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The impact of emotional intelligence on employees' performance and productivity

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Abstract: The aim of the study is to investigate the relationship between emotional intelligence and employees' performance, especially that organisations are still evolving continuously even under the current dynamic and challengeable environment facing the world; the employees' needs are also changing rapidly and getting more complicated. Moreover, having an urgent need to adopt emotional intelligence in the workplace, and having recognised that the concept of leadership has been only applied in some companies, while others still lack in implementing emotional intelligence effectively preventing the employees to be fully motivated, productive and committed to their job. Data were collected using a mix-method research design involving qualitative and quantitative methods through interviewing the managers of five construction companies, also through launching a survey that was filled out by the employees. The results have indicated that emotional intelligence should be considered as a crucial factor in the determination of employees' performance and productivity.

Keywords: leadership; emotional intelligence; job satisfaction; employees' performance.

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Rosette El Alam was an MBA student at the Holy Family University of Batroun in North Lebanon. She started her career as a salesperson at the ABC Dbayeh in 2016, then she moved after one year to handle several positions at Holy Family University of Batroun such as a Research Office Assistant, website administrator, social media designer, and finally Director of the university's library until March 2022. She is working currently as the E-commerce Executive at the Rotana Hotel Management Corporation PJSC in Abu Dhabi. Her main role is to improve the customer's experience and to maintain the digital platform.

1 Introduction

Nowadays, it is becoming an urgent need for all the organisations to earn the necessary level of knowledge about how to lead, and more specifically about how to adopt emotional intelligence (EI) in their daily work which may help them in increasing the employees' performance and productivity levels, through recognising and managing their emotions in a proper way (Matta and Karam, 2022). Adding to that the population is growing rapidly, people are becoming more mature, and the companies are also enlarging their businesses and services as a result of the strong competition occurring and the continuous changes in the customers' needs. For these reasons, the complexity of the social relation within the workplace is getting bigger, complex and challengeable (Zhang and Adegbola, 2022). A lot of countries are still based on the old traditional culture, their focus is still on the return on investment and the short-term profit where the employees are given instructions from the managers without any prior thinking. Furthermore, this type of negotiation is not working anymore as the environment is getting more dynamic, and there are a huge number of companies that have already integrated the new leadership model in their work providing them with fruitful benefits and results (Al-Habsi et al., 2022). One of the most important key elements in leadership is the EI whereby the leader will try to better understand the emotions of his employees, then being more aware about their needs, knowing exactly how to treat them, understanding better their point of views and that is what will make them highly empowered, motivated, committed, involved, satisfied and loyal (Davaei et al., 2022). At the moment, and more specifically in the construction firms, various professionals such as clients, architects, contractors, subcontractors, suppliers, and engineers, have to work together in order to achieve the organisational goals effectively and efficiently. Moreover, many companies are realising that their employees should also have a non-technical or soft-skills like teamwork, empowerment, delegation, communication and collaboration which are considered as essential elements of EI driving a higher performance, better productivity and success (Gonzales, 2022). From the other side, the construction companies are facing a lot of problems regarding how to improve employees' performance and resolve the risks being faced such as project delays and low quality construction outputs. The search for good results to these performance problems involves a change from the dominant operations paradigm to a more humanistic style. In multiple studies, it was shown that EI is the forecaster of performance; it controls the positive relationship between the suitable, appropriate goals and work involvements (Yang et al., 2022). The aim of this study is to explore the impact of EI and its crucial role in increasing the employees' performance, in this case if the employees are to perform better as a result of their emotional treatments,

then they will be highly motivated in their work which may lead to an increase in the job satisfaction level. Moreover, the study will help the owners of the companies to solve their problems, to discover the importance of adopting new effective strategies such as the implementation of the new leadership model, to increase the employees' performance level which may push them to be more productive in their job, to increase job satisfaction and employees' loyalty which may affect positively on retaining their employees and customers. Most of the companies that are based in Lebanon, are still using the old traditional methods, their employees are not performing in a professional manner because they are not treated well, encouraged and motivated to accomplish their duties and responsibilities effectively; adding to that the unexpected factors affecting such as the coronavirus pandemic and the disaster economic crisis, especially the latter one which has changed the value of the employees' financial outcomes; for example, all the salaries are becoming lower and the unemployment rate is continuing in its increase leaving a catastrophic problem in the Lebanese market. So adopting EI in a proper way will be a good solution and an effective strategy to motivate the employees, who need to forget the idea of not being able to be promoted and rewarded in this very tough period of time, affecting negatively on their job satisfaction, performance and productivity levels. From this point of view, the research question aims to study how does EI affect employees' performance and productivity within the construction firms based in Lebanon and more particularly in the area of Batroun?

2 Literature review

Leadership and management involve a remarkable arrangement of exercises or capacities. While leaders and managers share few similitudes since they both impact others by utilising particular forces in order to accomplish certain objectives, there are additionally some conspicuous contrasts (Abbas et al., 2022). While managers kept up an easily working environment, leaders are testing the present position for the purpose of empowering new capacities and searching for long-term fruitful objectives. In the present enthusiastic work environment, associations require both successful management and effective leadership for ideal achievements. In rundown, while management and leadership offer comparative parts, it is vital to make a refinement between those two capacities. The essential mission of the two leaders and directors is to control and impact other individuals. The most imperative distinction amongst supervisors and leaders is their way to deal with accomplishing the objectives (Matta and Chammas, 2022). Directors practice their control through formal power, however leaders utilise their vision by motivation and inspiration in order to adjust their followers. Adjusting the part of both management and initiative are basic to the organisation's prosperity. In addition, it is a necessity for managers to be successful in order to fill in as leaders (Salloum et al., 2022). Starting with the concept of leadership which is known as a procedure of social impact, it influences people and amplifies the abilities of others towards the accomplishment of goals and objectives. There is also another method for evaluating the effect of leadership which is through the concept of EI which attributes to the capacity to see, control, and assess the feelings and emotions of others (Matta and Chammas, 2022). Since the 90th, Salovey and Mayer have been the main analysts of EI, they have characterised EI as the subset of social knowledge that includes the capacity to monitor one's own and other's sentiments and feelings, to segregate among them and utilise this

data to manage one's reasoning and activities. They have also presented a model that recognised four distinct elements of EI consisting of the view of feelings, the capacity reason utilising feelings, the capacity to comprehend feelings, and the capacity to oversee feelings. EI gives off an impression of being a critical part for leadership. It is trusted that individuals who are touchier to their feelings and the effect of their feelings on others will be more powerful leaders (Mayer and Salovey, 1995). EI is the capacity to perceive and comprehend the feelings in yourself as well as in other people, and the capacity to utilise this attention in order to deal with your behaviours and connections. It influences how individuals oversee behaviours, explore social complexities, and settle on individuals' choices to accomplish positive outcomes. The most broadly acknowledged model of EI has been affected by few researchers and specialists. The hypothesis of multiple intelligence proposed that relational and intrapersonal knowledge are one of a kind, and not quite the same as the numerical and consistent type perceived today as a general knowledge (Sambol et al., 2022). EI is considered as one of the most ideal characteristic that leads people in an effective way, it is a key component to effective leadership. Furthermore, people with this knowledge may help their organisations to reach their goals and objectives effectively and efficiently. It is the ability of seeing how the mind works, and how the emotion's reaction framework functions ought to likewise be a factor in where colleagues are put inside the organisations. Having the capacity to relate the practices and difficulties of EI on work environment execution is an enormous preferred standpoint in building an extraordinary team (Ahmad et al., 2022). A standout amongst the most widely recognised elements that prompts maintenance issues is the correspondence insufficiencies that make separation and uncertainty. A pioneer ailing in EI cannot adequately check the necessities, needs, and desires of those to whom they lead. The pioneers who respond from their feelings without sifting them can make questions among their staff, and can truly endanger their working connections. Responding with sporadic feelings can be hindering to a general culture, states of mind, and positive emotions toward the organisation and its mission. Great pioneers must act naturally mindful and see how their verbal and non-verbal correspondence can influence the group (Dasborough et al., 2021). Knowing that a construction activity is essentially the implementation or installation activity on the client's site and concerns new construction and renovation, repair or maintenance; the construction industry is becoming very important to the countries' economy. The construction manager's role is to design, immediate, organise or spending plan more often than not through subordinating supervisory staff and up keeping of structures, offices and frameworks. He likewise takes an interest in the reasonable advancement of a construction venture and manages its association, booking, and execution (Rahimian et al., 2022). In addition, the concept of organisational culture is showed by how employees perceive the cultural features of their organisation without specifying whether they are suitable for them or not. This is a very crucial point which distinguishes it from job satisfaction. Previous studies about organisational culture have focused on how employees view their organisation; whether if it supports teamwork, if it honours innovations, and if it chokes the spirit of initiatives (Mahmutaj, 2022). By comparison, job satisfaction finds to measure the emotional responses to the workplace environment. It looks at employees' feelings about the organisation's expectations, its methods of compensation, and so on (Al-Shammari and Marhoon, 2022). If the two concepts overlap unmistakably, it will nevertheless be kept in mind that the term organisational culture is descriptive, while that of job satisfaction represents an evaluation (Naveed et al., 2022). Construction firms manage an alternate

work setting as it is for the most part connected with the hard and forceful management styles (Arango-Serna et al., 2022). There is a colossal measure of rivalry and there is an outrageous weight and stress. Moreover, the five after effect of utilising EI in the construction firms can be stress resilience where the work requires tolerating feedback, and managing tranquilly and viably with high pressure circumstances; participation where the work requires being wonderful with the others showing a pleasant and agreeable disposition; advancement where the work requires imagination and elective reasoning to grow new thoughts for and answers to business related issues; Versatility/adaptability where the work requires being available to any change, and to a significant assortment in the work environment; and lastly, activity where the work requires a readiness to go up against obligations and difficulties. It is obvious that the development administrator part fits well inside various territories of regression, and flow investigates into feelings (Jena and Goyal, 2022). Goleman et al. (2013) has suggested that people who have a high level of EI can decidedly impact both group and hierarchical execution. Some preparatory exploring inside development has uncovered this to be the situation. In another hand, he has affirmed that the idea of EI has turned out to be progressively famous within the business organisation, and more particularly the human asset management. Regularly, EI is thought to be mistakably synonymous with essentially having great social aptitudes, for example, great relational abilities such as good interpersonal and communication abilities. Such aptitudes have been distinguished as being a key for the development of managers, as they manage a variety of individuals at different levels, for example, customers, specialists, subcontractors and providers once a day. EI, being that as it may, stretches out past just having social abilities. Being candidly clever includes being effectively ready to distinguish, comprehend, process and impact one's own feelings and those of others in order to manage the feelings, considering and activities (Sharma and Chand, 2022). People who have a high level of EI can settle on educated choices, better adapt to environmental requests and tension, handle strife in a viable way, convey in intriguing and confident ways, and improve others' feelings in their workplace. For construction managers who are continually gone up against with fathoming debate what is more, general issues amid pre and post development, a capacity to plan agreeable arrangements is basic (Torre, 2012). Singular mind-sets and feelings, feeling sharing procedures, and group full of feeling piece may all be altered by the emotional setting in which a venture group is arranged. Construction managers who have a positive disposition toward critical thinking will constantly assess things more decidedly than the individuals who have a negative state of mind (Khosravi et al., 2020). Transactions, for instance, between a temporary worker and a customer's illustrative can be exceedingly emotional charged circumstances for the two gatherings, particularly when considerable budgetary ventures are in question. The transaction procedure is laden with feelings, passionate connections and unexpected collaborations would also be able to affect upon the results. In this way, when entering transactions or taking care of issues nearby with colleagues or subcontractors, it is essential that construction managers will be insightful that their emotional standing can impact their mind-set and people around them. The development management initiative style can impact a task's result (Zhu et al., 2021). So also, compelling initiative is essential for an advancement in development. Two initiative styles overwhelm the development management writing; alluring or transformational. Transformational leaders give a dream that adherents acknowledge and have faith in, they move and spur their devotees and fortify their supporters mentally. The parts of transformational leadership look somewhat

like the key segments of EI. To take part in transformational initiatives, leaders need a clear enthusiastic self-awareness, which is like the EI idea of comprehension. An appealing leader, then again, tries to get an adherent consistence (Rae, 2017). It is for the most part utilised as a part of a manipulative and sincerely requesting way when subordinates are liable to misuse. It is highly recommended that the development venture managers who are considered to be candidly smart, ought to have the capacity to emphatically use appealing authority aptitudes to direct their own and others' feelings, and utilise emotional data for basic leadership in order to accomplish innovative and positive results. EI is a critical stimulant of a management independent of the style embraced, as it empowers leaders to express group objectives and targets, sympathise, and ingrain excitement to colleagues (Zhang et al., 2018). Employees with high EI will probably have more elevated amounts of job satisfaction on the grounds that they are more skilled at assessing and directing their own particular feelings than are representatives with low EI. For instance, employees with high EI might be better at recognising the sentiments of disappointment and stretch, and thusly, directing those feelings in order to diminish pressure. The employees with high EI are stronger on the grounds that they can comprehend the causes of stress and create techniques and constancy in order to manage the negative results of stress. Then again, those with low EI are probably going to be less mindful of their feelings, and have fewer capacities to adapt to their feelings when confronted with difficult circumstances, in this manner, this may lead to worsening their level of pressure and diminishing their level of job satisfaction (Opoku and Barfi, 2022). Besides, employees with high EI are probably going to encounter high amounts of job satisfaction since they can use their capacities to assess and oversee the feelings in others. This aptitude progresses toward becoming significant in gathering the settings, where workers with high EI can utilise their abilities to encourage positive collaborations supporting their own spirit, and contributing emphatically to the understanding of job satisfaction for all (Alwali and Alwali, 2022). EI creates innovation in people and therefore, it helps in the change of individuals' job performance. Furthermore, what is of vital significance during the procedure of job performance is encouraging the correspondence inside the association which is another capacity of EI. EI has the ability to better clarify the employee's working environment execution. Its part is to change endeavours, management adequacy, the preparation and the execution of arrangements within the organisation. It is of principal significance to do the investigations on EI, its effects and the aggregate impact in the change of the performance in order to better comprehend the area of employees' development and the part it plays in the advancement of the vital capacity of organisation (Zaky, 2022). As to calling decision, the EI helps individuals to pick their activities appropriately and causes them to prevail in the organisation by enlarging the degree of their job performance. According to Mayer et al. (2001), job performance might be influenced by EI. The expectation of EI for people is an effective life and work. Due to the impact of EI on every part of the people's work life, the EI representatives are considered as star performers. Subsequently, as expressed in the past segments, there exists a positive relationship between EI and work execution. As such as a greater part of tests already done have underpins for the connection between these two factors in order to be specific EI and job performance (Coleman and Ali, 2022). While going to work, one does not really think about its emotional part which truly assumes a critical part in the efficiency and achievement levels. Employees are after all candidly determined creatures, regardless of whether they need to be or not. At the point, when organisations influence the dialect

of EI to some portions of the ordinary work understanding, they make a domain in which representatives normally accept and begin living the idea. This can prompt enduring outcomes and a greater result in expanded productivity. Productivity generally endures when representatives confront parts of the work they abhor, or individuals with whom they oppose this idea. EI gives the instruments they have to end up more gainful, adapt better to work pressure, resolve contrasts and work viably in teams (Stoyanova-Bozhkova et al., 2022). Hence, in order to understand EI, there are various theories that may support this study such as the ability model and the mixed model. Starting with the ability model by Mayer and Salovey (1995), it conceptualises EI to the customary insight likewise. The demonstrated capacity was created so as to accept that the enthusiastic insight which grows extra minutes has a relationship with the measures of IQ, and can be estimated through an execution-based test. The defender of the capacity displays as a rule clarifying EI as the capacity to see and express feelings precisely and adaptively, the capacity to comprehend feelings and emotional learning, the capacity to utilise feelings in order to encourage thoughts, and the capacity to direct feelings in oneself and in others. Mayer et al. (2001) likewise gives this definition to the EI as one among other hot emotions including those that relate to social, practical and subjective emotions. These insights include numerous names as they are considered to incorporate subjective procedures enveloping desperation actually and emotionally (López et al., 2022). There are currently various models for estimating EI, regularly in view of self-report polls. However, the mixed model approach has evident restrictions in distinguishing the different levels of self-awareness. The emotional competence inventory (ECI), known as the 360-degree tool which is designed to assess the emotional competencies of individuals and organisations, measures 18 skills sorted out into four bunches which are self-awareness, self-management, social awareness and relationship management (Kanesan and Fauzan, 2019). Emotional self-awareness is the capacity to precisely see your own particular feelings at the time, and comprehend your inclinations cross-wise over situations. Self-awareness incorporates remaining over your regular responses to particular occasions, difficulties, and individuals. A sharp comprehension of your inclinations is imperative, it encourages you rapidly to comprehend your feelings. A high level of self-awareness requires an eagerness to endure the distress of concentrating on emotions that might be negative (Fares and Bitar, 2022). Self-awareness concerns knowing one's inward states, inclinations, assets, and instincts. Self-awareness contains three abilities known as the emotional awareness which is to recognise one's feelings and their belongings; the accurate self-assessment which is to know one's qualities and cutoff points; and the self-confidence which is a solid feeling of one's self-esteem and capacities. Self-awareness is not tied in with finding profound, dull insider facts or oblivious inspirations, at the same time, rather it originates from building up a direct and fair comprehension of what influences you to tick. Individuals high in self-awareness are strikingly clear in their comprehension of what they do well, what inspires and fulfils them, which individuals and their circumstances push their catches. On the off chance that you are self-aware, you generally know how you feel and how your feelings and activities can influence individuals around you. Acting naturally mindful in an authority position likewise implies having a reasonable photo of your qualities and shortcomings. What is more, it implies having modesty (Fernandez-Perez and Martin-Rojas, 2022). Self-management is the capacity to utilise the awareness of your feelings to remain adaptable and coordinate your positive conduct. This implies dealing with your enthusiastic responses to circumstances and individuals. A few feeling makes an

incapacitating apprehension leading your reasoning to be so shady, and the best game-plan will be mysteriously gone accepting that there is something you ought to do. In these cases, self-management is uncovered by your capacity to endure the uncertainty as you investigate your feelings and alternatives. When you comprehend and fabricate comfort with what you are feeling, the best game-plan will show itself (Diochon and Lovelace, 2015). The individuals who oversee themselves the best can see things through without breaking. Achievements go to the individuals who can put their necessities on hold and persistently deal with their tendencies. Self-management alludes to dealing with ones' inward states, driving forces, and assets. The self-management bunch contains six abilities known as the emotional self-control which is to keep problematic feelings and driving forces under tight restraints; transparency which is to maintain respectability acting compatibly with one's esteems; adaptability which is the flexibility in dealing with changes; achievements which strive to enhance or meet a standard of magnificence; the initiative which is being ready to follow up on circumstances; and optimism which is the persistence in seeking after objectives in spite of snags and misfortunes (Moradian et al., 2022). Social awareness is the capacity to precisely get on feelings in other individuals and comprehend what is extremely going ahead with them. This frequently implies seeing what other individuals are considering and feeling regardless of whether you do not feel in a similar way. It is anything but difficult to become involved with your own feelings, and neglect to think about the point of view of the other party. Social awareness guarantees you to remain centred and retain basic data. Tuning in and watching are the most vital components of social awareness (Khan, 2019). Social awareness alludes to how individuals handle connections and familiarity with others' emotions, needs and concerns (Bitar, 2022). The social awareness bunch contains three capabilities known as empathy which is sensing others' sentiments and points of view, and taking a dynamic enthusiasm for their worries; organisational awareness which is reading the gathering's enthusiastic streams and power connections; and a service orientation which is anticipating, perceiving, and addressing the clients' needs (Thomas et al., 2022). Relationship management is the bond you work with others after some time. Individuals who oversee connections well can see the advantage of associating with a wide range of individuals, even those who are not found of. Strong connections are something that ought to be looked for and esteemed. They are the consequences of how you comprehend individuals, how you treat them, and the history you shared with them (Ruble et al., 2022). The relationship management group contains six skills known as developing others which is sensing others' advancement needs and reinforcing their capacities; inspirational leadership which is inspiring and managing people and gatherings; change catalyst which is initiating or overseeing change; influence which is wielding compelling strategies for influence; teamwork and collaboration which is working with others toward shared objectives and mutual purposes; and conflict management which is negotiating and settling contradictions (Matta and Fares, 2021). Goleman et al. (2013) also created models that have been used to indicate EI. The estimation of EI traces the effectiveness of the instrument in hierarchical management. One of the models of these models was the ECI created in 1999. The ECI is a 360-degree instrument that measures the emotional capacity of organisation and people. Furthermore, the ECI measures the capabilities in light of four bunches which are self-management, relationship management, self-awareness and social-awareness. This competence instrument takes roughly 30 minutes to finish. The ECI instrument expects that a person concerns to be evaluated exceedingly on all abilities for him or her in order to be powerful. In spite of the fact that

this instrument is legitimate over a wide cluster of circumstances and is very dependable, it is planned to be far reaching in nature. The instrument measures both the capacities and aptitudes of a person (Elisondo et al., 2022).

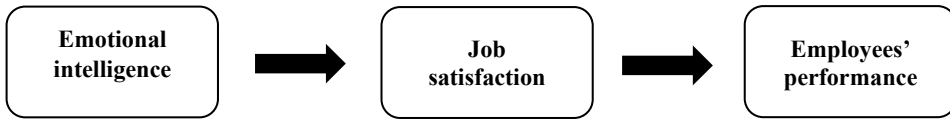
3 Hypotheses development

Previous studies have showed that positive emotions are enhancing the level of job satisfaction and trust between employees, whereas negative feelings like discontent, depression and irritation reduces job satisfaction and trust which results in reducing organisational performance (Lam et al., 2022). Other studies have also indicated that the lower level of EI and responsiveness is related with a greater level of job dissatisfaction, distrust and disappointment affecting in its turn on organisational performance (Elsahoryi et al., 2022). Other researchers have mentioned that there is a positive significant relationship between EI and job satisfaction (Sahu et al., 2022). Previous results have showed that the managers possessing a high level of EI are producing positive sentiments leading to increase the job satisfaction level in comparison with those who have a lower EI tending to decrease the job satisfaction level through demotivating and dissatisfying their employees (Barinua et al., 2022). Moreover, it was also shown that rewarding employees has a significant positive impact on their performance pushing them to be fully satisfied within their jobs (Bal and Kökalan, 2022). Based on these studies, it is hypothesised that:

Hypothesis 1 EI is positively related to job satisfaction.

Previous results have showed that there is a significant positive relationship between job satisfaction and employees' performance mentioning that the employees, who are demotivated due to the lower salaries, the lack of incentives and rewards, have a high intent to leave their job (Salahat and Al-Hamdan, 2022). Recent findings have also indicated that job satisfaction, effective teamwork and the use of social media sites have a significant positive influence on employee's performance (Almaamari and Salial, 2022). Other studies have revealed a strong dissatisfaction with financial compensation affecting negatively on employees' performance and leading to limited growth opportunities (El-Said and Aziz, 2022). Recent findings have also revealed an affirmative association between employees' EI and work performance. Additionally, an inverse association was established between employees' EI and their perceptions of occupational stress, also between employees' perceptions of occupational stress and work performance. The results have showed that occupational stress has a significant mediating role in the relationship between employees' EI and work performance (Alsufyani et al., 2022). Moreover, previous studies have showed that there is a correlation between job satisfaction and job performance quality, in addition to a significant positive impact of job satisfaction, incentive system, and opportunities for advancement and development on job performance quality (Hussein, 2022). Hence, we propose the following hypothesis:

Hypothesis 2 Job satisfaction is positively related to employees' performance.

Figure 1 Conceptual model of EI

4 Research methodology

The main purpose of the study is to verify that the fact of EI can affect negatively on employees' performance in five construction companies based in the area of Batroun, North Lebanon. This examination reveals insight into the significance of EI and its negative effect on employee's performance. A cross-sectional research design was used in an effort to examine the role of EI in construction firms. Cross-sectional research includes utilising distinctive gatherings of individuals who vary in the variable of intrigue, however share their qualities, for example, instructive foundation and financial status. Cross-sectional research ponders depend on perceptions that occur in various gatherings at one time. It can be also utilised to portray attributes that exist in a gathering; however, it cannot decide any connection that may exist. This strategy is utilised to accumulate just data. The data may then be utilised to create different strategies in order to explore the relationship that is watched (Hirose and Creswell, 2022). The research method was based on primary data collected through launching a survey that was filled out by the employees working in the five selected construction companies. Secondary data regarding leadership, EI and its relation with job satisfaction, employees' performance and productivity were collected through bibliographical databases and articles. A non-probabilistic sampling approach was conducted as not all the population had the equal chance to participate in this research, and more specifically, a convenience sampling approach based on own personal networks. A mix-method research design was conducted involving both qualitative and quantitative methods. For the qualitative part, interviews were handled with the managers of the following five construction companies: RNN Civil Engineer, Khalifeh Rizkallah Moussa Engineering and Design Offices, Moussa Construction Group and Real Estate, Batroun Old Souks Organization, and NASECO S.A.R.L.; in order to evaluate the working relationship between them and their employees, to what extent they are cooperative with them, and more specifically in order to investigate if they are applying the EI concept properly within their companies. The target population of the study includes the managers and employees working in the mentioned construction companies. These included architects, engineers, contractors and labours. A total of 110 surveys were distributed to all levels where 100 of them were returned. The study was built through a survey composed of a series of questions related to EI, employees' motivation and satisfaction, job satisfaction, employees' performance and productivity. The association between the variables of EI, job satisfaction, and employees' performance will be stately in reference to a scale composed of several criteria related to the variables that define the dimensions of each one. These criteria are represented by a survey related to all variables on a Likert scale type in order to assess the impact of EI on employees' performance. The independent variable known as EI, is the input datum verified to check if it affects other variables, and it can be represented by a scale composed of several criteria parts which are self-awareness, self-management,

social awareness, relationship management, motivation and empathy. The dependent variable known as employees' performance, which is also represented by the output data, is tested to determine its nature being a result or an effect of one another. It is the result of the impact of EI on employees' performance, measured in a scale composed of several criteria such as timeliness, creativity and innovation, good time management, ability to perform all key areas of role and initiatives. The surveys were coded and information was entered into SPSS Program v.23 with a specific end goal to play out the required estimations. SPSS utilise information to produce organised information reports, diagrams and plots of circulations and patterns, enlightening insights and complex measurable investigations. Frequency distribution, bivariate analysis, cross-tabulation and Pearson correlation were used to depict the profile of the case and to determine the relationship between EI and employees' performance. After the data were formed into a repeat course, it was similarly shown in a graph shape. It is less requesting for considerable number of individuals to understand the significance of data presented graphically than data showed numerically in tables or repeat allocation.

5 Results

5.1 Results of the manager's interviews

After interviewing the managers of five construction companies located in the area of Batroun, North Lebanon, the following results were obtained. First, it was found that they did not start yet the implementation of the new leadership style, they are still managing their work by putting plans and working on a priority level in order to achieve their annual goals and desired objectives. Although they believe in the collective way as an effective tool to accelerate and achieve their work, especially that nowadays teamwork is the best approach to reach a successful work execution and a good time management; but unfortunately, they are still relying heavily on the individualistic culture within the workplace as they need every employee to be responsible only about achieving his duties on time and without any delay. According to them, money, time and specifications are the three crucial components for accomplishing the companies' goals. Money is also the best motivating factor driving the employees to be highly satisfied within their job and in order to be more productive; but due to the disaster economic crisis happening currently in Lebanon in addition to the rapid increase in the unemployment rate, the companies are not capable anymore to reward their employees, even to increase their salaries especially that all the prices are increasing and the companies' expenses too. From the other side, being unable to change through adopting the new leadership model, they have indicated that they did not start implementing the elements of leadership such as teamwork and EI. They mentioned that not all the managers have the capabilities and the right culture to change rapidly their way of work, even to treat their employees in an emotional way. Sometimes, they cannot be able to control and manage their anger when facing problems especially at this period of time, where there is too much pressure, a high level of stress, and the work is getting harder than before. This is pushing the employees to be dissatisfied and ready to leave the work. They care about their employees but the primary focus for them is to achieve the desired and planned targets, also to make profits. Moreover, they rarely communicate with their employees, which seek more orientation and guidance as long as they are not trained on a continuous basis in order to be able to

handle stress and manage their work properly. They affirmed that the customer's needs are getting much more complex, they need higher quality with a perfect price, so this is an additional reason behind the employees' turnover especially in the absence of compensation plans. As managers, they are strictly working on continuous improvements using the correspondent techniques and the best methods in order to reach the planned and desired missions and visions, also to always be up-to-date with the external environment which may always push them to stay more competitive. They are also planning to improve by starting their work on teams as they believe in the capabilities of their employees which are the mirrors and the companies' self-image. According to them, organisational culture has a crucial role in facilitating the adoption of the new required changes such as the concept of EI which is becoming a major element of leadership. They agreed that it should be highly taken into consideration and it should be urgently adopted within the five companies in the near future, because in the absence of rewards and incentives, it can be an effective tool for communicating effectively with the employees and treating them in a respectful way. It is the character of the person that matters, and the role of organisations to manage their cultures in such a way to change and improve their work through implementing the best leadership practices that may increase performance and achieve a high quality of work. At the same time, this will motivate the employees and influence positively their performance level pushing them to be more productive. This will also affect positively their satisfaction level within the job pushing them to reduce the high level of turnover within the workplace and to always remain loyal to their companies.

5.2 *The results of the survey with the employees*

After collecting the necessary data through launching a survey that was filled out by the employees working in the five mentioned construction companies operating in the area of Batroun, North Lebanon, some of the obtained results may be found below.

Table 1 Does the manager treat the employees emotionally?

		<i>Company</i>					<i>Total</i>
		<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	
Never	Count	9	6	12	8	9	44
	% within company	45.0%	30.0%	60.0%	40.0%	45.0%	44.0%
Depending on the internal customer	Count	11	5	6	6	7	35
	% within company	55.0%	25.0%	30.0%	30.0%	35.0%	35.0%
Always	Count	0	9	2	6	4	21
	% within company	0%	45.0%	10.0%	30.0%	20.0%	21.0%
Total	Count	20	20	20	20	20	100
	% within company	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

In Company A, it was found that 55% of the respondents were treated emotionally depending on the internal customer, while 45% were never treated emotionally. In Company B, 45% of the respondents were always treated emotionally, while 30% were never treated emotionally and 25% were treated emotionally depending on the internal customer. In Company C, 60% of the respondents were never treated emotionally, while

30% of them were treated emotionally depending on the internal customer, and only 10% of the respondents were always treated emotionally. In Company D, 40% of the respondents were never treated emotionally, while 30% of the employees were treated emotionally depending on the internal customer, and 30% of the employees were always treated emotionally. In Company E, 45% of the respondents were never treated emotionally, while 35 % of the employees were treated emotionally depending on the internal customer, and 20% of the respondents were always treated emotionally.

Table 2 How does the manager's maltreatment affect the employees' productivity level?

		<i>Company</i>					<i>Total</i>
		<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	
Never	Count	16	13	13	10	14	66
	% within company	80.0%	65.0%	65.0%	50.0%	70.0%	66.0%
I can motivate myself	Count	4	7	6	6	3	26
	% within company	20.0%	35.0%	30.0%	30.0%	15.0%	26.0%
Always	Count	0	0	1	4	3	8
	% within company	0%	0%	5.0%	20.0%	15.0%	8.0%
Total	Count	20	20	20	20	20	100
	% within company	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

In Company A, it was found that 80% of the employees are not productive when the manager does not treat them good, while 20% of the employees can motivate themselves in order to stay productive. In Company B, 65% of the employees are not productive when the manager does not treat them good, while 35% of the employees can motivate themselves in order to stay productive. In Company C, 65% of the employees are not productive when the manager does not treat them good, while 30% of the employees can motivate themselves in order to stay productive, and 5% of the employees are always productive whatever is the situation. In Company D, 50% of the employees are not productive when the manager does not treat them good, while 30% can motivate themselves in order to stay productive, and 20% of the employees are always productive whatever is the situation. In Company E, 70% of the employees are not productive when the manager does not treat them good, while 15% of the employees can motivate themselves in order to stay productive, and 15% of the employees are always productive whatever is the situation.

In Company A, it was found that 65% of the employees are not feeling satisfied from the way how their superiors are treating them while 35% of them are feeling satisfied. In Company B, 65% of the employees are feeling satisfied from the way how their superiors are treating them while 35% of them are not feeling satisfied at all. In Company C, 65% of the employees are not feeling satisfied from the way how their superiors are treating them while 35% of them are feeling satisfied. In Company D, 60% of the employees are not feeling satisfied from the way how their superiors are treating them while 40% of them are feeling satisfied. In Company E, 50% of the employees are not feeling satisfied from the way how their superiors are treating them while 50% of them are feeling satisfied.

Table 3 How does the manager's treatment affect the employees' satisfaction level?

		<i>Company</i>					<i>Total</i>
		<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	
No	Count	13	7	13	12	10	55
	% within company	65.0%	35.0%	65.0%	60.0%	50.0%	55.0%
Yes	Count	7	13	7	8	10	45
	% within company	35.0%	65.0%	35.0%	40.0%	50.0%	45.0%
Total	Count	20	20	20	20	20	100
	% within company	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4 Does employees feel secured at work?

		<i>Company</i>					<i>Total</i>
		<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	
No	Count	16	16	17	12	12	73
	% within company	80.0%	80.0%	85.0%	60.0%	60.0%	73.0%
Yes	Count	4	4	3	8	8	27
	% within company	20.0%	20.0%	15.0%	40.0%	40.0%	27.0%
Total	Count	20	20	20	20	20	100
	% within company	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 5 Does the manager's behaviours affect employee's performance?

		<i>Company</i>					<i>Total</i>
		<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>	
Strongly disagree	Count	0	0	0	2	1	3
	% within company	0%	0%	0%	10.0%	5.0%	3.0%
Somewhat disagree	Count	1	7	1	2	3	14
	% within company	5.0%	35.0%	5.0%	10.0%	15.0%	14.0%
Neutral	Count	4	0	3	6	3	16
	% within company	20.0%	0%	15.0%	30.0%	15.0%	16.0%
Somewhat agree	Count	14	13	16	2	5	50
	% within company	70.0%	65.0%	80.0%	10.0%	25.0%	50.0%
Strongly agree	Count	1	0	0	8	8	17
	% within company	5.0%	0%	0%	40.0%	40.0%	17.0%
Total	Count	20	20	20	20	20	100
	% within company	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

In both Companies A and B, it was found that 80% of the employees are not feeling secured at work, while 20% of them are feeling secured. In Company C, 85% of the employees are not feeling secured at work, while 15% are feeling secured. In both Companies D and E, 60% of the employees are not feeling secured at work, while 40% of them are feeling secured.

In Company A, it was found that 70% of the employees somewhat agree that the behaviours of their manager affect their performance. In Company B, 65% of the employees somewhat agree that the behaviours of their manager affect their performance. In Company C, 80% of the employees somewhat agree that the behaviours of their manager affect their performance. In Company D, 40% of the employees strongly agree that the behaviours of their manager affect their performance, while 30% of them were neutral. In Company E, 40% of the employees strongly agreed and 25% somewhat agree that the behaviours of their manager affect their performance.

Table 6 Bivariate analysis of the factors associated with the sufficient knowledge level of the manager's emotional treatment toward employees with other factors

<i>Does the manager have enough knowledge to treat you emotionally?</i>				
<i>How does the manager recognise your efforts?</i>				
<i>Factors</i>	<i>Never</i>	<i>It depends on the customer</i>	<i>Always</i>	<i>P-value</i>
Money wise	54.5% (24)	28.6% (10)	33.3% (7)	0.048
Emotionally	66.7% (14)	71.4% (25)	45.5% (20)	
<i>When the manager does not treat you good, do you still be productive?</i>				
<i>Factors</i>	<i>Never</i>	<i>It depends on the customer</i>	<i>Always</i>	<i>P-value</i>
Never	79.5% (35)	65.7% (23)	38.1% (8)	0.028
I can motivate myself	15.9% (7)	25.7% (9)	47.6% (10)	
Always	4.5% (2)	8.6% (3)	14.3% (3)	

The cross-tab analysis of the factors associated with the sufficient knowledge level of the emotional treatment toward employees has indicated a significant higher percentage of employees who are not recognised emotionally (66.7%) compared to those who are not recognised as money wise (54.5%) with ($p = 0.0048$). A significant higher percentage of employees who have mentioned that the manager never has sufficient knowledge about treating the workers emotionally and does not treat them good; they will never be productive (79.5%) compared to those who are always productive after that (4.5%) and (15.9%) that they can motivate themselves with ($p = 0.028$).

Table 7 Bivariate analysis of the factors associated with feeling secured at work

<i>Do you feel secured at work?</i>				
<i>How does the manager's treatment affect your satisfaction level?</i>				
<i>Factors</i>	<i>No</i>	<i>Yes</i>	<i>P-value</i>	
No	63% (46)	37% (27)	0.05	
Yes	33.3% (9)	66.7% (18)		
<i>Are you self-realised at work?</i>				
<i>Factors</i>	<i>No</i>	<i>Yes</i>	<i>P-value</i>	
No	67.1% (49)	32.9% (24)	0.04	
Yes	40.7% (11)	59.3% (16)		

A significant higher percentage of employees who do not feel secured at work were not satisfied from the way how their superiors are treating them (63%), while a significant higher percentage of employees who feel secured at work were satisfied from the way how their superiors are treating them (66.7%) with ($p = 0.05$). A significant higher

percentage of employees who are not feeling secured at work are not self-realised (67.1%), while a significant higher percentage of employees who are secured at work are self-realised (59.3%) with ($p = 0.04$).

Table 8 Correlations between EI, job satisfaction and employees' performance

		<i>Correlations</i>		
		<i>Emotional intelligence</i>	<i>Job satisfaction</i>	<i>Employees' performance</i>
Emotional intelligence	Pearson correlation	1	.516**	.264**
	Sig. (2-tailed)		.000	.009
	N	100	100	98

The bivariate analysis of the employees' scores has showed that an increase in the EI score is significantly correlated with an increase in the job satisfaction score ($r = 0.516$) and the employees' performance score ($r = 0.264$).

6 Discussion

6.1 Discussion of the interview's results

It was clearly shown that the managers of the five construction companies are still relying on the old traditional method focusing first on their priorities to achieve the companies' missions and visions in order to make more profits, while in the majority of international companies, we can see that they are always insisting to stay up-to-date with the external environment through implementing the newest changes that may benefit their companies and their employees on all sides. As we know and based on previous studies, we can see that adopting the new leadership style is very beneficial, especially when working as effective teams, the employees will be able to communicate and collaborate with each other in order to be more productive so they can perform better and they can also achieve their tasks on time. Nowadays, people are changing and the environment is becoming more dynamic, the employees are seeking respect in order to continue their tasks properly. The more the managers treat them emotionally, the more they will be able to perform and produce effectively, in addition to the lack of respect and EI which may also lead to unethical behaviours within the workplace. Here, we can recognise that the managers are still relying on the individualistic culture where there is no cooperation between employees, this has created a negative working environment where there is no trust, honesty, credibility, and in this case the group was only responding to the managers' personal achievements. The term leadership is still not enough comprehensive in our society because the role of leaders is totally different than the one of managers. Being leaders does require to have followers, and in order to do so, they should first implement the elements of leadership such as EI which was not existing in the five studied companies. They should show the employees that they really care about them and that they are treating them in an emotional way by being their role models, also by respecting all the norms, values and ethical standards. This is what was really missed, especially that in the Lebanese culture, people are not habited to work together, to cooperate and communicate with each other, to be treated emotionally, and this can be a barrier to succeed in easily conducting the changes. The managers are still unable to

manage their anger, treating the employees in a disrespectful way and punishing them when committing mistakes. In the EI concept, when errors happen, the leaders should be close to their employees in order to help them, support them, and teach them how to handle all the mistakes in a professional manner so they will not be committed again. The managers were not training their employees on how to manage the huge workloads and how to handle the levels of pressure and stress, while as leaders, they should be always ready to listen to them, to share and express their concerns. This was also missed, that is why we can see that the employees were planning to leave the work due to the lower salaries being offered, the lack of rewards and incentives, the lack of stability, and the fear of being laid off during this very tough period of time. In such negative working environment, the employees will be less motivated and committed to their work, this will also drive them to be dissatisfied in their jobs which may push them to be less productive. In this case, this will lead the employees to lose loyalties to their companies and to perform in a lazy way which may affect negatively on their productivity level. Focusing on the profitability level as a priority for managers, rather than putting all their efforts to satisfying and retaining their employees, this was also pushing the employees to have the intent to leave their jobs searching for better opportunities. The managers were not empowering and delegating their employees, in addition to that they had a lack of managing their emotions in an intelligent way, a lack of self-esteem, a lack of self-awareness being only aware about their own emotions and not about the emotions of others, and a lack of self-motivation which are all essential components of EI. Finally, we can conclude that the managers have a lack of EI affecting negatively on the job satisfaction level, the performance and productivity of their employees; and this will also affect the level of absenteeism and turnover in the near future, the growth, survival and reputation of the five companies in the long run.

6.2 Discussion of the survey's results

In this study, many factors have indicated that there are several cultural factors influencing the application of EI by the different managers. The level of education was an essential factor preventing the managers to treat the employees emotionally which may need basic and crucial skills in order to apply it properly. The low salaries were also another demotivating factor preventing the employees to perform well and to be productive, especially nowadays due to the huge economic crisis facing Lebanon. The majority of the incentives being offered by the five companies were not enough to satisfy the employees and did not match fairly with the quality of work and efforts put by them in the workplace. The employees were always overloaded and this has created a high level of stress and pressure which drove their life to be miserable followed with a high level of sickness, absenteeism, dissatisfaction and turnover. They were also emotionally harmful due to the lack of appreciation and emotional treatments from their managers. They were not caring about them, all what they need was to reach their desired profits without trying to manage the emotions of their employees which also drove them to become less productive. Profits without performance and productivity may not help the companies to survive in the long run, so the managers should be clearly convinced about the idea that both employees and customers are the weapon of every firm, their satisfaction and retention levels are very crucial for the continuity and growth of the companies. The five managers should appreciate all the efforts put by their employees, they must feel with them, respect them, and create an emotional bond and trust between

themselves. The culture was preventing the employees from judging what is right and wrong, and what should be their rights. The employees got too tired from living within a culture preventing them from working on the basis of teamwork, where they can be able to better communicate and cooperate with each other, facilitating the role of managers to implementing the new leadership model and its effective elements in their companies such as EI. In this case, the level of know-how will be increasing enabling them to gain the culture of how to deal with their employees in an emotional way. Throughout the study, it was already proved that EI was not adopted at all by the managers when treating their employees within the five construction companies. Adding to that, there was no fairness and equity in the way how the managers were treating their employees, which has pushed them to feel unsafe and unsecured in the workplace. This kind of treatment in addition to the lack of trust and self-confidence were dissatisfying and demotivating the employees, who were not coming to the work on time pushing them to be less productive. Such behaviours have affected negatively on the employees' job satisfaction level. Moreover, being dissatisfied in their jobs, this has highly affected their levels of performance and productivity especially that they were not feeling motivated at all to come to the work anymore with passion. This will also lead to obtain a high level of turnover in the five companies, which may damage the organisational performance and growth in the near future.

7 Limitation of the study

The only limitation of the study was the small sample selected for this study even focusing only on one area of the country which is Batroun, North Lebanon. I hope in future studies to look at a larger sample of respondents covering more areas of the country, so the results will be more generalised and extrapolated to other contexts.

8 Conclusions

Working on such projects is too important, it will give us a clear image about what is being implemented within companies in the real life. The important factor for all the companies is to have the necessary knowledge about EI which is playing a crucial role in satisfying the employees and increasing the levels of motivation, performance and productivity, through recognising and managing the emotions of ourselves and the emotions of others. The communication and social relations within the organisation differs from one to another, but in general, they are all using the same concept of the old traditional method. Having managerial positions, treating the employees inferiorly, and overloaded work were very necessary in order to accomplish the monetary purpose and to achieve their vision (Moslehpour et al., 2022). This sector is striving to have a factor that will make all the concept to change in order to achieve a long-term vision that will satisfy each person within the organisation and more particularly in Lebanon, where the majority of people are still using the managerial positions because they are not feeling comfortable within their environment and the culture. In this study, we have explored the impact of EI on employees' performance especially that we have discovered the necessity for organisations to implement EI within their work, proving that as long as the employees are feeling dissatisfied in their job, so this will directly result in a negative impact on their

performance and productivity levels. Moreover, culture is becoming an essential factor influencing the others to operate in a proper way. In fact, EI is an important element of the new leadership model that everyone may need, it is an effective method of leading, treating respectfully, and accomplishing both mission and vision in a totally different way that is built on flexibility, fair treatment, encouragement, cooperation, communication, non-hierarchical structure and trust, but the most important thing here is to let the others feel satisfied, relaxed, and treated emotionally in order to be more productive and effective in the accomplishments of their duties and objectives. The most important characteristic of EI in the workplace may improve many factors in the self of the person and will affect its performance and productivity levels in order to be fully satisfied at work (Bayighomog and Arasli, 2022). The self-management is important because it will help to make a positive climate that will increase the motivation, it will let the person to manage his anger and his bad feelings in order to give a positive feedback, attitude and reaction. Self-awareness is also to be aware of the feelings of others, especially those who are afraid in the workplace and trying to hide things done incorrectly, it may help them in having a positive self-esteem and in increasing their self-confidence. As the primary part of social competence, social awareness is a foundational aptitude. It is also the capacity to precisely get on feelings in other individuals and comprehend what is extremely going ahead with them; it is an essential element contributing to empathy and to a positive connection between the employees. Finally, relationship-management is also important because this characteristic is the key to communicate, to influence the behaviours of others, and this characteristic is especially for the team leaders who have teams and want to achieve their goals effectively and efficiently. This will also drive the others to be more creative, will train them to always be ready to conduct changes in every circumstances that could occur, and this kind of training is very crucial to handle the stress and pressure of the work, and manage all the conflicts being faced within the workplace (Bello et al., 2022). In this study, we have noticed that there is a lack of EI in the five studied companies and that's due to the culture which is making the managers and the employees resisting to change, and making them searching for a new method to be more dependent in order to achieve their goals and objectives. This has also led to a decrease in the employees' job satisfaction, performance, and productivity contributing to a lot of pitfalls such as high turnover, resistance to change, and more conflicts. Moreover, the environment is changing rapidly and getting more dynamic and complex, from the other side, the employees are not well trained to handle all the difficulties in a proper way especially that they are not also treated emotionally which is driving them to be fully demotivated. On the managerial side, the study has helped the five companies to recognise the need to switch into the new leadership model, so they can start changing the nature of work moving from the individualistic culture into the collectivistic one, and more particularly through implementing the effective elements of leadership which are very fruitful in terms of results and outcomes. Implementing EI within companies will increase the employees' motivational level which may drive them to be fully satisfied in their job. In this way, they will be performing in an outstanding way and they will be more productive. The companies will also achieve better results such as increasing both employees' satisfaction and retention levels, increasing motivation, increasing job satisfaction, increasing the performance and productivity, increasing customers' loyalty, and increasing the profitability level which will affect positively on the reputation, growth and survival of the five construction companies especially in these difficult and challengeable situations facing Lebanon. Least but not last, it can be stated that EI is very

essential for the construction firms in order to achieve successfully their objectives and goals. It is the key to manage people in the most effective way, and to work as a team with a high level of cooperation and communication in order to be homogenous with all the companies. Finally, the question that can be raised for the near future will be focusing on exploring the EI of the team members and how it influences the behaviours of the team leader? Moreover, variables related to the employer's performance can be also incorporated, and the assessment of the results of employer's performance on organisational performance can further explain the relationship.

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