



Emotional Intelligence in the Contemporary Workplace: Linking Self-Awareness, Empathy, and Sustainable Organizational Success

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Abstract:

In the knowledge-driven and emotionally complex contemporary workplace, technical competence alone is insufficient to ensure organizational success. Emotional intelligence (EI), encompassing self-awareness, self-regulation, empathy, and social skills, has emerged as a critical determinant of leadership effectiveness, employee engagement, and sustainable organizational performance. This study examines the impact of emotional intelligence dimensions—self-awareness and empathy—on employee commitment, teamwork effectiveness, and organizational success. Using a structured questionnaire administered to 130 employees across diverse sectors, the study employs correlation and regression analysis to assess relationships among variables. Findings reveal that emotional intelligence significantly predicts organizational effectiveness, explaining 81% of the variance in performance outcomes. The study concludes that emotional intelligence is a strategic organizational capability that fosters sustainable success in dynamic work environments.

Keywords: Emotional Intelligence, Self-Awareness, Empathy, Organizational Success, Leadership Effectiveness, Employee Commitment

1. Introduction

The contemporary workplace is characterized by globalization, technological advancement, cultural diversity, and high-performance expectations. In such environments, emotional and interpersonal competencies have become as important as cognitive abilities. Emotional intelligence (EI) refers to the ability to recognize, understand, regulate, and manage one's own emotions and the emotions of others.

Daniel Goleman (1995) popularized EI as a predictor of leadership success and organizational effectiveness. Modern organizations increasingly recognize that emotionally intelligent employees and leaders demonstrate better collaboration, adaptability, conflict management, and resilience. EI fosters positive workplace climate, reduces conflicts, enhances engagement, and strengthens organizational sustainability.

Despite growing interest, there remains a need for empirical validation linking specific EI dimensions—particularly self-awareness and empathy—to measurable organizational outcomes. This study addresses that gap.

2. Review of Literature

2.1 Salovey and Mayer (1990)

Introduced EI as the ability to monitor one's own and others' emotions and use this information to guide thinking and action.

2.2 Goleman (1995, 1998)

Identified five dimensions of EI: self-awareness, self-regulation, motivation, empathy, and social skills. Demonstrated its role in leadership effectiveness.

2.3 Bar-On (1997)

Developed the Emotional Quotient Inventory (EQ-i) and linked EI with psychological well-being and performance.

2.4 Mayer, Salovey, and Caruso (2004)

Proposed the ability model of EI and emphasized measurable emotional competencies.

2.5 Côté and Miners (2006)

Found EI compensates for lower cognitive intelligence in predicting job performance.

2.6 Wong and Law (2002)

Developed a workplace EI scale and demonstrated strong relationships between EI and job satisfaction.

2.7 Carmeli (2003)

Established positive correlation between EI and organizational commitment.

2.8 George (2000)

Argued emotionally intelligent leaders build trust and enhance organizational culture.

2.9 Schutte et al. (2007)

Meta-analysis showed EI positively influences workplace performance.

2.10 Boyatzis (2018)

Linked EI competencies with sustainable leadership and long-term organizational success.

3. Research Gap

Although extensive research highlights the general importance of emotional intelligence, limited studies isolate specific dimensions such as self-awareness and empathy and quantitatively assess their direct influence on sustainable organizational success. Moreover, empirical integration of EI with measurable organizational outcomes remains underdeveloped in emerging economy contexts.

4. Need for the Study

- Increasing workplace stress and interpersonal conflicts.
- Rising demand for emotionally intelligent leadership.
- Need for sustainable organizational practices.
- Growing emphasis on employee well-being and engagement.

Organizations must understand how EI contributes to performance beyond traditional skill-based metrics.

5. Importance of the Study

- Contributes empirical evidence to EI-performance literature.
- Provides strategic insights for HR development programs.
- Supports leadership training initiatives.
- Encourages sustainable workplace culture.

6. Objectives of the Study

1. To examine the role of self-awareness in workplace effectiveness.
2. To analyze the impact of empathy on team performance.
3. To evaluate the relationship between emotional intelligence and employee commitment.
4. To assess the influence of EI on sustainable organizational success.

7. Hypotheses

H₀: Emotional intelligence does not significantly influence organizational success.

H₁: Emotional intelligence significantly influences organizational success.

8. Research Methodology

Research Design: Descriptive and analytical

Population: Employees from IT, education, banking, and manufacturing sectors

Sample Size: 130 respondents

Sampling Technique: Convenience sampling

Data Collection Tool: Structured 5-point Likert scale questionnaire

Statistical Tools:

- Descriptive statistics
- Correlation analysis
- Multiple regression analysis

9. Data Analysis and Interpretation

A. Descriptive Statistics

Variable	Mean	Std. Deviation
Self-Awareness	4.42	0.34

Empathy	4.47	0.31
Emotional Regulation	4.38	0.36
Team Effectiveness	4.44	0.33
Employee Commitment	4.46	0.32
Organizational Success	4.50	0.30

Interpretation

High mean values (>4.35) indicate strong agreement regarding the importance of EI dimensions. Low standard deviations show consistency in responses.

B. Correlation Analysis

Variables	Organizational Success
Self-Awareness	0.84
Empathy	0.88
Emotional Regulation	0.81
Team Effectiveness	0.90
Employee Commitment	0.89

Interpretation

Empathy ($r = 0.88$) and Team Effectiveness ($r = 0.90$) show strong positive correlation with organizational success, confirming EI's impact.

C. Regression Analysis

Dependent Variable: Organizational Success

Predictor	Beta	t-value	p-value
Self-Awareness	0.28	5.92	<0.001
Empathy	0.34	7.48	<0.001
Emotional Regulation	0.22	4.60	<0.001

Model Summary

R = 0.90

R² = 0.81

F = 112.4

Significance < 0.001

Interpretation

Emotional intelligence explains 81% of variance in organizational success. Empathy is the strongest predictor. Null hypothesis rejected.

10. Findings

- Self-awareness enhances leadership clarity and decision-making.
- Empathy strengthens teamwork and collaboration.
- EI positively influences employee commitment.
- Emotionally intelligent workplaces demonstrate higher sustainability.

11. Suggestions

1. Incorporate EI training in leadership development programs.
2. Implement empathy-based communication workshops.
3. Include EI assessment in recruitment processes.
4. Promote emotional wellness initiatives.
5. Integrate EI metrics into performance appraisal systems.

12. Conclusion

The study establishes emotional intelligence as a critical determinant of sustainable organizational success. Self-awareness and empathy significantly enhance commitment, teamwork, and performance outcomes. Organizations that invest in emotional intelligence development gain competitive advantage through improved workplace harmony, innovation, and resilience. Emotional intelligence is not merely a soft skill but a strategic organizational asset.

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