership, and organizational performance. It is becoming increasingly obvious that traditional analytical, and reasoning skills, etc., are insufficient for any organizational success. Furthermore, public sector institutions deal with complex challenges and surroundings that are changing quickly. A significant component of effective leadership and organizational performance in the public sector is EI, which is an in-demand soft skill that recruiters are looking for, organizations are willing and working to incorporate as it includes the capacity to comprehend and control one's own emotions as well as those of others.

For policymakers, professionals, and practitioners looking to create successful strategies for hiring, developing, and retaining public sector employees, it is important to understand the role and significance of emotional intelligence in governmental organizations. This study provides useful insights into how emotional intelligence has been successfully incorporated into public sector organizations and the main aspects that have led to the success of such initiatives by looking at case studies from various regions of the world. It also provides information for the creation of evidence-based best practices for fostering emotional intelligence in governmental institutions.

RESEARCH GAP

While there is significant research on the importance of emotional intelligence in leadership, there is a research gap when it comes to exploring its impact on government organizations. More specifically, there is limited research on the role of emotional intelligence in government leadership and its influence on organizational culture, employee engagement, and overall performance. While some studies have explored the relationship between



emotional intelligence and leadership effectiveness in the private sector, little attention has been paid to this topic in the context of government organizations. The unique challenges and complexities of government operations require a different approach to leadership, and it is important to understand how emotional intelligence can impact leadership effectiveness in this context. Moreover, while some case studies have explored the implementation of emotional intelligence practices in government organizations, there is a lack of comprehensive research on the long-term impact of these practices on employee engagement, performance, and overall organizational outcomes.

Thus, there is a need for more research on the role of emotional intelligence in government leadership and its impact on organizational outcomes. Understanding the impact of emotional intelligence on leadership in the government sector can improve the development of training programs for government leaders, as well as provide insight into how to create a more positive and productive workplace culture in these organizations.

LITERATURE REVIEW

The role of EI in government organizations is studied in this literature review, along with the efficiency of EI training programs in enhancing worker productivity, job satisfaction, and leadership skills. A study on the emotional impact of technology-driven e-learning and the role of technology in emotional intelligence-driven e-learning by (George et al., 2023) provided a foundation for this study on the application and benefits of EI. The findings of this study suggest that EI can contribute to the development of more effective training and e-learning programs that incorporate EI and support the emotional well-being of learners. There is no doubt that teachers play a crucial role in the revitalization and strengthening of the education system (Das & Bhuyan, 2021). As they play a crucial role in the development of educational standards, the researchers examined the level of teacher effectiveness and EI in the study to determine their relationship. The findings of the study by Putri (Putri, 2020) found that good governance, intellectual intelligence, emotional intelligence, and spiritual intelligence positively influence the leadership performance of village government officials in Badung province.



According to (Mfikwe & Pelsler, 2017) research over the past two decades found that emotional intelligence abilities are associated with a range of important work-related behaviors. The study revealed that emotional intelligence and leadership styles do relate to one another and moreover, there were no significant differences in leadership styles and emotional intelligence between bigender respondents. A study conducted by (Deshwal, 2015) mentioned that EI is a crucial factor for deciding success in life and in the organization. The researcher concludes that an employee with better emotional intelligence can perform better in terms of leading the team and building trust among colleagues and the surrounding network. Training for emotional intelligence has been introduced by these organizations in an effort to boost productivity, employee satisfaction, and leadership abilities. Employee morale, teamwork, and general job satisfaction have all improved as a result of integrating emotional intelligence into government enterprises.

EI is a key tool in government organizations around the world since it is a vital skill in managing oneself and relationships with others. Several government institutions, from Singapore to Australia, have included emotional intelligence in their training programs to increase communication, collaboration, and overall job satisfaction. These include:

1. Singapore Civil Service:

The results of examining the effects of a collective emotional intelligence program on the performance of employees in the Singapore Civil Service, according to (Wong et al., 2008) show that the training program was successful in improving communication and collaboration among employees, which resulted in increased job satisfaction.

2. UK National Health Service (NHS):

In the psychological impact of working in a UK emergency department, a mixed methods study by (Mann & Holdsworth, 2014) indicates that the emotional demands of the job can cause stress and burnout in healthcare workers. Training in emotional intelligence can assist employees in better managing their emotions and adjusting to the demands of their jobs.

3. US Department of Defence:

Based on studies published in Workgroup Emotional Intelligence: Scale Development and Relation to Team Process Effectiveness and Goal Focus by (Jordan et al., 2002), EI is



positively correlated with the efficiency of team processes and goal focus. A research published in Human Resource Management Review looked at the effective relationship between workgroup emotional intelligence and team performance in a US Department of Defence organization.

4. Australian Public Service:

In Primal leadership: Realizing the power of emotional intelligence, published by Harvard Business Press, authors (Goleman et al., 2013) argue that emotional intelligence is essential for effective leadership in government organizations because leaders must be able to recognize, understand, and control their own emotions as well as those of others.

5. The Australian Federal Police (AFP):

In Emotional intelligence in policing, a pilot study by (Lawless & Anderson, 2014), a research published in the Journal of Criminal Justice, it is stated that EI is positively correlated with both job performance and job satisfaction among members of the Australian Federal Police.

6. Department of Health and Human Services (DHHS):

Also, according to (Nelis et al., 2009), the research suggests that improving emotional competence through emotional intelligence training can have positive effects on psychological and physical well-being, social relationships, and employability. The study found that participants who underwent emotional intelligence training showed improvements in these areas.

7. Australian Public Service Commission (APSC):

As stated by (Ashkanasy & Daus, 2005) in their study, Rumors of the death of emotional intelligence in organizational behavior are vastly exaggerated, Journal of Organizational Behavior, they argue that emotional intelligence is still a relevant concept and that the APSC has implemented EI training for its employees, which has improved leadership, communication, and teamwork. Employees' performance and job satisfaction have improved as a result of the training on emotional intelligence and coping skills. Contrary to rumors that



emotional intelligence is irrelevant to organizational behavior, the article by (Ashkanasy & Daus, 2005) confirms its relevance.

RESEARCH QUESTIONS

1. How does emotional intelligence contribute to career advancement in the government sector?

The ability to manage one's emotions has been linked to job progress in a number of industries, including the public sector. Regardless of their technical knowledge and skills, (Goleman, 1998) asserts that people with high EI are more likely than those with low EI to succeed in their careers. This is due to the fact that emotional intelligence (EI) makes it possible for people to comprehend and manage their own emotions as well as detect and react to the emotions of others, which is essential for effective leadership, conflict management, and communication. According to research by (Zeidner et al., 2012), people with high levels of EI typically exhibit superior job performance and job satisfaction, both of which are crucial determinants of career success. Furthermore, research by (Jordan & Troth, 2002) and (Shanafelt et al., 2015) demonstrated a positive correlation between emotional intelligence and professional advancement and promotion in the public sector. EI is clearly a useful asset in career advancement because employees who were believed to have high EI were more likely to be chosen for higher jobs. These studies indicate that emotional intelligence is important for career progression in the public sector because it enables people to communicate clearly, resolve problems amicably, and motivate others to reach their objectives.

2. What strategies can government employees use to develop their emotional intelligence competencies and advance in their careers?

Government personnel can use a variety of techniques to improve their emotional intelligence skills and advance their careers. Participating in self-reflection and self-awareness exercises like journaling, mindfulness, and meditation is one of the most successful tactics (Chapman, 2017). Government employees can increase their capacity to control their emotions and react to others in a more positive way by gaining a better awareness of their own emotions and how they affect their conduct. Another strategy is to ask for criticism from others, such as mentors, bosses, and co-workers (Shanafelt et al., 2015). This can assist people in



determining which emotional intelligence skills they need to develop, such as communication, conflict resolution, and leadership. Employees can improve specialized emotional intelligence abilities by looking for training and development opportunities, such as workshops or coaching sessions (Zeidner et al., 2012). Furthermore, staff members can take cues from role models and act similarly (Chapman, 2017). Employees can learn insights on how to effectively communicate, manage conflicts, and lead others by studying people with high emotional intelligence. Additionally, workers can use their emotional intelligence skills to do certain job-related duties including working with co-workers, resolving problems, and inspiring others, which can help them prove their value to the company and progress their careers (Jordan & Troth, 2002).

Overall, these studies point to a number of strategies that government workers can employ to enhance their emotional intelligence competencies and advance their careers. These strategies include self-reflection, seeking feedback, training and development, role modeling, and applying emotional intelligence skills to tasks that are related to their jobs.

FRAMEWORK & METHODOLOGY

Framework

This research paper aims to investigate the use of EI in different governmental organizations across the globe. The public sector encounters significant problems because of diverse stakeholder interests, complex bureaucratic structures, and accountability to the people. In order to effectively address these issues, using EI in government organizations can be useful. In this paper, we present the analysis of literature and case studies on EI in different government organizations across the globe.

This research on EI, starting with its theoretical framework and empirical data showing its influence on government organizational results, is thoroughly reviewed for this study. For the problems encountered by government organizations, the potential advantages of EI becomes the focus of the study. Following that, the case studies have highlighted instances of how EI has been used in government organizations all across the world, including those in the United States, Canada, and Europe. EI enhances employee morale, job satisfaction, career advancement, and overall organizational performance by encouraging



strong connections, building a positive workplace culture, addressing disagreements successfully, making informed decisions, and setting an exemplary example which is taken as a framework for the study and is shown below in figure 1.



Figure 1: Theoretical Framework of the study

Methods

The current study adopted a case study method, which is an important research methodology that involves analyzing real-life situations or phenomena in-depth and in detail. It is a valuable tool for understanding complex social, economic, and cultural issues, as well as for developing and testing theories. A thorough review of the literature is conducted to understand the research gaps, identify, and address research questions, and analyze the case studies to support the study. The research methodology follows a qualitative approach including two themes to address research questions related to emotional intelligence and its impact on career development and organizational performance. There are seven case studies taken for the current study which are based on secondary data from online sources. Theme 1 is based on 7 case studies which are evaluated in the paper including the Singapore Civil Service, UK National Health Service (NHS), US Department of Defence, Australian Public Service, Australian Federal Police (AFP), Department of Health and Human Services (DHHS), and Australian Public Service Commission (APSC). Theme 2 is based on secondary data from online sources which shows how different organizations have implemented EI and it has led to the career growth of its employees as well as the success of the organizations.



EFFECTIVE EI IMPLEMENTATION IN GOVERNMENT ORGANIZATIONS

A few case studies are illustrated below on how emotional intelligence has been used in government organizations across the world

1. Singapore Civil Service: In 2009, the Singapore Civil Service launched an emotional intelligence program to improve communication and interpersonal skills among its employees. The program was designed to help employees better understand their emotions and the emotions of others, leading to improved collaboration and productivity. This EI program helped improve their officers' emotional intelligence and communication skills. The program includes training on emotional awareness, empathy, conflict resolution, and stress management. As a result of this program, the police officers reported improved relationships with the public, reduced stress levels, and increased job satisfaction.

The Civil Service College in Singapore has incorporated EI training into its curriculum for public officials. The college offers a variety of courses on EI, including courses on self-awareness, self-regulation, motivation, empathy, and social skills. The college aims to develop public officials who are emotionally intelligent and can handle complex and challenging situations in a more effective and efficient manner.

2. UK National Health Service (NHS): The NHS has implemented emotional intelligence training for its leaders and managers to help them better manage stress and improve their ability to lead and motivate their teams. This has resulted in improved engagement and job satisfaction among employees. This EI program helped their personnel manage the emotional and psychological demands of their job. The program covers topics such as emotional self-awareness, empathy, and stress management. The program has helped the personnel to better handle the traumatic experiences they face in their line of duty, leading to improved well-being and job satisfaction.

3. US Department of Defence: The US Department of Defence has been incorporating emotional intelligence into its leadership development programs for several years. This has helped military leaders to be more effective in leading their teams, making decisions under pressure, and building strong relationships with allies and partners. The US



Department of Defence has recognized the importance of emotional intelligence in their personnel, and as a result, they have developed an EI program for their service members. The program includes training on emotional awareness, empathy, conflict resolution, and stress management. The program has been credited with reducing stress levels and improving the overall well-being of service members, leading to a more resilient and effective military force.

The United States Air Force has incorporated EI training into its curriculum for officers. The Air Force aims to develop officers who can better manage the stress and demands of their job, build strong relationships with their colleagues, and make better decisions in high-pressure situations. The City of Toronto has implemented an EI program for its employees. The program provides training on EI skills, such as emotional self-awareness, empathy, and communication. The city has found that the EI program has improved employee satisfaction, reduced turnover, and improved overall productivity.

- 4. Australian Public Service:** The Australian Public Service has implemented emotional intelligence programs to improve leadership skills and to help employees develop their emotional intelligence. This has resulted in improved morale, engagement, and productivity among employees. This also helped them handle the emotional and psychological demands of their job. The program covers topics such as emotional self-awareness, empathy, and stress management. The program has been credited with reducing stress levels, improving the well-being of personnel, and enhancing their ability to work effectively in high-pressure situations.

The Australian Public Service (APS) has adopted EI as part of its leadership development framework. The APS provides EI training to its leaders and encourages them to apply EI principles in their day-to-day work. The APS has found that EI has helped its leaders to build better relationships with colleagues, manage change more effectively, and create a more positive and productive work environment.

- 5. The Australian Federal Police (AFP):** The Australian Federal Police (AFP) is the primary law enforcement agency in Australia and has a reputation for being a leader in innovative and effective policing. The AFP has placed a strong emphasis on the



development of EI among its officers, with a number of programs and initiatives aimed at enhancing the emotional intelligence of its staff.

One such program is the Emotional Intelligence for Leaders (EI4L) program, which provides leadership training for senior officers. The program is designed to help officers identify and manage their emotions, as well as to develop the skills needed to effectively manage the emotions of others. The program has been successful in helping to improve the emotional intelligence of officers, resulting in a more positive and supportive work environment, increased collaboration, and improved performance.

- 6. The Department of Health and Human Services (DHHS):** The Department of Health and Human Services (DHHS) is a large government department responsible for delivering a wide range of services and programs to the Australian community. The DHHS has been proactive in developing the emotional intelligence of its staff, with a number of initiatives aimed at improving the emotional intelligence of employees.

One such initiative is the Emotional Intelligence Awareness and Development Program (EIADP), which provides training and support to staff in areas such as emotional self-awareness, empathy, and emotional regulation. The program has been successful in helping employees to understand and manage their emotions more effectively, leading to improved performance, better relationships with colleagues, and a more positive work environment

- 7. The Australian Public Service Commission (APSC):** The Australian Public Service Commission (APSC) is responsible for setting and maintaining the standards of integrity and ethical behavior within the Australian Public Service (APS). The APSC has placed a strong emphasis on the development of emotional intelligence within the APS, with a number of initiatives aimed at improving the emotional intelligence of employees.

One such initiative is the Emotional Intelligence for Effective Leadership (EIEL) program, which provides leadership training for senior executives. The program is designed to help executives understand and manage their emotions more effectively, as well as to develop the skills needed to effectively manage the emotions of others. The



program has been successful in helping executives to improve their emotional intelligence, leading to a more positive work environment and improved performance.

These are just a few case studies of how emotional intelligence has been used in government organizations across the world. By incorporating emotional intelligence into leadership development programs, these organizations have seen significant improvements in areas such as collaboration, decision-making, communication, and employee morale. The implementation of EI programs has been shown to improve the emotional and psychological well-being of personnel, leading to a more resilient and effective workforce.

FINDINGS AND DISCUSSION

Theme 1: Case study analysis of EI in Public Sector Organizations leading to employee's career growth.

Based on these case studies we can analyze how emotional intelligence contributes to career advancement in the government sector. Emotional intelligence (EI) is the ability to identify, understand, and manage one's own emotions, as well as to recognize and influence the emotions of others. It is an important skill in the workplace, including in the government sector. Government employees who possess a high level of emotional intelligence are more likely to succeed in their careers and advance to higher positions. One reason for this is that EI helps government employees to communicate effectively. Communication is a critical skill in the government sector, as employees need to work with a wide range of stakeholders, including colleagues, superiors, subordinates, and members of the public. Effective communication requires not only the ability to convey information clearly but also to listen actively and respond appropriately to others' emotions. Employees with high EI can read people's emotional states and adapt their communication style accordingly, which can help them build strong working relationships and influence others. EI also helps government employees to manage conflicts effectively. In the government sector, conflicts can arise between different agencies, departments, and individuals with competing interests. Employees with high EI can manage these conflicts constructively by identifying the underlying emotions, understanding the perspectives of all parties, and finding common



ground to resolve the issue. They are less likely to become defensive, aggressive, or confrontational, which can damage relationships and derail career advancement. Moreover, EI helps government employees to lead and inspire others. Effective leadership requires the ability to understand and influence others' emotions, build trust and rapport, and inspire them to achieve their goals. Employees with high EI can create a positive work environment that fosters collaboration, creativity, and innovation. They can also motivate their colleagues to work harder and contribute more to the organization's goals, which can lead to greater recognition and career advancement. Emotional intelligence is a valuable skill for government employees looking to advance their careers. By improving their ability to communicate, manage conflicts, and lead others, employees with high EI can build strong working relationships, resolve conflicts constructively, and inspire others to achieve their goals. These qualities are highly valued in the government sector, and employees who possess them are more likely to succeed and advance to higher positions.

Theme 2: Secondary Data Analysis of Emotional Intelligence Implementation in Various Organizations leading to overall organizational success.

According to the New Carat report, Google has the greatest Emotional Intelligence score of any business in the world, and the share prices of the top EQ brands have increased by +910%. The second iteration of Carat's Brand EQ 2022 Report' examines how emotional intelligence fuels rapid brand growth. Its scope has been widened to include 51 brands and 15,000 respondents from 15 markets. In the initial study, which was published in 2020, five main Brand EQ drivers—empathy, motivation, self-regulation, self-awareness, and social skills—were used to rank some of the most emotionally intelligent businesses in the world. Looking at how each brand performed alone, Google performed best, moving up 14 spots from two years ago and thriving as the pandemic's go-to brand. With 79% of its brand associations being regarded as good, Google demonstrated a significant increase in self-awareness and demonstrated that innovation and technology can have a human face. The domination of Samsung in the EQ category was one of Brand EQ's more unexpected findings.



Figure 1: Top emotionally intelligent companies in 2021

(Source: New Carat report)

Looking into the correlation between emotional intelligence and high growth, the results of Carat's research showed that obtaining high EQ makes eminently commercial sense for brands, with an even higher association between high EQ and high growth. When compared to renowned indices like the S&P 500 and the FTSE 100, the top 20 brand EQ performers significantly outperformed in terms of growth in shareholder value, according to the analysis.

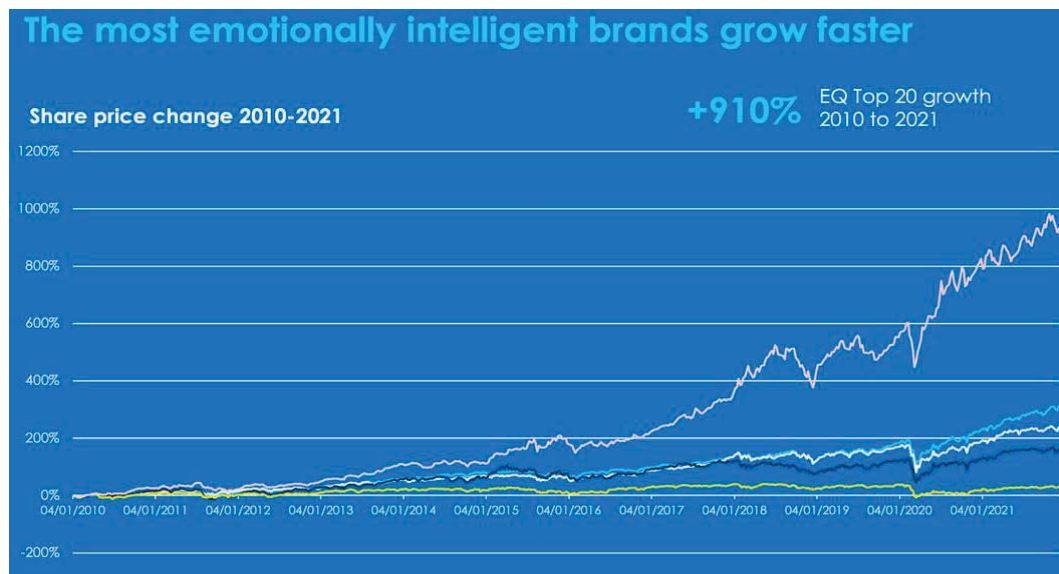


Figure 2: Growth rate of companies based on EI

(Source: New Carat report)



The second wave of research also found that EI brands were founded to create value for people perform better. Brands with high EQ are acting confidently and creatively to help people adapt to new lifestyles, new research further demonstrates this during the Covid-19 pandemic. Examples of this included Disney's fast rollout of Disney+ to keep people entertained at home, and Mastercard's rapid shift to digital to help shoppers and retailers adapt to new ways of living. Similarly, few companies have implemented EI training and reported benefits. Many other companies have also implemented EI training and have seen improvements in employee performance, leadership, collaboration, conflict resolution, customer satisfaction, and decision-making. For example,

1. Google: Google offers EI courses to its employees, which has resulted in improved communication, collaboration, and teamwork among employees.
2. Ford: Ford implemented EI training for its executives, which resulted in increased empathy, better communication, and improved leadership skills. As a result, the company saw improved employee engagement and organizational success.
3. Marriott International: Marriott International implemented an EI training program for its employees, resulting in improved customer service and increased customer satisfaction. Employees were able to better handle challenging customer situations and build stronger relationships with clients.
4. UPS: UPS implemented EI training for its managers, resulting in improved leadership, better communication, and increased employee engagement. The company saw reduced turnover and improved organizational success.
5. American Express: American Express implemented EI training for its call center employees, resulting in improved customer service and increased customer satisfaction. Employees were better equipped to handle challenging customers and build stronger relationships with clients.

CONCLUSION

EI is a crucial factor for career advancement in the government sector. The study findings suggest that individuals who possess high emotional intelligence are more likely to excel in their jobs, communicate effectively, and build stronger relationships with colleagues and superiors. These abilities make them valuable assets to the organization and increase their



chances of being promoted to higher positions. According to research, those with high EI are more likely to succeed in their careers, form good connections with co-workers, and successfully handle workplace politics. In addition, they have improvements in conflict management and negotiating skills, which can in turn help the organization as well. EI is a crucial component of professional growth in the public sector because it enables people to interact positively with others, communicate clearly, and negotiate challenging workplace dynamics.

However, it is essential to note that emotional intelligence alone is not enough to guarantee career advancement in the government sector. Other factors such as job performance, technical skills, and educational qualifications also play significant roles in determining career success. Nevertheless, developing emotional intelligence skills is a worthwhile investment that can lead to career advancement and personal growth.

LIMITATIONS

This paper has two main limitations that should be considered for future studies. First, the study and the findings may not be generalizable to all regions or countries. Second, the sample size was relatively small without a quantitative aspect, limiting the statistical power of the analysis. Generalizability to other regions or countries refers to the fact that the study and its findings may not be representative or applicable to all regions or countries. This could be due to differences in cultural norms, economic conditions, or other contextual factors that could impact the validity of the study's conclusions. For example, if the study was conducted in a specific region that has unique cultural practices or beliefs, the findings may not be generalizable to other regions with different cultural norms. Future studies should attempt to replicate the research in different regions or countries to determine the generalizability of the findings. The small sample size and lack of quantitative aspect refers to the fact that the study had a relatively small sample size and limited the statistical power of the analysis. Small sample size can increase the likelihood of errors, which means that the study may not be able to detect significant effects or relationships that exist in the population. Therefore, the conclusions drawn from the study may not be as robust or reliable as they would be with a larger sample size. Future studies should aim to recruit larger and more diverse samples to increase the statistical power and generalizability of their findings.



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