

Title of the Paper:

Relevance of Emotional Intelligence, Resilience and Sustainability: A Survey

1.Name of the author: Gayatri Kurup
Designation: Research Scholar in Management.
Institute name: Biju Patnaik University of Technology, Odisha

2. Name of the Co-author: Dr. Itishree Mohanty
Designation: Professor cum Admin. In-charge
Institute name: Kanak Manjari Institute of Pharmaceutical Sciences,
Chhend, Rourkela-769015.

Abstract

Emotional Intelligence and resilience enable the individuals and systems to contribute meaningfully to attainment of long term environmental, economic and social sustainability.. This paper develops into the interconnectedness of emotional intelligence (EI) and employee resilience by analysing the construct of global sustainability prospects. It reviews the potential of EI and resilience to address the challenges of sustainable development or sustainable behaviour in the organisations. This paper highlights the interrelation of EI, Resilience and Sustainability through survey of relevant studies. It is found that Emotional Intelligence is positively related to Resilience and also impacts on sustainable leadership and green behaviour.

Keywords: Emotional intelligence, resilience, sustainability etc.

Introduction

Sustainable development is only possible through human resources in the organisations. As we know emotional intelligence and resilience act as a prominent role in developing sustainable development. And positive relationships are of paramount importance in the personal and professional life for well-being and developing healthy and sustainable organisations. Resilience fosters organisational, human and technological capability for sustainability by taking actions like benchmarking, regular meetings, eco-efficient measures, communication between the hierarchies, and long term plans. In this context, this article focus on showing the interconnectedness of variables i.e., emotional intelligence and employee resilience on sustainability within the workplace.

Emotional Intelligence

Organisations are realising the importance of soft skills or non-cognitive abilities along with cognitive abilities which is also known as hot intelligence including emotional intelligence that involves reasoning operating on emotions and emotions constructively informing reasoning. The idea of Emotional Intelligence was well known through the publication of a book in 1995 by Daniel Goleman where EI was conceived as set of skills, abilities and desirable personality traits. It has four components including self-awareness, social awareness, self-management, and relationship management. Further Mayer et.al (2008) suggested three approaches to EI as shown below (Mayer et al, 2008).

Three Approaches to Emotional Intelligence

Approach	Definition	Example Traits
Personality	Noncognitive traits	Assertiveness, optimism, happiness
Competency	Leadership competencies	Achievement, transparency, service orientation
Ability	Emotion skills	Emotion perception, emotion regulation.

Emotional Intelligence is relatively growing domain of behavioural science that caught attention of general public, academic community and business community. Further, EI is a sort of social intelligence that inculcates the ability to observe one's and other's emotions, to distinguish and to apply that information for guiding own thinking and behaviour. Emotionally intelligent people are aware of their own and other's feelings. They are more

open to feelings, understand to label those emotions, and communicate them whenever necessary. Consequently, it leads to effective regulation of self and other experience and hence contributes to overall well-being. Emotional intelligence offers a competitive edge and a consulting tool. Possessing intellectual abilities may make you an good legal scholar or fiscal analyst but a greater emotional intelligence will make you eligible for brilliant trial lawyer or CEO of the company. Emotional intelligence is found to influence an array of work behaviours like talent development, employee commitment, teamwork, innovation, and service quality and customer loyalty. Emotional intelligence is noticed when an individual shows the competencies that includes self-awareness, social awareness self-management, and social skills at required times and manner in sufficient frequency to be successful in a given situation. Emotionally intelligent people contribute more positively to organisational resilience level, in turn also improves the employee performance.

Resilience

In this changing socio-economic context, the realisation of employee resilience is growing in many organisations. An additional developing set of HR practices is residing in the notion of employee resilience which is useful to for organisation to respond to the environmental uncertainties related with global financial crisis. Moreover, resilience is defined as the acquired ability to bounce back from adversity, failure and conflict or even progression and maximised responsibility. Recent researchers argue that organisations need to focus employees' ability to cope with emotional disruption due to continuous change and also make a conscious investment in mechanisms for the development of employee resilience. Trait activation theory states that contextual drivers ascertain the extent of manifestation of a trait suggesting that subjective resilience is more clearly expressed in trivial conditions. Further study observed that new scales for measuring resilience have been proposed in which adaptability, morale, agility, optimism and perseverance are vital attributes underlying resilient behaviours. Employees having adversity quotient can develop their psychological resilience which facilitates them to reinforce their abilities and endurance in coping with the everyday challenges. Perceived organisational support and positive organisational climate can improve employees' resilience. Adversity quotient (AQ) variables are those variables which elaborate the organisational adaptation of workers which is directly related to employee resilience and emotional intelligence. Further, AQ is a significant competency that is related to work performance. The catalyst to resilience under stress is hardiness .It is the display of

attitudes and skills which impart the courage and tactics which help individuals be resilient by transforming potential crisis situation into growth opportunities and fulfilment, thereby improving their performance, health and sense of fulfilment. Hardiness and employee optimism moderate the association between empowering leadership and occupational burnout. Empowering leadership encounters adverse outcomes on employees' psychological and physical health that affects the well-being. Hardiness and employee optimism improves the intrinsic motivational level and decrease that stress level.

Sustainability

Indeed, sustainability is emerging as important area of interest of managers and employees in regard to improving organisation image and meeting regulatory compliances. And workplace environmental sustainable behaviour more related to upper level CSR activity and less related to individual behaviour. Workplace leadership and managerial support are found to be detrimental to the success of organisational environmental sustainability initiatives. As individual engagement is found to be catalyst of environmentally sustainable behaviour in the organisation. So, employee sustainable behaviour means a broad range of behaviours like involvement in CSR activity, workplace diversity, promoting green products to customers. Sustainable work behaviour or pro-environmental behaviour or green behaviour is described as those work related behaviour that brings minimal harm to the environment including concern of water, energy, waste, transport, product design, etc. Moreover, HRM practices can ensure employee sustainable behaviour by focusing on those activities that fosters positive social and environmental consequence. In relate to this, Lulfs and Hahn (2014) proposed the following model to show the generation of the intentions to behave sustainably leads to the actual sustainable behaviour.

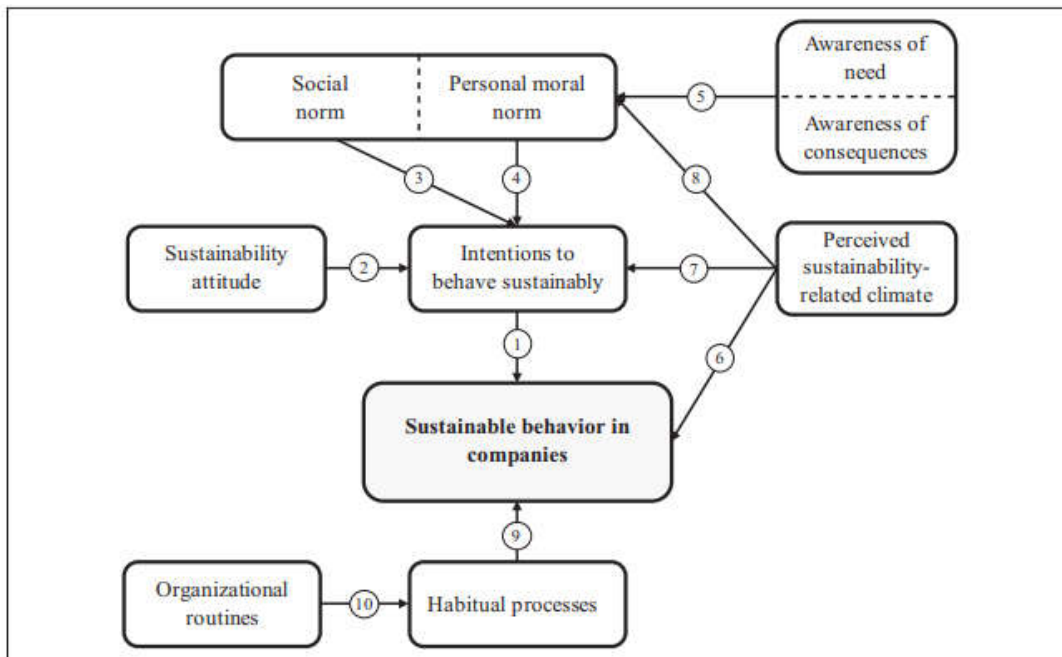


Figure 1. Determinants of sustainable behavior in companies.

(Lülfes, R., & Hahn, R. (2014) Sustainable behavior in the business sphere: A comprehensive overview of the explanatory power of psychological models. *Organization & Environment*, 27(1), PP.43-64).

Review of Literature

Emotional Intelligence (EI) and Resilience and Sustainability

Sl. No	Author (Year)	Aims	Study Design	Findings & Outcomes
1.	Ahsan and Khawaja (2024)	To assess the impact of sustainable leadership on environmental performance through employee well-being and innovation as mediator and moderating role of organisational resilience.	Cross-sectional study	Well-being and innovation play mediator role and organisational resilience play moderator role in the sustainable leadership - environmental performance.

2.	Aziz et. al., (2019)	To identify the impact of EI in promoting eco-friendly behaviour.	Data were collected from 344 questionnaires in 6 universities in Malaysia using PLS-SEM for analysis.	EI act vital role in encouraging environmental friendly behaviour in order to achieve the organisational sustainability.
3.	Munira et.al., (2022)	To examine the influence of EI on the sustainable leadership.	262 managers in various organizations in Dhaka and Chittagong, Bangladesh using convenience sampling completed EQ and done PLS-SEM analysis.	EI of managers significantly impacts the sustainable leadership
4.	Argan et. al., (2022)	To study the relationship of EI on behavioural satisfaction and check whether recycle behaviour mediates this relationship.	Data were collected from 477 university students using SEM for analysis.	EI toward environmental behaviours positively influence their behaviour satisfaction. As a result, recycle behaviour mediates the relationship between EI and behaviour satisfaction.
5.	Deshpande & Srivastava (2023)	To study the role of green training and green work life balance (GWL) on sustainable organisational performance (SOP) with EI as a moderator role.	Scopus indexed journals were reviewed using keywords green training, EI, SOP, GWLB	SOP can be accomplished with the training on EI and GWLB. Additionally, green training is one of the impactful HRD practices to develop the green behaviour.
6.	Sonino (2023)	To study the impact of green leaders' EI on the employees' work behaviour with the mediator role of	Data were collected from 120 experts through analysis based survey method in fast moving industries in Iran using	Green transformational leadership significantly affect the green behaviour with the mediator role of green organisational culture in

		environmental concerns and sustainable organisational culture.	PLS regression method.	terms of green motivation so that employees need to make clean and green products and services.
7.	Iqbal (2022)	To examine whether sustainable leadership influences well-being through employee resilience.	593 employees and 373 supervisors among small and medium size firms in china were respondents.	Sustainable Leadership indirectly impacts employees' wellbeing through the mediating role of employee resilience.
8.	Mushtag & Aktar (2024)	To study the association between organisational resilience, sustainable HRM and sustainability.	Simple random survey of 153 hotels using AMOS for analysis.	Sustainable HRM practices improve organisational resilience and influence on economic, social, and environmental sustainability.
9.	Cop et. al., (2021)	To assess the effect of green transformational leadership on green work engagement and green team resilience in order to achieve environmental sustainability.	351 employees of four and five star hotels in turkey completed questionnaires and AMOS 20 used for analysis.	Green transformational leadership significantly influence on green team resilience and work engagement. Further, green work engagement act as mediator role in the association between these constructs.

Need of the study

The need to possess and develop emotional intelligence is equally important as intellectual intelligence in order to achieve a real balance in life. Owing to increased global awareness of sustainable development, conceptualisation of sustainable human resource management has become growing important for organisation including the triple bottom line concerning the impact on environmental, financial and social outcomes.

Objectives

1.To find out whether there is any significant correlation between emotional intelligence and resilience and sustainability of employees.

Methodology

The study is based on the primary data. Primary data is collected through a structured questionnaire. The structured questionnaire is given to the selected sample from the population. A sample of 200 respondents is selected through stratified random sampling. Collected data is analyzed by using appropriate mathematical and statistical tools including F-test for correlation analysis used for analysing the data. And from records, circulars, leaflets, magazines of Rourkela Steel Plant, secondary data were collected.

Results and Discussion

Let us take the hypothesis that there is no significant difference in between Emotional intelligence, Resilience and Sustainability

Table1: Relation between Emotional intelligence, Resilience and Sustainability

Emotional Intelligence (x ₁)	Resilience (x ₂)	Sustainability (x ₃)	x ₁ ²	x ₂ ²	x ₃ ²
1.3	8.5	5.9	1.69	72.25	34.81
2.1	9.3	5.6	4.41	86.49	31.36
1.3	8.5	2.7	1.69	72.25	7.29
1.2	8.6	6.5	1.44	73.96	42.25
1.0	9.7	5.6	1	94.09	31.36
0.8	8.8	5.4	0.64	77.44	29.16
1	9.0	2.8	1	81	7.84
1.4	9.1	2.7	1.96	82.81	7.29
1.2	9.0	6.2	1.44	81	38.44
0.4	10.5	6.0	0.16	110.25	36
11.7/10=1.1	91/10=9.1	49.4/10=4.9	15.43	831.54	265.8

The sum of all items of various samples=	15.1
Correction factor=	$T^2/N=7.6$
Total sum of squares=	1105.17
Sum of squares between the samples=	3.203
Mean sum of squares between the samples=	1.6015
Sum of squares within samples=	1101.96
Mean sum of squares within the samples=	40.81

All the above results can be tabulated as follows:

Sources of variation	Sum of squares	Degree of freedom	Mean square	F (5% level)
Between samples	3.203	2	1.6015	F=1.6015/40.81 =0.03924
Within samples	1101.96	27	40.81	

Inference :

The calculated value of F is less than the tabulated value i.e., 3.35. Therefore, the hypothesis holds true. All three are not significantly different.

Conclusion

EI is positively related to resilience. EI act as moderator role in the resilience and job burnout relationship. Resilience plays mediator role in the association between three EI dimensions such as emotional attention, emotional clarity and emotional repair and life satisfaction. High resilient individuals shown high EI levels. Problem-solving style is positively related to resilience and EI. As EI plays important role in promoting environmental friendly behavior for achieving organizational flexibility. EI plays mediator role in sustainable leadership and employees' sustainable behavior relationship. Employee resilience plays mediating role in indirect impact of sustainable leadership on employees' well-being. Sustainable training is found to be one of the influencing human resource development activities that develop the green behavior. Organisational resilience plays moderator role in the association between sustainable leadership and environmental performance. Sustainable or green HRM practices improve organisational resilience and ultimately impacts on social, economic and environmental sustainability. In this regard, Emotional intelligence and resilience forms the pathway for the sustainable development. Emotional intelligence and resilience are indispensable for developing long term sustainability. Integrating EI and resilience into education curricula, organisational practices and policy making that gives transformative pathway for achieving global sustainability goals.

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