DISSEMINATION OF KNOWLEDGE
SvedbergOpen
International Journal of Artificial Intelligence and Machine Learning
Publisher's Home Page: https://www.svedbergopen.com/
Research Paper
Open Access

A Structural Analysis Of Ei And Its Influence On Employee Performance In Technology-Driven Organizations

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Abstract

EI has become a very important psychological skill that determines the effectiveness of employees, especially in knowledge based and high stress working conditions like information technology (IT) industry. The current research paper will discuss the role of EI as an influencer of employee performance in the IT employees with special reference to the four dimensions of EI suggested by Goleman which include SELAW, social awareness, self-management, and relationship management. The quantitative research design was chosen, and a structured questionnaire based on the standardized and validated measurement scales was used to collect primary data through the involvement of 170 IT employees. Data analysis was done by using SPSS and AMOS where Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) was used. The measurement model outcome supported satisfactory reliability and validity of constructs, with Cronbach alpha values, composite reliability and average variance extracted were above the recommended levels. The structural model revealed a good overall fit and showed that all the four dimension of EI had a positive and significant effect on overall EI. Social awareness was found to be the most predictive of them, and relationship management, self-management, and SELAW were the next strongest predictors. EI, in its turn, demonstrated a strong and statistically significant positive impact on the performance of employees, which means that employees possessing EI are more effective in the way they do their assignments, contribute to the overall scenario, and are more productive continuously. The results emphasize the interpersonal character of EI in the organizational context and stress the value of this concept as a major force that influences the performance of employees in the IT industry. Practically, the study recommends that organizations need to consider introducing EI development in human resource practices, including the training, leadership development and performance management systems. The research is an addition to the current body of literature in that it offers empirical evidence based on the Indian IT scenario, as well as the comparison of the comparative impact of the EI dimensions through a sound SEM framework. Longitudinal studies, cross-sector comparison, and intervention-based research are some of the future research directions that will be utilized to further investigate the dynamic role of EI in the performance of employees.

Keywords: Self Awareness, Social Awareness, Self-Management, Relationship Management, Emotional

1. Introduction

The world of work has seen huge change in recent years especially in the information technology (IT) field of work whereby the fast rate of technological development, digitization, and adoption of artificial intelligence has added pressure on jobs and increased pressure on performances. The IT and BPM industry is one of the biggest job creators in India with more than 5.8 million professionals currently employed in the industry (as of 2024-2025) and the growth is expected to rise despite the economic unpredictability across the world (NASSCOM, 2024). The strategic significance of the factors that increase the employee performance (EP), which is emphasized by this scale, is that even the slight increases at the individual level will make a significant contribution to the organizational and economic performance.

Simultaneously, the work environment in the IT area has been growing more complicated and emotionally taxing. They report that the average number of hours worked per week is one of the longest in the world with the number of hours per week being over 45 hours together with tight deadlines, continuous upskilling pressure, and virtual collaboration (International Labour Organization [ILO], 2024). These states have brought up issues on employee stress, emotional fatigue and long term performance. Recent job surveys around the world also show that almost

every 4th employee is exposed to high stress levels every day, and technology-professional workers are especially susceptible to it because their performance is constantly tracked, and work is organized in the form of projects (Gallup, 2024). These trends highlight the drawback of using technical skills to solely promote EP.

On this note, EI has become a significant psychological skill that determines how the employees regulate emotions, deal with stress, socialize with others, and remain productive. EI allows one to identify and control his or her emotions, those of other people as well as interpersonal relationships. Studies are also quickly indicating that workers who possess greater EI are better task performers, perform better when it comes to contextual performance, and more adaptable in dynamic workplaces (Goleman, 1998; Mayer et al., 2004). EI can be one of the distinguishing factors in the performance outcomes of IT professionals whose work often consists of teamwork, interaction with clients, and resolutions in stressful conditions.

Although there has been increased appreciation of the importance of EI in organizational studies, there have been gaps in the knowledge of how the individual EI dimensions can be useful in the overall performance especially in the Indian IT industry. Most of the available literature considers EI as a single-dimensional concept, or concentrates on the performance of leaders as opposed to that of employees. More so, there is a paucity of empirical studies that compare the relative role of Self-awareness (SELAW), social awareness (SOCAW), self-management (SLMGT) and relationship management (RELMGT) on EI and its subsequent performance through the application of powerful analytical tools, including Structural Equation Modelling (SEM).

As such, the current research aims at investigating how the EI influences the performance of employees within the IT industry among the IT employees especially in regard to making comparisons between the contributions made by four dimensions of EI as advanced by Goleman. The proposed study will present the empirical evidence to be used to guide HR development strategies, training interventions and organizational policies into improving EP and wellbeing in high-pressure technology-driven settings, through the combination of validated measurement scales and SEM analysis.

2. Review of literature

2.1 Literature Method

An empirical and meta-analytic evidence on the EI takes place in the literature review, which was focused on the EI to EP relationship in the years 2015 to 2024. The identification of studies was based on such key words as EI, job performance, EP, work performance, SEM, mediation, and IT/public sector/nurses/retail on both scholarly databases and publisher websites. Preference was put on peer-reviewed journal articles, meta-analyses and high-quality reviews reporting validated EI measures (e.g., WLEIS, ECI/ESCI), and known performance outcomes (task/contextual/OCB or supervisor-rated performance). The screening of evidence was done based on its applicability to workplace settings and evidence was retained when EI was directly or indirectly linked to performance outcomes.

3. Literature Analysis

Evidence in the Indian context also indicates that EI is a highly predictive job performance variable, indicating that contextual studies of the workplace in India are also viable (Dhani et al., 2016). In addition to the direct ones, research reports mechanisms: EI is linked to engagement/satisfaction and downstream performance, which makes the case of process models even more convincing (Rafiq et al., 2019). EI also has a positive impact on EP in a public sector (Sabie et al., 2020) and the overall organization performance measures (Supramaniam et al., 2021). Generalizability: revised meta-analyses uphold a positive relationship between EI and job performance (Grobelny, 2021) and the psychometric meta-analysis between EI and performance-related behaviors (commitment, OCB, and less stress) (Doogru, 2022).

Data in 2015-2024 all point to a positive relationship between EI and performance, but with different effect sizes depending on sector, conceptualization of EI, and mediators. In service-intensive environments, EI forecasts performance by way of emotional labor and adaptive practices; in retail/service conditions, EI was found to predict frontline performance via satisfaction/adaptability channels (Sony and Mekoth, 2016). It is also evidenced in the education sector, where EI predicts job performance (Mohamad & Jais, 2016). Direct and indirect performance effects in organizational models EI tends to have both a positive and negative impact on performance via attitudinal mediators; the results of SEM show EI positively correlates with job performance and tends to mediate through job satisfaction (Vratskikh et al., 2016). The connection between EI and performance might be contingent on the framing of EI as self or other-oriented; multi-dimensional tests indicate that EI facets are differentially related to performance (Pekaar et al., 2017).

The relationship is replicated with healthcare evidence showing a positive association between EI and job/work performance of nurses (Xing et al., 2022; Galanis et al., 2024). And in disruptive conditions, performance-based pathways (e.g., stress/turnover mechanisms) remain related to EI through performance-based job processes (Wang et al., 2022). Recent literature reviews in the leadership/team setting suggest that emotionally intelligent leadership views team processes and outcome in the form of team performance (Coronado-Maldonado et al., 2023). In the year 2024, sectoral research still has found an EI impact on performance of employees in the context of the public/organizational setting (Wonda et al., 2024; Khan et al., 2024).

4. Research Gap

Although there has been consistent evidence that EI predicts performance, the gaps exist in (i) comparisons of constructs of EI across Goleman four EI dimensions (SELAW, SOCAW, SELMGT, RELMGT) within the framework of single SEM, (ii) scanty IT-employee evidence based on integrated measurement and structural validation, and (iii) poor reporting of the relative strength of each of the EI dimension on overall EI and performance results. Most of the researches consider EI as a single score or concentrating on various EI models, so it is challenging to cross-study the results (Pekaar et al., 2017; Doğru, 2022). Thus, the four-dimensional model → EI → performance pathway testing with the help of SEM enhances the theoretical simplicity and practical HR significance.

4.1 Research Objectives

- To determine the degree of EP and EI of the IT employees.
- To determine the relative contribution (β) of the four EI dimensions in the prediction of EI and performance.

Research Hypotheses

H1: EI positively influences the performance of employees.

5. Research Methods

5.1 Research Strategy

The current research used a quantitative research strategy because the investigation was an empirical investigation into the influence of EI on EP amongst IT employees. The cross-sectional survey design was used because the data collection was done to the respondents at one-time to examine the existing relationships among the study variables. This is deemed suitable in testing theoretically-based models in which latent constructs and causality exist through Structural Equation Modelling (SEM) (Hair et al., 2019).

6. Sample Design

The target group consisted of IT workers employed in IT organizations of the software and service based type. The non-probability convenience sampling method was used because of the limitation of accessibility, as well as the scattered distribution of the IT workforce. One hundred and seventy valid responses were gathered, and it is enough to meet the minimum sample size requirements of SEM analysis (Kline, 2016). The sample size also complies with the appropriate proportion of at least 5-10 respondents to the estimated parameter (Hair et al., 2019). The respondents were professionals of different functional positions, experience, and organizational hierarchies in order to have sufficient variability of the emotion intelligence and performance perceptions.

7. Research Instrument

A structured questionnaire made of two parts was used to collect primary data. The former section involved the demographic data like gender, age, educational qualification, and work experience. Standardized and validated scales were used to measure the study constructs in the second section.The EI scale was assessed with the help of the items that were modified with the use of the framework of EI created by Goleman and comprised of four dimensions (Goleman, 1998; Boyatzis et al., 2011). A multi-dimensional scale (task performance, contextual performance and continuous productivity) was used to gauge EP based on the performance measurement scales. (Borman and Motowidlo, 1997). To make the questionnaire easy to understand, it was pre-tested to guaranty content validity.

8. Plan of Analysis

IBM SPSS Statistics and IBM SPSS Amos were used to analyse data with descriptive statistics, Exploratory Factor Analysis (EFA), reliability and validity tests, Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM). Model fitness was estimated based on indices like 12/df, CFI, TLI, RMSEA and SRMR, and path coefficients were analyzed to identify the strength and significance of relationships between constructs.

9. Results and Discussion

Demographic profile of the respondents (n = 170)

The demographic analysis shows that there were 170 employees that worked in IT and they were sufficient to conduct the SEM analysis. The gender composition of the total respondents was quite equal with 98 (57.6) males and 72 (42.4) females. Regarding the age, 64 respondents (37.6) were in the 25-30 years age bracket, 51 respondents (30.0) were in the age bracket 3135 years, 34 respondents (20.0) were in the 36-40 years age bracket and 21 respondents (12.4) were above the age 40 years.

When it comes to the educational qualification, 94 respondents (55.3) had a Bachelor degree, 62 respondents (36.5) had a Master degree, and 14 respondents (8.2) had other professional qualifications. The data about work experience showed that 58 (34.1) respondents had 3-5 years of experience, 49 (28.8) respondents had 6-10 years, 37 (21.8) respondents had less than 3 years of experience, and 26 (15.3) respondents had over 10 years of work experience. The demographic report validates the presence of a well-developed and professionally diversified IT population, which can be used to test the relations between EI and performance.

Descriptive Statistics of the Study Constructs

To explore the study variables with regards to the central tendency and the distributional characteristics, descriptive statistics were calculated. The mean score of SELAW was 3.78, with a standard deviation of 0.62, which implies that it is moderately high among the respondents. The mean of SOCAW of 4.02 (SD = 0.58) represented good empathetic and social understanding skills. SELMGT recorded a mean of 3.85 (SD = 0.64) as compared to RELMGT with a mean of 3.96 (SD = 0.60).

The total EI registered at 3.92 (SD = 0.55), which indicates that the level of IT employee EI is high. The performance of employees had an average of 3.88 (SD = 0.61). The skew values were between -0.18 and -0.42 where the kurtosis was between -0.67 and 0.54 which fell below the acceptable value of -2. These statistics indicate that data were almost normally distributed, which meets the multivariate analysis and SEM assumptions.

Exploratory Factor Analysis (EFA) Findings

The four-factor model of EI was confirmed through the use of Principal Component Analysis and Varimax rotation in Exploratory Factor Analysis, with appropriate sampling (KMO = 0.892), significant Bartlett Test of Sphericity ($\chi 2 = 2146.37$, df = 276, p = 0.001), and factor analysis suitability.

They were four factors bearing eigenvalues above 1, as a sum of which 68.43% of the total variance was explained. The loading factor of 0.63 to 0.81 explained the 18.26% variance in the SELAW factor. The strongest loading of between 0.68 and 0.84 gave SOCAW an explanation of 21.14% of variance, which was the prevailing factor. SELMGT contributed 15.37% to variance with loadings of 0.61-0.79 whereas RELMGT contributed 13.66% with loadings of 0.65-0.86. Everything loaded easily on their corresponding factors without any meaningful cross-loadings which validated the factorial validity of the EI scale.

Validity and reliability of the model

The test of single factor by Harman showed that there were no noteworthy common method bias influencing the test data since the initial factor only explained 32.18 percent of total variance that does not exceed the critical value of 50. The reliability and validity analysis confirmed the reliability and validity of all the constructs, whereby the Cronbach alpha and Composite Reliability values were found to be greater than the acceptable limit of 0.70, and the AVE values were found to be between 0.53 and 0.67, which supports convergent and discriminant validity. Moreover, multicollinearity diagnostics revealed satisfactory VIF (1.42 -2.18) and tolerance (0.46 -0.70) values, which confirmed that no multicollinearity were present among independent constructs.

Model fit statistics

The goodness-of-fit indices show that the proposed structural equation model fits the observed data well in general. The indices of incremental fit like CFI (0.943), TLI (0.935), IFI (0.944) and NFI (0.921) have high values of 0.90, which is the recommended cutoff value, and this proves that the model fits comparatively well. The model is also appropriate as absolute fit indices such as GPI (0.912), and AGFI (0.889) support this. The RMSEA and SRMR are 0.056 and 0.049, respectively, which means that the approximation error is not big and PCLOSE is more than 0.05, which also validates the close-fitting model.

SEM model

The structural equation model was estimated to test the mentioned hypothesis

Table 9.1 – Structural relationship - Impact of EI on EP in IT Industry

			Unstd co-efficient	Stand co-efficient	p values
EI	<---	SL_AWARENESS	0.114	0.082	***
EI	<---	SC_AWARENESS	0.471	0.579	***
EI	<---	SL_MANAGEMENT	0.166	0.113	***
EI	<---	RL_MANAGEMENT	0.326	0.181	***
PERF	<---	EI	0.747	0.367	***

10. EI effects of EI Dimensions

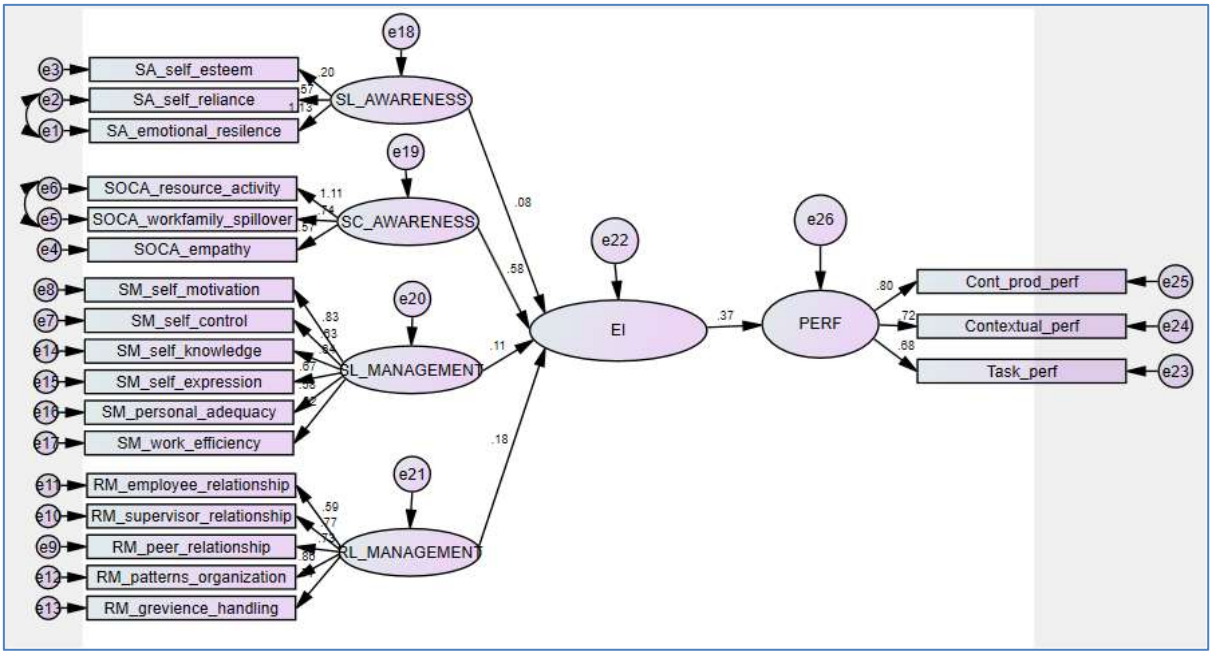
SELAW demonstrated a positive but relatively lower effect on EI (B = 0.114, 0.082, p <.001). This finding shows that although awareness of self-emotions, self-esteem and emotional resilience of employees play a role in EI, the effect is not as significant as other dimensions in EI. This standardized coefficient is lower and indicates that SELAW might not well translate into overall EI unless it is combined with behavioural and interpersonal competency.

The most powerful predictor of EI was SOCAW which had a B = 0.471 and a -value = 0.579. This observation points out that the capacity of employees to identify the feelings of others, express empathy and comprehend social processes dominates in the development of EI. The fact that the standardized coefficient is high shows that EI in the organizational context is to a great extent driven by social and empathetic skills and not by purely intrapersonal ones.

SELMGT had a significant and positive impact on EI (B = 0.166, 8 = 0.113, p <.001). This is indicative of the fact that the ability of employees to control emotions, self-control and stay motivated have some significance to EI, albeit, at an average level. SELMGT is a less powerful effect compared to SOCAW which suggests that emotional regulation is more influencing with the assistance of social competence.

The impact on EI by RELMGT was also considered significant with a positive effect (B = 0.326, 0.181, p <.001). This outcome highlights the role of interpersonal RELMGT, conflict management, and positive interpersonal interaction at the workplace in improving EI. RELMGT is the second-best predictor of EI, which also confirms the interpersonal aspect of EI in the work environment.

Figure 9.1 – SEM Model for Impact of EI on EP in IT Industry



Comparison of standardized path coefficients indicates the comparative significance of the four dimensions of EI in explaining EI:

SOCAW (= 0.579) > RELMGT (= 0.181) > SELMGT (= 0.113) > SELAW (= 0.082).

This transmission shows that EI is largely influenced by external, social, and relational capabilities as opposed to internal emotional awareness. The results underline that RELMGT and deciphering other people are more imperative in the EI development at the workplace when compared to self-oriented emotional skills.

EI Effect on EP.

EI showed a positive and statistically significant influence on EP (B = 0.747, 0.367, p <.001). This means that a unit improvement in EI will result in an impressive improvement in the EP levels. The normalization coefficient validates EI as a major predictor of performance, which affects the task performance, contextual performance, and constant productivity.

Higher EI allows the employees to better cope with workplace stress, coordinate, adapt to changing work requirements, and perform when tasked to do so. The result of this empirically proves the significance of EI as an important psychological resource which converts emotional competencies into concrete work results.

11. The general interpretation of the Structural Model

The findings of the SEM confirm that EI is a focal mediating construct between emotional competencies and performance of employees. Although SELAW gives a support role, SOCAW and RELMGT have a significantly higher impact on EI, implying the importance of interpersonal skills in organizational performance. This close relationship between EI and performance contributes further to making EI a key success factor of an employee.

On the whole, the model presents strong empirical findings in that EI, especially the social and relational aspects, is critical in improving EP.

12. Discussion

The current research paper has investigated how EI affects EP through a state of the art structural equation modelling construct. The results are quite empirical to support the conceptualization of EI as a multidimensional concept encompassing SELAW, SOCAW, SELMGT and RELMGT as the ability-based and mixed models of EI hypothesized in the previous literature (Goleman, 1998; Mayer, Salovey, and Caruso, 2004).

The most effective predictor of EI was found to be SOCAW among the antecedents of EI. This observation can be considered to imply that both the capability of the employee to perceive and interpret the emotions of others, as well as to empathize and react to social stimuli, take a leading role in determining EI in general. This finding is consistent with other previous researchers that highlight empathy and social sensitivity as the key elements of emotionally intelligent behavior in organizations (Boyatzis, 2018; Wong and Law, 2002). SOCAW is an important competency that determines the individual and group performance in modern workplaces that demand teamwork and collaboration.

RELMGT was also found to have high and significant influence on EI, and this shows the necessity of managing interpersonal relations, conflicts, and supporting positive work relations. The ability to sustain professional relations by employees will allow them to apply EI in real-life situations, which supports the interpersonal basis of EI (Goleman, Boyatzis, and McKee, 2013).

SELMGT demonstrated a positive albeit moderate effect on EI, which shows that emotional regulation, motivation and self-control make significant contribution to EI but not as powerful impact as social competencies. This observation confirms the thesis that internal emotional regulation is critical, however, its efficiency in the organizational environment is increased when applied together with great interpersonal abilities (Gross, 2015).

The lowest influence but not negligible on EI was the SELAW. This implies that knowing about the emotions without able to control them and navigate the social relations can be not considered to be high EI. This discovery substantiates the argument that SELAW is a ground, although not a sufficing aspect of EI (Mayer et al., 2004).

The linkage between EI and the performance of employees was also noted to be strong and statistically significant, which validated EI as a key factor in determining performance at work. The ability of employees to handle stress, adapt to the changing work demands, teamwork, and to be motivated improves task and contextual performance directly, as emotionally intelligent employees are better equipped to handle such challenges (Côté, 2014). This

finding is in line with meta-analytic findings that show that EI has a positive relationship with job performance in all types of occupational settings (O'Boyle et al., 2011).

Practically, the findings highlight the significance of having EI development programs in organizations. The training programs based on the focus on empathy, communication skills, emotional regulation, and RELMGT will result in significant differences in EP. EI assessments can be incorporated in the recruitment, leadership development, and performance management systems by human resource managers because they improve organizational effectiveness.

Another contribution of the study to the theoretical perspective is that EI is proven to be a hierarchical mediator model in which the influence of emotional competencies is mediated by EI on performance outcomes. This favor the emerging agreement that EI is an integrative capacity of transferring emotional competencies to work actions.

Although it has made its contribution, the study has its limitations. This cross-sectional design restricts causal inferences and future studies can use longitudinal designs to investigate the dynamic aspect of EI development. Moreover, it may be helpful to expand the model with the moderating variables, including leadership style or organizational culture to gain a better understanding.

On the whole, the results prove EI as an effective psychological tool that can largely increase the performance of employees and mark the primary role of social and relational skills in contemporary organizations.

Conclusion

The current paper has explored how EI influences the performance of employees in the context of IT employees, with particular reference to the four dimensions of EI. The results support the fact that EI is very vital in improving the tendency of employees to endure work-related stress, cooperate and maintain performance levels in stressful organizational environments.

The outcomes of the structural model indicate that the four dimensions of EI have a significant contribution to the general EI. Nevertheless, the degree of their impact is significantly different. SOCAW turned out to be the best predictor of EI followed by RELMGT, SELMGT and SELAW. It is important to note that this order underlines the interpersonal nature of EI in the workplace, as the ability to interpret the emotions of others and effectively communicate with people is more critical to the overall EI of an individual as compared to the influence of emotional awareness that is self-oriented alone. The results are specifically applicable in IT organizations where teamwork, interaction with the client, and cross-functional cooperation are part of the job performance.

Moreover, EI was revealed to significantly influence the performance of the employees positively. Employees who were emotionally more intelligent had superior performance of tasks, situational and sustained productivity. This observation supports the claim of the significance of EI as a helpful psychological tool which helps employees to survive stress, embrace change and continue to behave very effectively at work. The research therefore offers an addition to the current literature by empirically confirming EI as a determinant of performance on an employee level in the Indian IT industry.

Practically, the examination highlights the importance of organizations to leave behind the conventional performance management systems that are based on skills. EI development, when incorporated in the training programs, leadership development programs, and performance appraisal systems can have great benefits on performance. HR practitioners might also think about the idea of adding EI tests during recruitment, and coming up with specific interventions that would aim to increase SOCAW and RELMGT since they have a stronger impact on the overall EI.

The study has some limitations notwithstanding its contributions. The cross-sectional research design limits causal representations and the method of using self-reported measurements may create bias in terms of responses. Moreover, the researchers intended to study IT workers only, which can exclude the possibility of generalizing the results to other industries.

The level of potential research is high. The analysis of longitudinal changes in EI and performance can be considered in future studies that utilize longitudinal designs. Other moderating and mediating variables that researchers can investigate include leadership style, organizational culture, job stress, and work-life balance to obtain even better understanding of the EI- performance relationship. Future research could also improve the external validity of the results by comparing the studies in different industries or even different cultural settings. In addition, practical knowledge of how the effectiveness of EI training programs in performance would be

examined through experimental or intervention based research would be very useful. Generally, the research provides a solid foundation to conduct future research and cite EI as a crucial competence to maintain employee output in the modern organizations.

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