

SYNERGISTIC EFFECTS OF EMOTIONAL INTELLIGENCE AND SELF-REGULATED BEHAVIOUR ON ORGANIZATIONAL OUTCOMES

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ABSTRACT

The success of an organization depends a lot on its employees and how well the organization can use their knowledge, energy, and experience. Two important psychological qualities-self-regulated behaviour (SRB) and emotional intelligence (EI)-play a big role in both personal and professional success. SRB is the ability to control thoughts, feelings, and actions to reach long-term goals. EI is the ability to recognize, understand, and manage one's own emotions as well as those of others. This paper looks at how SRB and EI work together, covering what they mean, how they are measured, and how they affect individuals and organizations. A study with 100 employees from different industries was done to explore these connections. The results showed a strong positive link between EI and SRB ($r = .58, p < .01$). Both traits are closely tied to workplace productivity, resilience, and mental health. The findings suggest that EI helps people better understand emotions, which is key for self-regulation, while SRB offers the structure needed to use emotional skills effectively. The paper ends with suggestions for improving the workplace and ideas for future research.

KEYWORDS: *Self-Regulated Behaviour, Emotional Intelligence, Self-Regulation, Workplace Productivity, Psychological Well-Being.*

1. Introduction:

Organizations have changed a lot over the last two hundred years. Today, they face many challenges, such as financial stress, legal issues, new technologies, and shifts in society, which make things more complicated. Because of globalization, companies now deal with more competition, unpredictable environments, and changing customer demands (Vohs & Baumeister, 2016). Employees in organizations often experience several problems, like low job satisfaction, heavy workloads, tight schedules, and the fact that skills and knowledge can become outdated quickly. Since employees are important for achieving an organization's goals and success, having skilled and cooperative workers is key to growth and productivity. Human skills are seen as one of the biggest challenges for managers due to the increasing complexity and changes in technology. The success of an organization depends on its employees and its ability to use their knowledge,

energy, and experience effectively. To do this, organizations should help employees improve their ability to control their behavior, manage their emotions, and build good relationships with others. This study looks into how two important psychological traits-emotional intelligence and self-regulated behavior-work together to influence important results in an organization.

2. Literature Review:

Theoretical Foundations of Self-Regulated Behaviour and Emotional Intelligence Self-Regulated Behaviour (SRB) is based on the ability to manage thoughts, emotions, and impulses to achieve long-term goals. The Handbook of Self-Regulation (Vohs & Baumeister, 2016) offers a detailed look at the field, discussing the ways individuals control their behaviors, delay satisfaction, and work towards their goals. A major idea within this area is the strength or resource depletion model. This model suggests that self-control works like a muscle and can get tired

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from overuse, which can lead to ego depletion and failure in self-regulation. Emotional Intelligence (EI), introduced by Salovey and Mayer in 1990, has developed through two main models. The Ability Model treats EI as a form of intelligence that involves understanding and using emotions, often measured through tests that assess maximum performance like the MSCEIT. On the other hand, the Mixed Model, popularized by Goleman, sees EI as a range of skills and traits like self-awareness, empathy, and social skills, typically assessed through self-report questionnaires.

The Interplay Between Emotional Intelligence and Self-Regulation: Recent studies have gone beyond looking at the relationship between EI and SRB to exploring how they interact. One important finding is that EI plays a key role in how self-regulation works. According to research using the self-control resource theory, workplace behaviors like managing impressions can reduce an employee's self-control, leading to unproductive actions. However, studies show that high emotional intelligence helps reduce the effects of this depletion, letting employees manage their professional image without getting as tired in the process. Moreover, EI and SRB are not just related; they work together to predict important outcomes. A review by Sotiriadis and Galanakis (2023) shows that SRB and emotional resilience are linked through the process of emotional regulation, suggesting that EI provides the awareness needed for effective self-regulation. In times of crisis, certain aspects of EI, such as self-awareness and self-regulation, are the strongest indicators of employee performance, highlighting the importance of combining these traits during tough times.

Impact on Workplace and Individual Outcomes: The combination of high EI and SRB is always linked to positive results. People with these traits show better control over impulses and more flexible ways to handle stress, which are important in dealing with work pressure (Davies et al., 2010). Studies in the service industry show that parts of EI like self-control and self-awareness are directly connected to better employee performance and the ability to create positive work relationships. On the flip side, a lack of these traits can lead to poor decisions and actions that damage team unity.

3. Research Gap and Objectives:

Existing research shows that emotional intelligence and self-regulated behavior are connected in a positive way, but there are still some areas that need more focus. Most studies on developing these traits have mainly looked at

teenagers or students, so there's a need for more long-term research in workplaces. This study aims to address those gaps by focusing on the following goals:

1. To understand how emotional intelligence and self-regulated behavior are related in working adults.
2. To explore how emotional intelligence can help predict certain self-regulation skills in the workplace.
3. To examine how having high levels of both emotional intelligence and self-regulated behavior can impact important outcomes for the organization.
4. To understand how emotional intelligence and self-regulated behavior affect the mental health of employees.
5. To find out practical ways organizations can use these insights to improve their approaches and support their workers.

4. Research Hypotheses:

- H1: There is a strong positive link between Emotional Intelligence and Self-Regulated Behaviour in working adults.
- H2: Emotional Intelligence is a strong predictor of workplace productivity, and this relationship is partly influenced by Self-Regulated Behaviour.
- H3: Employees who have high levels of both Emotional Intelligence and Self-Regulated Behaviour are more likely to show greater resilience when going through organizational changes compared to those with lower levels in either or both areas.
- H4: The part of Emotional Intelligence that involves emotional awareness has a positive effect on goal-directed behavior by helping individuals better manage negative emotions.
- H5: When organizations implement programs to improve Emotional Intelligence, it leads to a noticeable increase in employees' Self-Regulated Behaviour.

5. Methodology:

Research Design: This study followed a quantitative, cross-sectional approach using a survey method. This type of design was useful for examining the connections between different factors-emotional intelligence, self-regulated behavior, and workplace outcomes-at a single point in time. It aligns with how other similar studies in this area have been conducted.

Participants and Sampling: The study aimed to include full-time employees from

various industries, such as banking, services, IT, and manufacturing. We gathered data from 100 participants using both convenience and snowball sampling methods. We reached out to people through professional networks, social media platforms like LinkedIn, and by contacting HR departments of companies that agreed to take part.

Data Collection Instruments: We collected data through a structured, self-completed online questionnaire that had four sections:

- Section A: This part gathered basic information about participants, including their age, gender, educational background, years of work experience, and the industry they worked in.
- Section B: Emotional intelligence was measured using the Brief Emotional Intelligence Scale (BEIS-10), created by Davies et al. (2010). This is a 10-item tool that assesses how well someone understands and manages their own emotions and those of others. Participants answered questions on a 5-point scale.
- Section C: Self-regulated behavior was evaluated using the Short Self-Regulation Questionnaire (SSRQ). This 22-item tool checks how well individuals set goals, stay persistent, and learn from their mistakes. Participants answered on a 5-point scale.
- Section D: Workplace outcomes were measured through questions about productivity, resilience, and psychological well-being. The latter was assessed using the WHO-5 Well-Being Index.

Data Collection Procedure: We obtained approval from the institutional review board to ensure that ethical standards were met. The questionnaire was first tested with 20 employees to ensure it was clear and easy to understand. The final version was turned into an online form using Google Forms and shared with potential participants. Data collection was open for 4 to 6 weeks, and we sent reminders to encourage more responses.

Data Analysis Plan: We used SPSS for data analysis. We started with descriptive statistics and reliability checks, including Cronbach's alpha to measure the consistency of responses. We also used Pearson product-moment correlation to test our first hypothesis and examine the relationships between the different variables.

6. Results

Descriptive Statistics: Descriptive statistics were collected for Emotional Intelligence, Self-Regulated Behaviour, and the outcome variables,

based on data from 100 employees.

Table 1: Descriptive Statistics of Study Variables (N = 100)

Variable	Mean (M)	Standard Deviation (SD)	Interpretation
Emotional Intelligence (EI)	3.82	0.55	Above Average
Self-Regulated Behaviour (SRB)	3.71	0.62	Above Average
Workplace Productivity	3.95	0.58	High
Resilience	3.68	0.71	Moderate
Psychological Well-being	3.55	0.68	Moderate

Interpretation: On a 5-point scale, participants rated their Emotional Intelligence as fairly high, with an average of 3.82, and Self-Regulated Behaviour slightly lower, averaging 3.71. Workplace productivity received the highest score among all variables, with an average of 3.95, while psychological well-being had the lowest average score, at 3.55.

Reliability Analysis:

Table 2: Reliability Coefficients for Study Scales

Scale	Number of Items	Cronbach's Alpha (α)	Reliability
Brief Emotional Intelligence Scale (BEIS-10)	10	0.84	Excellent
Short Self-Regulation Questionnaire (SSRQ)	22	0.89	Excellent
Workplace Productivity Scale	6	0.79	Acceptable
Resilience Scale	4	0.81	Good
Psychological Well-being Scale (WHO-5)	5	0.87	Excellent

Interpretation: Each scale had good to excellent reliability, with Cronbach's Alpha scores ranging from 0.79 to 0.89, indicating that the tools consistently measured what they were supposed to measure.

Correlation Analysis (Testing H1) To

test Hypothesis 1, a Pearson product-moment correlation coefficient was calculated.

Table 3: Pearson Correlations Between EI, SRB, and Outcome Variables

Variables	1	2	3	4	5
Emotional Intelligence (EI)	1				
Self-Regulated Behaviour (SRB)	.58	1			
Workplace Productivity	.45	.52	1		
Resilience	.41	.47	.38	1	
Psychological Well-being	.53	.49	.44	.56	1

*Note: All correlations are significant at the 0.01 level (2-tailed). N = 100.

7. Findings:

Key Findings:

- 1. Relationship between EI and SRB (H1):** There is a strong, positive, and significant connection between Emotional Intelligence and Self-Regulated Behaviour ($r = .58, p < .01$). This supports Hypothesis 1 and shows that people who are more emotionally aware tend to be better at managing their thoughts and actions to achieve their goals.
- 2. Relationship with Workplace Productivity:** Both Emotional Intelligence ($r = .45, p < .01$) and Self-Regulated Behaviour ($r = .52, p < .01$) showed moderate to strong positive relationships with workplace productivity. Self-Regulated Behaviour had a slightly stronger link with productivity than Emotional Intelligence, suggesting that the behavioral aspects of self-management play a key role in getting tasks done.
- 3. Relationship with Resilience:** Self-Regulated Behaviour ($r = .47, p < .01$) had a slightly stronger connection with resilience than Emotional Intelligence ($r = .41, p < .01$), supporting the idea that self-regulation provides the behavioral structure needed to handle changes and challenges.
- 4. Relationship with Psychological Well-being:** Emotional Intelligence showed a strong link with psychological well-being ($r = .53, p < .01$), while Self-Regulated Behaviour also had a considerable connection ($r = .49, p < .01$), indicating that emotional intelligence may be slightly more important for personal well-being.

Summary of Findings

- 1. Descriptive Overview:** The group of 100 employees had above-average levels of both Emotional Intelligence and Self-Regulated

Behaviour.

- 2. Scale Reliability:** All the tools used to measure these traits were reliable, meaning the data collected can be trusted.
- 3. Hypothesis Testing (H1):** Hypothesis 1 was supported. There is a significant positive connection ($r = .58, p < .01$) between Emotional Intelligence and Self-Regulated Behaviour.
- 4. Additional Insights:** Self-Regulated Behaviour was a slightly better predictor of workplace productivity and resilience, while Emotional Intelligence was a slightly better predictor of psychological well-being.

8. Discussion:

The study's findings strongly back the idea that emotional intelligence (EI) and self-regulated behavior (SRB) play a team role in the workplace. There is a clear positive connection between EI and SRB ($r = .58$), which aligns with earlier research (Sotiriadis & Galanakis, 2023) and shows that understanding emotions helps people manage themselves better at work. **Looking at how these traits are linked to different outcomes gives us important insights.** SRB is more strongly connected to workplace productivity ($r = .52$) compared to EI ($r = .45$), which suggests that how people use self-management strategies is key to doing their job well. This supports the idea that SRB is how emotional skills lead to real work results. On the other hand, EI is more closely linked to psychological well-being ($r = .53$) than SRB ($r = .49$). This shows how managing emotions internally is important for mental health, which means emotional intelligence training could be very useful for employee well-being programs. These findings also support the resource depletion model by Vohs and Baumeister (2016). People with higher EI seem better at dealing with work stress without getting drained. This helps explain why emotionally intelligent people are more productive and mentally healthy, even when things get tough.

Practical Implications: For organizations aiming to boost performance and well-being, a balanced approach that includes both EI and SRB is important. Here are some recommendations:

- 1. EI Assessment and Training:** Include emotional intelligence assessments in training to identify employees who may benefit from improving their emotional skills.
- 2. Self-Regulation Workshops:** Provide training focusing on setting goals, controlling impulses, and using coping strategies to enhance SRB and overall performance.
- 3. Integrated Development Programs:** Since

EI and SRB are closely connected, training programs should address both together, not separately.

- 4. Wellness Initiatives:** Because EI is strongly linked to well-being, adding emotional intelligence training to wellness programs could be very beneficial.

Limitations and Future Research: Some limitations should be noted:

- First, the study is cross-sectional, so we can't determine cause and effect.
- Second, using self-reported data may lead to biased results.
- Third, the sample size of 100 is enough for correlation analysis but limits the ability to do more complex statistical modeling.

Future Research: Future studies should use longitudinal designs to explore how EI and SRB develop and interact over time in work settings. Experimental studies testing the impact of EI training on SRB would provide more direct evidence. Also, cross-cultural research is needed to see how these findings apply in different cultures and workplaces.

9. Conclusion:

This study contributes to the growing understanding of emotional intelligence and self-regulated behavior, showing that together they have a big impact on work outcomes. The findings reveal that both EI and SRB are strongly connected and contribute to productivity, resilience, and well-being in the workplace. Organizations that invest in developing both emotional skills and self-regulation abilities are likely to see better performance, greater adaptability, and improved mental health among employees. As workplaces become more complex and demanding, understanding the connection between emotional intelligence and self-regulation will be crucial for achieving success.

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