Emotional Intelligence Matters

A Machine-Generated Literature Overview

R. S. Mekhala

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Please note, that the selected papers are not used to train a LLM while the auto-summaries are created.

Chennai, India R. S. Mekhala

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About the Author

Dr. R.S. Mekhala is an Assistant professor in the arena of OB & HRM in Vellore Institute of Technology, Chennai Campus. She has completed her Master's in Business Administration from Institute of Management, University Campus Kerala. She has extensive corporate experience as a Technical recruiter for engineers in Oil and Gas Industry with organizations like TECHNIP, chiyoda, CCC etc. Later she transformed her career to teaching in Anna University affiliated colleges and meanwhile pursued research in Anna University. She has 15 years of broad experience in teaching and research activities. Her area of research involves Emotional Intelligence, Perception of Organizational Politics, Organizational Commitment and other work outcomes. And she started exploring the impact of personalities in predicting and prescribing diseases, especially with Coronary Artery Diseases in individuals. She has been awarded with Best faculty award, Best paper awards, published several research papers and attended several conferences and workshops especially in the subject of Emotional Intelligence.

Chapter 1
Emotional Intellience—It Matters

Introduction by the Author

Emotions are a part of our biological makeup, and they follow us and influence how we act every day. Emotional Intelligence (EI) is a set of characteristics and abilities that includes a wide range of individual skills as well as dispositions, also known as interpersonal abilities or inter and intra-personal competencies, that extend beyond the boundaries of specific knowledge, broad cognitive ability, and scientific or professional skills. The five categories of emotional intelligence are knowing one's own feelings, controlling emotions, motivating oneself, recognising emotions in others, and coping with relationships. Emotion refers to a feeling/state (including physical responses and perceptions) that conveys information about relationships. For example, happiness is a state of feeling that also carries details about relationships—typically, that one would like to socialize with others. Similarly, fear is a state of feeling that corresponds to a relationship—the need to take away others. Intelligence refers to the ability to analyse the validity about information. This usage of the term emotional intelligence in this way is rational with scientific literature in the areas of intelligence, personality psychology, and emotions.

It's easy to push your feelings about the encounter to the back burner during the day. However, taking the time to identify how you feel about situations is critical for improving EI. If sensations are disregarded, crucial information is transmitted that has a significant impact on one's mind-set and behaviour. Begin paying greater attention to your sentiments and relating them to your experiences. Instead of dismissing physical manifestations of emotions, start paying attention to them. Our thoughts and body are not different; they are inextricably linked. In a study conducted by Krishna Kumar et al., 2016 demonstrated that higher level of emotional intelligence has a strong association with work outcomes like job satisfaction, team effectiveness, leadership and task performance. There are ways to improve emotional intelligence emphasized in a study by Kim et al., 2020 shows that employees with higher emotional intelligence increases organizational citizenship behaviour or employees with low EI

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can be driven better by emotionally intelligent managers. When compared to talent management approaches, EI training imparts an immediate effect in productivity. EI can be increased by acquiring the ability to read physical signs that indicate emotions. The trait emotional intelligence plays a vital role in maintaining self-efficacy, optimism and resilience. It is the ability to understand between change of emotional states from progression of anger and then to grief. The one who have these trait will clearly discriminate between negative emotions and stress. Moreover the negative effects will be effectively managed.

The ability to recognise the emotional sequence that may end up in negative behavioural outcomes and environmental stressors can positively affect improved performance. Emotional fitness training may enhance cognitive flexibility and well-being. The framework of planned behaviour gives a more comprehensive mediation to comprehend leadership qualities. A contingency model developed by Mc Farland establishes that emotional intelligence mediates harmful effects of role stress on emotional exhaustion and sales performance. Training provided in such skills are effective in managing sales team. Emotional Fitness training workshops helps to enhance resilience, positive emotions, cognitive and emotional flexibility. Practising this skill not only enhances the cognitive and behavioural skills but also improve their motivation. The theory of planned behaviour examines how authentic leadership influences employees speaking out towards the superior. This theory investigates the psychological mechanism by which authentic leadership influences speaking out. There are theories and study done to prove that emotional intelligence has a directly proportional connection with leadership skills.

Examine the relationship between emotions and behaviours. When a person experiences intense emotions, discover the gut reactions to everyday events rather than simply reacting without reflection. The concept of perceived institutional empowerment may have a positive impact on leadership mechanism. Traditionality moderated the indirect effects of authentic leadership through psychological safety and psychological ownership, a subset of emotional intelligence. The highest level of counter productive work behaviour can be observed in employees with high emotional intelligence. All emotions, including unpleasant ones, are genuine. If someone incorrectly interprets emotions, it makes it harder to employ them productively. Each feeling is an additional source of useful knowledge related to anything going on in the world. Let's look at several areas where emotional intelligence might be useful.

Machine Generated Summaries

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Machine generated keywords: project, training, resilience, success, leadership, OCB, psychological capital, psychological, voice, police, mayer, share, capital, emotional intelligence, empowerment.

When Feeling Poorly at Work Does Not Mean Acting Poorly at Work: The Moderating Role of Work-Related Emotional Intelligence [62]

This is a machine-generated summary of:

Krishnakumar, Sukumarakurup; Hopkins, Kay; Robinson, Michael D.: When feeling poorly at work does not mean acting poorly at work: The moderating role of work-related emotional intelligence [62]

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Abstract-Summary

"That such behaviors are more likely to be exhibited by unhappy employees (i.e., those high in job negative affect), but this should be particularly true for individuals low in work-related emotional intelligence."

"The two predictors interacted for all five outcomes such that the highest levels of counterproductive work behavior were observed among employees who were high in job negative affect and low in emotional intelligence."

"The discussion focuses on implications for understanding counterproductive work behaviors and on the value of assessing work-related emotional intelligence as an ability that differs by employees."

Introduction

"The relationship between JNA and CWBs should become attenuated at higher, relative to lower, levels of work-related emotional intelligence (W-EI)."

"People high in EI have emotions as well as the knowledge required to control their influence (Mayer & Salovey [2])."

"Because CWBs are often if not typically impulsive reactions to feeling upset (Spector [3]; Spector & others [4]), people higher in W-EI should be less prone to CWBs even when a job is stressful or frustrating."

"Such considerations led to key predictions for the study: Hypothesis 2, in other words, predicts that W-EI and JNA will interact, with the most frequent CWBs exhibited by employees high in JNA and low in W-EI."

"Negative feelings will positively predict CWBs at lower levels of W-EI, but JNA will be a weaker predictor at higher levels of W-EI."

"W-EI will be a strong inverse predictor of CWBs among employees with high levels of JNA."

Method

"Higher levels of EI, as assessed by the NEAT, predict a number of work-related outcomes, including satisfaction with interpersonal features of a job, teamwork effectiveness, leadership performance, and task performance, even after controlling for personality traits and cognitive ability."

"Correlations among the branches were substantial (perception and understanding: $r = .66$, $p < .001$; perception and management: $r = .63$, $p < .001$; understanding and management: $r = .57$, $p < .001$), indicating that people receiving high W-EI scores for one facet received high W-EI scores for the other facets as well."

"Employees were asked to indicate how frequently (1 = never; 5 = extremely often) they felt 15 markers of negative affect (e.g., angry, frustrated, disgusted) while at work and these frequency ratings were averaged ($M = 2.43$; $SD = .74$; $\alpha = .91$)."

Results

"Consistent with this idea, there was a significant yet modest inverse relationship between work-related EI (i.e., NEAT scores) and job negative affect ($r = -.22$, $p = .041$)."

"In these multiple regressions, JNA was a consistent predictor of CWBs (βs ranging from .25 for theft to .41 for abuse) with levels of W-EI controlled."

"JNA was a significant and strong predictor of CWBs at the low level of W-EI (βs ranging from .53 for abuse to .43 for theft)."

"In an analysis of log-transformed total CWB scores, for example, the JNA by W-EI interaction was significant, $t = -2.23$, $p = .028$, $\beta = -.16$, and JNA was a stronger predictor at low (−1 SD), $t = 5.39$, $p < .001$, $\beta = .54$, relative to high (+1 SD), $t = 1.68$, $p = .096$, $\beta = .22$, levels of the W-EI continuum."

Discussion

"To suggesting that the pernicious effects of JNA are not inevitable, our results suggest that W-EI might be a particularly important set of abilities for jobs that are very stressful, such as law enforcement or emergency management."

"There tended to be modest relationships between W-EI and the CWB measures among employees lucky enough to experience low levels of negative affect at their jobs."

"Such results make sense and again suggest that W-EI might be particularly important for stressful jobs or those associated with high JNA."

"This perspective on the results comports with other suggestions that EI may be particularly important for certain jobs (e.g., those in which emotion labor is expected: Joseph & Newman [5]) relative to others."

"We suggest that low W-EI workers should be prone to CWBs when they experience JNA regardless of whether that JNA is caused by objective features of the job or not."

Conclusions

"Job negative affect is a potent predictor of counterproductive work behaviors."

"We hypothesized that this would be less true at higher levels of work-related emotional intelligence than at lower levels."

"Interactions of this type were found for CWBs as diverse as abusive behaviors, production deviance, and withdrawal."

"Feeling poorly at work translates to acting poorly at work, these results suggest, primarily among people who lack the ability to make correct emotion-related inferences in the workplace."

The Way to Improve Organizational Citizenship Behavior for the Employees Who Lack Emotional Intelligence [63]

This is a machine-generated summary of:

Kim, Dongyoup; Park, Jungkun: The way to improve organizational citizenship behavior for the employees who lack emotional intelligence [63]

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Abstract-Summary

"Previous literature on organizational citizenship behavior (OCB) has emphasized that service employees' emotional intelligence (EI) is an essential antecedent to perform OCB."

"The malleability of EI is not always guaranteed, so it is necessary for the success of the organization to make the employee who lacks the EI perform OCB."

"The results of the present study reassured that service employees' EI is positively related to their OCB, which is consistent with previous literature."

"This study showed that managers' EI and service employees' perseverance increase employee's OCB, especially for the employee low in EI compared to those high in EI."

"The results also showed that the effects of service employees' EI and perseverance on OCB are mediated by deep acting strategy among emotional labor acting strategies."

"This paper initially found that service employees low in EI can perform beneficial extra-role behaviors with supervisors' or own support."

Introduction

"The current study looks for the answer from the nature of the organism of individuals and organizations to increase service employee's OCB when their EI lacks."

"This study suggests employee's perseverance and manager's EI as the supporting variables to the employee's lack of EI to perform OCB."

"The support of managers with high EI will have a greater positive impact on OCB performance of employees with low EI."

"This study examines the relationship between employee's EI, perseverance, manager's EI and OCB by investigating organizational members of the premium hair salon franchise in Korea."

"This study examines whether employee's perseverance and manager's EI moderates the effect of employee's EI on OCB."

"This study analyzes the role of employee's emotional acting strategies in the relationship between employee's EI, perseverance, manager's EI and employee's OCB."

Literature Review and Hypotheses

"If employees engage in momentary emotional labor, EI also have a positive impact on the use of surface acting strategy because individuals high in EI use the right one to suit their situations (Yin & others [11])."

"While EI contributes to OCB through the emotional self-regulation by helping employees appraise and control their emotions well in emotional labor situations, perseverance positively affects OCB through motivation in behavioral domain as well as motivation in emotional dimensions."

"Service employees' perseverance is more positively related to organizational citizenship behavior for themselves with low emotional intelligence than those with high emotional intelligence."

"Service employee's perseverance is more positively related to the use of surface and deep acting strategies for themselves with low emotional intelligence than those with high emotional intelligence."

"Service employees' use of deep acting strategies mediates the effect of emotional intelligence and perseverance on OCB."

Methodology

"To test the hypotheses proposed in this study, we collected data for employees and managers in a major franchise of premium hair salon in Korea; twenty salons were randomly selected and asked to respond to the questionnaire."

"Each hair salon in franchise consisted of several service employees and fewer managers, making it easy to check the influence of each other's emotional intelligence."

"Surface acting and deep acting were measured on a 7-point Likert scale for an employee's agreement on attitude toward customers or colleagues, which was adopted by Jeon [12]."

"The indirect effect of emotional acting strategies in the relationship between employee's EI, manager's EI, employee's perseverance and OCB was tested by bootstrapping method."

"For the analysis, the manager's EI was aggregated by hair salon with the assumption that each manager have the same influence on the service employees who work together."

Results

"When controlling for the effects of demographic variables, employees' EI and perseverance were positively related to OCB ($\beta = .47$, $p < .001$; $\beta = .29$, $p < .001$), and incremental effects were significant ($\Delta R^2 = .49$, $p < .001$), thus hypothesis 1 and 3 were supported."

"Employees' EI is positively related to both surface and deep acting regardless of whom they interact with ($\beta = .31$; $\beta = .56$; $\beta = .32$; $\beta = .52$, all p-values < .001), supporting hypotheses 4 and 5."

"Unlike EI, perseverance was positively related to deep acting ($\beta = .24$, $p < .001$; $\beta = .21$, $p = .001$), but not related to surface acting ($\beta = .12$, $p = .12$; $\beta = .09$, $p = .24$), so only hypothesis 6 was supported."

"Perseverance was more positively related to emotional labor acting strategies for employees low in EI, so hypothesis 9 was partially supported."

Discussion

"The service employees high in EI were shown to have the capability to diagnose and manage positive and negative emotions in their workplace, so they tend to perform more OCB."

"The result that EI increases use of both surface acting and deep acting strategies implies that employees high in EI use emotions effectively and efficiently by considering their emotional resources."

"The results showed that employees with low EI tend to perform less OCB than employees with high EI despite high manager's EI."

"The results of moderated mediation test showed that employees high in EI can effectively use both surface and deep acting, but they are more likely to perform OCB only with the use of deep acting strategy."

"Managers' EI, however, has no relationship to employees' emotional labor acting strategies, which had a direct impact on the performing OCB rather than emotional display."

Implication

"As the research by Wong and Law [13], employees high in EI have a greater tendency to drive OCB as emotional labor becomes stronger."

"To the emotional competence of service employees, this study also extends the influence of character strength, called perseverance, to OCB in the emotional labor work environment."

"Distinct from previous research, this research proposes that employees low in EI can benefit an organization if they are assisted by another competence (i.e., perseverance) or emotionally intelligent managers."

"While the previous literature on OCB emphasized the training of employee's EI, the results of this study implies that organizations can suggest another way to make-up to the employees who lack EI."

"Organizations should consider multi-dimensional competencies for OCB when hiring new employees, and recommend assessment of EI in promotions to managers."

Limitations and Future Research

"Many studies examining the impact of employee EI on OCB have measured the personality of an employee through the Big Five personality model to control for the impact on OCB (e.g., Modassir & Singh [14])."

"The nested data structure where employees and managers coexist for each hair salon could better capture the effect of manager's EI on employee's OCB by using multi-level modeling rather than multiple linear regression (Aguinis & others [15])."

"Our current study revealed that emotional labor partially mediated the relationships among EI, perseverance, and OCB."

"Kim and others [16] showed that EI is negatively related to surface acting, but positively related to deep acting, in a study of frontline hotel employees."

"Identifying which contextual differences in the two studies cause the opposite effect of EI on surface acting and defining the causal variables will be an important topic in future research exploring the emotional labor area."

Do Agile Managed Information Systems Projects Fail Due to a Lack of Emotional Intelligence? [64]

This is a machine-generated summary of:

Luong, Tan Trung; Sivarajah, Uthayasankar; Weerakkody, Vishanth: Do Agile Managed Information Systems Projects Fail Due to a Lack of Emotional Intelligence? [64]

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Abstract-Summary

"The purpose of this study is therefore to examine if these human related challenges are related to a lack of Emotional Intelligence (EI) by means of a quantitative approach."

"From a sample of 194 agile practitioners, EI was found to be significantly correlated to human related challenges in agile teams in terms of anxiety, motivation, mutual trust and communication competence."

"These findings offer important new knowledge for IS-scholars, project managers and human resource practitioners, about the vital role of EI for staffing and training of agile managed IS-projects."

Introduction

"The importance of the people factor for the success of ADM projects has been constantly highlighted in the scholarly literature (Cockburn & Highsmith [17]; Boehm & Turner [18]; Moe & others [19]; Fortmann [20]; Cram [21]) and it has been repeatedly identified as critical success factor for ADM managed projects (Lindvall & others [22]; Chow & Cao [23]; Pedersen [24]; Kalenda & others [25])."

"Recognizing the importance of the people factor, scholars have made considerable effort to examine human related challenges that occur in agile teams."

"A construct that might be related to these reported challenges and that has been neglected so far is Emotional Intelligence (EI)."

"The purpose of this study is to examine how the EI of IS-professionals influences the success of ADM-projects."

"The research question it endeavors to answer is whether human related challenges that IS-professionals perceive when working in agile managed teams are related to a lack of their EI."

"This study contributes to information systems, project management, organizational, psychology and human resources research."

"It introduces EI as so far neglected critical success factor to the ADM literature."

Literature Review

"Ability-based models have their origin in the Four-Branch model of EI conceptualized by Mayer and Salovey [26], including the branches: perceiving emotions, facilitating thought by using emotions, understanding emotions and managing emotions in oneself and others."

"To ability-based models, mixed-based models of EI include in addition to emotional abilities, a constellation of non-cognitive competencies, such as motivation, personality, temperament or character and social skills (Schutte & others [27]; Cho & others [28])."

"Some scholars argue that that EI is best measured as ability, because people are poor at estimating their own levels of intelligence and therefore they estimate their abilities based on other bases, such as self-confidence or self-esteem (Mayer & others [29]; Schlegel & Mortillaro [30])."

"The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) is still the only performance-based ability assessment tool (Macht & others [31])."

"One of the most frequently administered ability EI self-report assessment tools is the Wong and Law Emotional Intelligence Scale (WLEIS)."

Conceptual Model and Hypotheses Development

"The ability to regulate one's own emotions is negatively associated with anxiety perceived by agile team members."

"Another aspect has been highlighted by Lalsing and others [32], who reported that agile team members might suffer from motivation issues, when tasks are assigned to them that they do not perceive as challenging enough."

"The ability to use emotions is negatively associated with motivation challenges of agile team members."

"The ability to regulate emotions is negatively associated with motivation challenges of agile team members."

"As stated by Barczak and others [33] team trust is mainly build on both, emotional bonds and perceived competencies of individual team members."

"They argued that when team members manage their own emotions and those of their peers, they are more likely to be trusted and relied on for their competence and ability."

Research Methodology

"PSA can thus only provide consistent estimates, if the researcher has sufficient knowledge about covariates that predict whether an individual would have received the treatment or not (Antonakis & others [34])."

"Covariates omitted are controlled for the extent that they correlate with the covariates included in the propensity score and therefore from a theoretic perspective, the inclusion of only those covariates that effect the treatment assignment is sufficient and thus covariates related to the outcome can be neglected (Austin [35])."

"EI has thus been dichotomized, in a way that participants, with a score in the upper third of the population in the examined EI dimension have been assigned to the treatment group and respectively, participants with a score in the lower third have been assigned to the control group."

"As recent research indicated that these kind of trainings indeed can increase EI for adults (Schutte & others [27]; Lopes [36]; Mattingly and Kraiger [37]), these participants were also excluded."

Data Analysis

"Hypothesis 1, proposing a negative association between ROE and ANX was not supported ($p = 0.106$)."

"Hypothesis 2a and 2b, suggesting a negative association between MOT and UOE, as well as ROE were both fully supported with statistical significance ($p \leq 0.01$)."

"Hypothesis 3a and 3c, suggesting a negative association between COM and SEA as well as ROE were also both fully supported with statistical significance ($p \leq 0.001$)."

"Hypothesis 3b proposing a negative association between COM and OEA was also supported with statistical significance ($p \leq 0.05$)."

"Hypothesis 4a and 4c, suggesting a negative association between TRU and ROE, as well as OEA were both fully supported with statistical significance ($p \leq 0.01$)."

"Hypothesis 4b, proposing a negative association between TRU and SEA was not supported ($p = 0.150$)."

"COM and UOE were also statistically significant negatively associated ($p \leq 0.001$)."

Discussion and Findings

"The purpose of this research was to examine if a lack of EI has a negative impact on perceived human related challenges in agile teams within the dimensions of anxiety, motivation, communication competence and mutual trust."

"The results showed that anxiety in agile teams is negatively related to the abilities of self-emotional appraisal and use of emotions."

"The results of this study have found that the abilities to use emotions and to regulate emotions are both negatively related to agile team members perceiving challenges in regard to motivation."

"The results have revealed that all four dimensions of EI, self-emotional appraisal, others' emotional appraisal, use of emotions and regulation of emotions are significantly related to communication challenges occurring in agile teams."

"The results provide preliminary evidence that mutual trust challenges in agile teams are negative related to the ability to appraise others' emotions and the ability to regulate one's own emotions."

Contribution

"This study has provided preliminary evidence that EI plays an important role in agile teams and thus extends the research on critical success factors in ADM-projects."

"This research also contributes to research efforts on the vital role of EI in the workplace."

"This study therefore provides support for researchers who have argued that prior research has focusing on technical skills of software developers on project outcome,

yet underestimated social and emotional skills (Rezvani & Khosravi [38]) or who advocated that employers should select employees not only based on their technical skills, but also if they can express their expertise with the use of positive EI and communication effectiveness (Hendon & others [39]).”

“Training of agile team members should go beyond improving only their technical skills but also include special EI awareness and development training.”

“Compared to more long-term or costly talent management approaches, EI training programs can provide a more immediate benefit to organizations, such as improved performance and affective outcomes (Mattingly & Kraiger [37]).”

Limitations and Future Research

“Both HRACI, as well as WLEIS are self-report measures and therefore are prone to self-enhancement and socially desirable responses (Lopes [36]).”

“Scholars have raised concerns, if EI assessed by self- report measures, actually measures an actual ability rather than a trait (Mayer & others [40]; Brannick & others [41]; Joseph & Newman [5]).”

“Contrariwise, self-report EI measures are more efficient to assess EI in cross-cultural settings, because they tap into typical attributes of the individual’s thoughts, feelings, and behaviors in certain situations (Li & others [42]).”

“The authors acknowledge that the sample only includes IS-professionals and thus limits the generalizability of the research findings.”

Conclusions

“Prior work has only focused on reporting various human related challenges, without providing insights about their origins.”

“The findings of this study provide preliminary evidence that these challenges are negatively related to specific dimensions of EI.”

“Recent research suggests that AI might assist human programmers in coding, e.g. AI could act as pair programming partner or humans could focus on writing test cases and AI would create the corresponding code.”

“With the increasing use of AI, the human role in ADM might shift from coding into primarily focusing on unstructured tasks, such as organizing and collaboration, which then might result in more human related challenges.”

The Impact of Psychological Capital on Project Success Mediating Role of Emotional Intelligence in Construction Organizations of Pakistan [65]

This is a machine-generated summary of:

Sarwar, Huma; Nadeem, Kashif; Aftab, Junaid: The impact of psychological capital on project success mediating role of emotional intelligence in construction organizations of Pakistan [65]

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Abstract-Summary

"The current study aims to examine the mediating effect of emotional intelligence in the relationship between psychological capital and project success."

"The findings of the research revealed that psychological capital has significant relationship with emotional intelligence and emotional intelligence has also positive relationship with project success."

"Emotional intelligence mediated the relationship between three dimensions of psychological capital (self-efficacy, resilience and optimism) and project success whereas no mediation found between hope and project success."

"The results also indicated that three dimensions of psychological capital (self-efficacy, optimism and resilience) have positive significant relationship with project success and significant mediating effect of emotional intelligence."

Background

"This study attempted to integrate the psychological capital (PsyCap), emotional intelligence and project success."

"Emotional intelligence is set to mediate the relationship and association between psychological capital and project success in construction organizations of Pakistan."

"This research is considered as the first systematic research by its nature because of the unavailability of this research to explore the relationship between psychological capital and project success in construction organizations especially from Pakistan."

"The main aim of current study is to investigate the relationship among psychological capital and its impact on success of project with mediation effect of emotional intelligence."

"According to the researcher's knowledge, no prior study has investigated the mediation role emotional intelligence among the relationship of psychological capital (hope, self-efficacy, resilience and optimism) and project success, so, this current study examines mediating role of emotional intelligence among the relationship of psychological capital (hope, self-efficacy, resilience and optimism) and project success among construction sector employees in Pakistan."

Methods

"Data collected through questionnaires which were designed in such a way to get the desire information."

"Close ended questions of 5 points Likert scale were used to acquire data about respondent's level of affirmation to investigate and uncover the effect of psychological factors on project success."

"Structured questionnaire has been developed to collect data from respondents."

"A questionnaire having all measurement scales were distributed to 500 employees of construction organizations."

"To measure the project success, a scale developed by (Aga & others [43]) having 13 items was used in this study."

"These 13 items scale demonstrated adequate internal reliability with 0.896."

"Psychological capital was measured thorough the 24 items instrument developed by Luthans and others [44]."

"This instrument of psychological capital includes 6 items for each of these four dimensions."

Results and Discussion

"It has been examined that 2 item of emotional intelligence, 2 items of project success and 1 item of PsyCap was removed due to less factor loading <0.40 and all ratios such as CMIN/DF, GFI, CFI, NFI and RMSEA shows good model fitness."

"It was proved that hope does not affect project success significantly both directly ($\beta = .10$, p-value > 0.01) and indirectly ($\beta = .35$ p-value > 0.01), Thus, there is no mediation of emotional intelligence found between project success and hope and hypothesis 5 is rejected."

"The main aim of current study was to carry out an empirical exploration of association between hope, resilience, efficacy, optimism with project success and the mediating effect of emotional intelligence on all the dimensions of psychological

capital and project success among the employees of construction organizations of Pakistan."

Conclusion

"It is also noted that leaders who have high emotional intelligence can often lead their projects toward success and effect the psychological capital also."

"The main objective of current study was to examine the role of psychological capital and its implication on project success while emotional intelligence mediating the effect between them in the construction organizations of Pakistan."

"The results depicted that there is strong association exists among all three variables and three dimensions (self-efficacy, resilience and optimism) of psychological capital significant relationship with project success except H_1 where there is no significant relationship exists between hope and project success."

"The results of mediation showed that there is partial mediation exist between psychological capital dimensions (self-efficacy optimism and resilience) and project success."

"When the individuals feel positive about psychological capital than it increased their performance and hence it helps the organizations to make the project successful."

A Contingency Model of Emotional Intelligence in Professional Selling [66]

This is a machine-generated summary of:

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Abstract-Summary

"Despite significant attention from practitioners and broad claims of the importance of Emotional Intelligence (EI), empirical support for its incremental direct effects on outcomes relevant to professional selling has been disappointing."

"Drawing on the appraisal theory of emotions, the authors develop a contingency model, which proposes that salesperson EI moderates the harmful effects of role stress on three work outcomes—emotional exhaustion, customer-oriented selling, and sales performance."

"Using three matched data sources from multiple professional selling work-groups in a business-to-business sales setting, the authors find that EI moderates the relationship between role ambiguity and all three outcome variables."

Emotional Intelligence (EI) in Professional Selling

"Our conceptual model integrates EI theory and the appraisal theory of emotions in order to offer new theory explaining the mechanisms by which EI serves to buffer the harmful effects of role stress (e.g., role conflict and role ambiguity) on our outcome variables."

"EI is defined as the ability to recognize and manage emotional cues and information (Mayer & Salovey [45])."

"The ability to perceive emotions means that one can better identify emotions in oneself and in others (Mayer & Salovey [45])."

"Understanding emotions refers to the ability to determine likely transitions between emotional states such as a progression of denial to anger and then to grief (Mayer & Salovey [45])."

"This ability can enable salespeople to disconnect from negative affective states when needed and to adopt the appropriate emotions for a specific situation, customer, or role partner."

Theory and Hypotheses

"Salespeople with higher EI are better able to strategically detach from negative emotions and they have more accurate appraisals and reappraisals, which helps to reduce stress over the long term (Kahn & others [46]) and helps to interrupt potentially escalating cycles of stress."

"Higher EI should enable the salesperson to appraise extant role stressors from a more realistic and productive perspective and to more effectively manage the negative emotions that result from role stress through the appraisal process."

"In regard to primary and secondary appraisals, higher EI should enable salespeople to more effectively reduce and refocus the negative emotions associated with role stress."