

Emotional Quotient Assessment in Organizational Applications: A Review of Models, Tools, and Challenges

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ABSTRACT

In a complex workplace, there is a higher emphasis on emotion understanding and management within the workplace. Emotional intelligence (EI) and quotient (EQ) are some of the factors that have a significant effect on employee behaviour, leadership, and decision-making. This paper provides a summary of the different dimensions of emotional intelligence assessment related to its use in organizations, including conceptual models, the measurement instruments and barriers. It explores significant EI frameworks, such as ability-based, trait-based and mixed models; and the most common assessment methods like performance-based tests, self-report measures, and multi-source assessments. MSCEIT, EQ-i and the ESCI are discussed, and their practical applications in the business world. The study not only demonstrates the value of the EI assessment for enhancing communication, collaboration, and organizational effectiveness, but also points out some of its limitations, such as the subjective measurement, the lack of reliability, and the lack of standards. The paper highlights the need to develop more solid, sophisticated and technically advanced methods to increase the accuracy and utility of the measurement of emotional intelligence.

KEYWORDS

Emotional Intelligence, Emotional Quotient, EI Models, Assessment Tools, Organizational Applications, Measurement Techniques, Workplace Performance.

1. INTRODUCTION

The capacity to understand and manage one's own and other people's emotions, as well as to detect and classify different types of emotions, is called emotional intelligence (EI) or emotional quotient (EQ). Because of their relevance to understanding one's own beginnings, evolution, and practical applications, emotions pique the curiosity of physiological and other natural scientists [1]. To be human is to be entangled in a complex network of emotions and reasoning. Thinking enables them to make mathematically precise assessments, yet emotions allow them to understand and sympathize, giving them their "human" features. Strong thinking ability and a rational attitude were once considered hallmarks of exceptional intellect.

The idea of emotions in the workplace has recently attracted a great deal of attention. Workers who are emotionally savvy and capable of striking a healthy work-life balance are an asset to any company looking to gain a competitive edge. These days, emotional intelligence is linked to all parts of how well a person does their job [2]. A management training program and self-management tools can assist in building an emotionally smart organization.

Modern organizations and individuals need to evaluate emotional intelligence through established assessment methods, which have now become essential. The assessment of cognitive intelligence has depended on standardized IQ tests for an extended period, but emotional intelligence needs separate assessment methods because it consists of multiple skills that evolve over time [3]. EI development occurs through practice, which enables people to acquire flexible skills that different situations demand, unlike IQ, which remains constant throughout life. The assessment of EI enables people to understand their capacity to recognize and handle emotions in actual situations. There are various assessment tools available to measure emotional abilities that can help organizations make better decisions in recruitment, training and performance management. Research on emotional intelligence must take into account the function of scientific measures of emotional intelligence in connection to the transfer of theory to practice.

Different models of EI have developed over the last 30 years, with ability, trait, and mixed serving as the most common brief descriptions. The development of measuring instruments has made their use possible. A type of intrinsic intelligence that influences one's capacity to comprehend and manage one's own and other people's emotions is emotional intelligence (EI), according to Mayer and Salovey's ability model [4]. A person's emotional intelligence may be divided into four parts: (1) seeing, evaluating, and expressing emotions, (2) emotionally facilitating cognition, (3) understanding and analyzing emotions, and (4) reflectively regulating emotions. The next step in this process was to view the assessments as performance evaluations.

1.1. Structure of the paper

The paper is divided into several sections: Section II introduces the emotional intelligence models in organizational context. Section III discusses tools and techniques for emotional intelligence assessment, including measurement methods and standard tools. Section IV examines key issues and

challenges in emotional intelligence assessment. Section V reviews recent literature and identifies research gaps, while Section VI concludes paper and outlines future research directions.

2. EMOTIONAL INTELLIGENCE MODELS IN ORGANIZATIONAL CONTEXTS

Emotional intelligence functions as a critical factor that determines how people act, make choices and achieve their work goals in contemporary business environments. The growing need for emotional intelligence skills has emerged because workplaces today demand more flexible and team-based work methods. Different theoretical models demonstrate various aspects of emotional intelligence according to their respective perspectives. The models demonstrate how emotional abilities lead to particular workplace interactions which create specific results. This section presents the definition and major models of emotional intelligence together with their significance for organizations.

2.1. Concept of Emotional Intelligence (EQ/EI)

Emotional intelligence (EI) is the capacity to recognize, categorize, characterize, and regulate one's own and other people's emotional states [4]. Self-awareness and the ability to control one's own and others' emotional states are signs of emotional intelligence. The idea was first proposed in 1990 by professors John Mayer and Peter Salovey, but it was psychologist Daniel Goleman who brought it to a wider audience. Relationship management, social awareness, self-awareness and self-regulation are the four most important aspects of emotional intelligence. How each individual interprets and reacts to emotional circumstances is impacted by these skills [5]. In today's world, having EQ is essential to success in any career. Emotional intelligence (EQ) is the ability to recognise, name, understand and regulate emotions in the workplace. In today's fast-paced work environment, high levels of emotional intelligence are necessary for success.

2.2. Models of Emotional Intelligence

There has been a lot of focus on EI models, and questions have been raised about which models are appropriate and why some models are theoretical, while others are not [6]. Models of emotional intelligence may be broadly classified into three groups:

2.2.1. Ability Models of Emotional Intelligence

According to the ability-based model proposed by John D. Mayer and Peter Salovey, EI is seen as a collection of skills related to processing emotions. Elements of emotional intelligence include feeling, developing emotional connections, comprehending emotions, and controlling emotions. According to this theory, performance-based tests like the MSCEIT may objectively evaluate EI, which is a type of intelligence. It is scientifically sound, but at times it lacks in personality consideration and an emphasis on cognitive aspects.

2.2.2. Trait-Based Emotional Intelligence

EI is defined as a collection of personality traits and self-perceptions that are emotionally connected according to the trait-based model of emotional intelligence (EBEI) put out by Konstantinos V. Petrides. It is not based on ability, it represents normal behavioural patterns. Emotional awareness, empathy, emotion regulation, and stress management are key aspects of this. Self-report questionnaires

like the TEIQue are commonly used to measure trait EI. This method provides insights into the functioning of emotions in everyday life, but it is also criticized for not distinguishing them from other, more general personality traits.

2.2.3. *Mixed Models of Emotional Intelligence*

The mixed-model theory of EI proposed by Reuven Bar-On and Daniel Goleman states that it is characterized by a blend of intrinsic abilities, personality traits, and learned abilities. It addresses ideas like self-awareness, self-control, motivation, empathy, and social skills—all of which are essential for effective leadership and productivity. The emphasis in mixed models, in contrast to ability-based models, is on the development of emotional competencies by practice and instruction. Although it is widely used in organizational contexts, its use has been criticized due to its overlap with personality traits and generalizability.

- Edge Computing Refers To The Practice Of Processing Data
- Closer To Where It Is Generated, Rather Than Relying Solely On
- Centralized Data Centres. This Approach Reduces Latency And
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3. **IMPORTANCE OF EMOTIONAL INTELLIGENCE IN ORGANIZATIONAL APPLICATIONS**

EI contributes to organizations' effectiveness by boosting leadership, workplace culture, communication, and employee performance. It helps in fostering improved relationships, stress management, decision making and generally leads to increased engagement and overall organizational success.

3.1. **Enhancing Leader-Follower Relationships**

Emotional Intelligence is one of the fundamental reasons for its importance to leadership because it has a positive impact on the leader and followers' relationship. High EI leaders build relationships of trust, respect and understanding with others. These leaders are emotion sensitive, can respond empathetic and authentic [7], listen to other people's feelings and needs. This emotional

compensation can help to improve employee engagement levels and increase their overall satisfaction with their work.

3.2. Promoting Effective Communication

Effective communication is a key aspect of effective leadership and emotional intelligence is one of the crucial aspects of effective communication [8]. Highly emotionally intelligent leaders can pick up on the tone, body language and words that others around them on the team are communicating and make the message in line with what is being said. These leaders are also, of course, empathetic, authentic, and establish trust and minimize miscommunications.

3.3. Fostering a Positive Organizational Culture

Leaders establish the emotional climate of their organisations and EI is crucial to develop and maintain a positive organisational culture. Leaders with high levels of EI exhibit supportive emotional behaviours such as optimism, resilience and respect, which are spread throughout the organisation. These leaders manage their emotions, encourage vulnerability and foster an environment at work where their employees feel psychologically safe which in turn helps them perform at their best [9]. Emotionally intelligent management creates a healthy culture that is demonstrated by reduced turnover, increased work satisfaction, and increased commitment to the business.

3.4. Enhancing Stress Management and Resilience

In the fast-paced and sometimes stressful world of the workplace, emotional intelligence is an important tool that empowers leaders to cope with stress and to develop resilience. Resilience and emotional stability of teams led by leaders who can manage themselves, who do not react to other people's emotional contagion and do not go into panic. This emotional equilibrium makes it easier for leaders to react strategically to issues than to problems, and to focus on solutions, not problems. They are resilient they are role models for staff and they have an attitude of resilience and flexibility as a team.

3.5. Driving Performance and Organizational Success

Emotional Intelligence in Leadership is not only about what can happen, it's about what can happen in the company. The skills of EI are essential for leaders who wish to communicate, motivate and cooperate with teams for high performance. These leaders foster creative, innovative, and rapid changes in market demands. They positively inspire and influence their employees, which helps with employee retention and the cost of employee turnover. Emotionally intelligent businesses beat their less intelligent competitors on a wide variety of performance metrics, including financial success, customer happiness, and staff engagement, according to a plethora of research. This evidence reinforces the value of EI as a direct and essential leadership skill for achieving sustainable organizational outcomes.

4. TOOLS AND TECHNIQUES FOR EQ ASSESSMENT

There are a number of emotional intelligence assessment tools that evaluate emotional skills and actions in various contexts. The assessment methods include performance-based testing and self-report evaluations and multi-source assessment methods which together provide full understanding of

emotional competencies. Organizations use multiple standardized instruments to measure emotional intelligence in workplace environments. These assessment tools help organizations improve employee performance and decision-making processes while boosting their overall operational efficiency.

4.1. Types of Measurement Techniques

Emotional intelligence is assessed using various measurement techniques that focus on how emotional abilities and behaviours are evaluated in practical contexts [10]. These techniques can be categorized as follows:

- **Performance-Based Techniques:** These methods assess EQ by having test takers complete tasks that include dealing with emotional situations. A person's capacity to identify, understand, and manage their emotions may be measured by how accurately they respond.
- **Self-Report Techniques:** These techniques use structured questionnaires in which individuals assess their own emotional abilities and behavioural tendencies. They are useful for capturing typical behaviour and understanding how individuals perceive their emotional functioning in everyday situations.
- **Multi-Source and Behavioural Assessment Techniques:** These are assessments from multiple sources, including peers, supervisors and subordinates, frequently in the form of 360 ° feedback. They reflect more fully the emotional competencies in real life organizational contexts.

Although different, most abovementioned measurement techniques share common features such as hierarchical structures and overlapping dimensions of emotional perception, regulation and utilization.

4.2. Standard EI Assessment tools

There are a number of standardized instruments available for measuring emotional intelligence in various contexts:

4.2.1. *Emotional and Social Competency Inventory (ESCI)*

The ESCI is a 360-degree feedback model that was created by Daniel Goleman and Richard Boyatzis. It gathers evaluations from three sources: the individual themselves, their supervisors, and other individuals. This multi-rater format offers a comprehensive perspective on how emotional intelligence competencies are expressed in behaviours in the workplace.

4.2.2. *Emotional Quotient Inventory (EQ-i 2.0)*

The EQ-i 2.0, created by Multi-Health Systems, has undergone considerable change in the last few years. This modified version of the EQ-i evaluates 15 competences across 5 composite scales: self-perception, self-expression, interpersonal, decision-making, and stress management. It has better psychometric characteristics and a redesigned reporting format. This self-report evaluation takes about 30 minutes to complete and provides scores and detailed development tips in a well-designed report format that supports action planning.

4.2.3. Genos Emotional Intelligence Assessment

The Genos EI exam has been quite popular due to its realistic approach and emphasis on the workplace [11]. More essential than assessing people's intrinsic emotional intelligence is looking at how often they display emotionally intelligent behaviours at work. Authenticity, self-awareness, emotional reasoning, self-management, and positive impact are the six qualities that the Genos assessment examines. It is available in both self-report and 360-degree versions.

4.2.4. Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)

The MSCEIT is unique among evaluations as it is based on abilities rather than surveys or ratings given by several people. It was created by the same researchers who came up with the idea of emotional intelligence; instead of asking individuals to rate their own emotional abilities, it measures how effectively they perform activities and deal with emotional situations. The test evaluates four facets of EI: understanding emotions, controlling emotions, utilizing emotions to enhance thinking, and recognizing emotions.

4.2.5. Six Seconds Emotional Intelligence Assessment

The SEI's action-oriented approach has made it popular since it links evaluation to growth in a direct and meaningful way. It assesses a set of eight skills grouped into three domains: Getting to know oneself entails improving emotional literacy and pattern recognition, making good choices about one's actions based on consequences, managing one's emotions, tapping into one's innate drive, maintaining an optimistic outlook, and giving oneself the gift of increased empathy and the pursuit of lofty aspirations. Leadership, workplace performance, and youth development-specific SEI versions are available in addition to the standard self-assessment and 360-degree versions.

4.3. Role of Emotional Intelligence Assessment in Organizational Contexts

EI tools are now being adopted as strategic instruments to optimize organizational effectiveness and workforce performance. These tools are designed to help identify employees' emotional competencies rather than just their performance, so that human resources can be matched with the needs of an organization [12]. They also facilitate informed leadership development, team decision-making and organizational planning.

- Helps identify and plan for succession of leaders by assessing emotional competencies.
- Enables the team to function more effectively by improving interpersonal relationship skills.
- Assesses training and development needs for emotional skills.
- Helps forecast work performance and leadership potential.
- Improves the adaptability of the organizations in a changing and uncertain environment.
- Participates in the strategic process of making human resource decisions and long-term planning.

5. ISSUES AND CHALLENGES IN EMOTIONAL INTELLIGENCE ASSESSMENT

EI is now more relevant in the organizational environment, which poses conceptual and operational problems to face in the assessment of the EI. However, the current available models and tools have limitations such as lack of standardization, lack of accuracy, and lack of application across

various contexts. Organizations' real-world challenges in implementing emotional intelligence assessments. It is important to create more effective frameworks and approaches to the existing methods of EI evaluation in order to improve their effectiveness and applicability.

5.1. Limitations of Existing Models and Tools

There are some models and tools of the EQ which have restricted consistency, accuracy and applicability in organizational and research environments:

- **Lack of a Unified Definition:** multiple models have multiple measures of emotional intelligence (ability assessment, trait assessment and mixed methods assessment). The differences between the two systems create conceptual disorientation and challenges for researchers who would like to have a common conceptual model for their research and application.
- **Reliability and Validity Issues:** Measurement accuracy problems exist with the various EI assessment tools; some have inconsistent factor structures, and different population groups have not been empirically validated on the various assessment tools. This gives cause for concern around the generalizability and scientific strength of these tools.
- **Subjectivity in Self-Report Measures:** Many EI tools depend on self-report questionnaires which contain biases that include social desirability and overestimation and faulty self-assessment. The results of the assessment become subjective.
- **Overlap with Personality Traits and Other Constructs:** Emotional intelligence has also been found to have some commonality with other personality traits such as extraversion and neuroticism and social skills. The overlap makes it challenging to clearly define EI as a construct separate from the other constructs that often occur in its context, which has resulted in some controversy about the theoretical independence of EI.
- **Lack of Standardized Measurement Tools:** tools for measuring emotional intelligence are not standardized as each one measures a different part of the emotional intelligence [13]. Researchers fail to get comparable results between their research and other researchers' because there is lack of standardization between the research studies.
- **Limited Cross-Cultural Validity:** Many EI models and tools are created in certain cultural contexts and are therefore, less suited to use in other cultural contexts. The assessment process becomes less accurate due to the differences in expressions of emotions related to different social practices.

5.2. Practical Challenges in Organizational Use

There are a number of practical issues with the use of EI in the organizational context:

5.2.1. Context Dependency of EI Outcomes

The impact of EI shows variation because different industries, job roles and organizational environments assess its effectiveness in different ways [14].

5.2.2. Difficulty in Consistent Implementation

A major challenge for organisations is to apply EI practices across all staff members, as they behave differently, and leaders use different leadership styles with varying dynamics in their workplaces.

5.2.3. Challenges in Leadership Development

Although EI is a requirement of effective leadership, it is very difficult and time-consuming to develop leadership with consistent emotional attributes.

5.2.4. Need for Continuous Training and Development

The ability to use emotional intelligence is not a static capacity, it needs to be continuously trained and reinforced, which may lead to an increase in the cost and effort of the organization.

5.2.5. Variation in Individual Responses

Responses to EI-based practices vary among employees, and personality, gender, and emotional capacity are some factors that affect outcomes.

5.2.6. Inconsistent Impact on Performance

There is an inconsistent impact on performance. In general, EI is beneficial to performance, but certain dimensions can have different or even opposing effects, depending on the context and the job demands.

5.3. Theoretical and Practical Implications of Emotional Intelligence

5.3.1. Theoretical Implications

This study, in addition to the other research efforts dealing with emotional intelligence, suggests that emotional intelligence can be integrated through multiple theories into organizational effectiveness. While most prior research has viewed EI as a skill or attribute linked to favourable outcomes, this study expands upon that idea by providing a theoretical framework derived from a number of well-established models, such as the Ability-Based Model of Emotional Intelligence, Transformational Leadership Theory, and Daniel Goleman's Work on Emotional Competence.

Individualized consideration, inspired motivation, and other transformational leadership behaviours are outlined within the framework, which provides a mechanical explanation of the links between EI characteristics like empathy and self-regulation. Second, the framework incorporates contextual moderators (such as organizational culture and digital environment) which adds an ecological element of validity and recognises the richness of leadership in today's context [15]. It is a multi-layered approach which allows empirical testing of potential mediating and moderating mechanisms beyond the one-dimensional correlational model.

- Practical Implications: The results are helpful for the organisation's management and development, talent management and performance improvement.
- Leadership Development Programs: There needs to be training on emotional intelligence in the leadership programs. The content of training should focus on specific skills (e.g., emotional awareness, impulse regulation, empathy) which can be trained with coaching, simulations and 360-degree feedback.
- Selection and Promotion: The cognitive and emotional skills that are assessed using EI assessment tools like the MSCEIT and EQ-i, can be used in the selection and succession process to help identify candidates who may be considered a high potential.

- **Leading in Digital Workspaces:** EI is essential for ensuring that employees feel involved, safe and connected at work, whether they are working from home or at the workplace. Leaders need to become sensitive to the emotional communications that can be conveyed via virtual means and to set up emotionally inclusive cultures in the absence of physical meetings.
- **Organizational Culture Alignment:** The impact of emotionally intelligent leadership can be enhanced by an emotionally open, psychologically safe and caring culture. Other HR initiatives, such as wellness programs and flexible working options, can play their part in supporting emotionally intelligent leadership.
- **Crisis and Change Management:** Leaders with high emotional intelligence are invaluable during a crisis, when an organization is changing, or scaling back. They have strong emotional regulation and empathy skills, which help them to stay stable and trustworthy in uncertain situations.

A digital twin is considered a live view of a real-world system that monitors the state of its entities. Deeply, it is an environment that consists of a virtual and a physical machine. Each machine (model) is represented as a simulation, a mirror, or a twin of the other.

So, the digital twin can list the life cycle of the physical entity which can be a human, an object, or a process [68]. Each digital twin is connected to its counterpart by a unique key, a relationship between two entities can be established [48].

A digital twin is a partition of a Cyber-Physical System (CPS), which is a set of physical systems connected to virtual cyberspace through the network [11, 49]. The communication between a physical entity and its digital twin can be represented directly by physical con-connections or indirectly via a cloud system. Also, it can be a seamless connection and con-continuous data exchange [26, 88]

6. LITERATURE REVIEW

Recent studies explore the significance of EI for boosting leadership, communication, team dynamics, well-being, and productivity, and identify some measurement and implementation gaps and the need for large-scale validation.

A. Kamal and M. Israr (2026) explore how EI is key to good leadership. One of the factors that determines a leader's success is their EI, which allows them to inspire, motivate, and engage their team members. Leadership effectiveness and emotional intelligence are both discussed in this article. It delves into the five pillars of EI: knowing oneself, controlling one's impulses, being empathetic, and having good social skills. The book also provides advice on how leaders may boost their EI, which in turn enhances their ability to lead, communicate, and make decisions [16].

N. Munisa (2026) investigates the idea of emotional intelligence, the factors that make it up, and the theories that support it. It continues that emotional intelligence can be employed in the business world and is beneficial for enhanced leadership, communication, decision making, conflict resolution,

and employee well-being and contentment. Further, the study explores the importance of EI in today's organization, benefits of EQ leadership and how to improve EQ [17].

H. A. Elfenbein (2025) presents a review of the current mechanisms of assessing EI in the workplace, looking at ways to fulfil the needs of professionals who want to apply the findings of the EI studies. The article begins by explaining EI as a concept with several interconnected but separate parts. The essay delves into three measurement techniques – self-report, ability testing, and observer report – rather than concentrating on theoretical models of EI. It then elaborates on trade-offs depending on the strengths and shortcomings of each approach. It is more accurate to think of self-reported EI as confidence and motivation than intellect, and there is a strong correlation between EI and personality qualities like comfortable [18].

L. Midlage (2025) addresses the multi-faceted nature of EI in relation to effective teams and highlights factors like self-awareness, empathy and social skills. EI is known to have a positive effect on team communication, team collaboration, team conflict and team leadership, leading to improved team morale, productivity and job satisfaction. Practical uses of EI in assessment tools and development strategies have been highlighted which foster and enable personal and professional development. Finally, the paper suggests embedding EI development in the experience of the organization to support the development of resilient and high-performing teams [19].

B. Shah and K. Sah (2024) explore the connection between Emotional Intelligence (EI) and professional output, analyzing EI's impact on output at the individual and group levels. EIs, or increasingly important aspect of organizational behavior is the ability to recognize, comprehend, regulate, and influence one's own and others' emotions. According to the study's correlational analysis, those with greater levels of emotional intelligence were more productive, especially when it came to stress management and interpersonal skills [20].

R. Matta and R. El Alam (2023) study the correlation between EQ and productivity in the workplace, bearing in mind that companies are constantly adapting to the ever-changing business climate and that workers' demands are becoming more intricate and demanding. In addition, there is a pressing need to incorporate EI into the workplace, and it has been observed that while some companies have successfully implemented leadership concepts, others have failed to do so, which in turn has prevented their employees from being fully motivated, productive, and dedicated to their work [21].

Table 1 summarizes recent studies in EI and its organizational applications and provides details on their focus, key findings, challenges, limitations, and identifies research gaps.

Table 1: Summary of Recent Studies on Emotional Intelligence and Organizational Applications

Authors	Focus	Key Findings	Challenges	Limitations	Future Work
A. Kamal and M. Israr (2026)	Emotional intelligence in leadership effectiveness	Identified strong link between EI and leadership success; highlighted five EI components (self-awareness, self-regulation, motivation, empathy, social skills) improving communication, decision-making, and team performance	Enhancing EI skills consistently across diverse leadership styles	Conceptual discussion with limited empirical validation	Develop practical EI training frameworks and validate impact on leadership performance in real-world environment
N. Munisa (2026)	Emotional intelligence in workplace applications	Demonstrated role of EI in improving communication, conflict management, decision-making, and employee well-being; emphasized importance in modern organizations	Integrating EI practices into organizational culture and policies	Lacks quantitative analysis and experimental validation	Design structured EI development programs and measure organizational impact empirically
H. A. Elfenbein (2025)	Measurement models of emotional intelligence	Compared self-report, ability-based, and observer-based EI assessments; identified strengths and trade-offs of each method	Selecting appropriate EI measurement model for different contexts	Self-report EI overlaps with personality traits, reducing measurement precision	Develop hybrid and more objective EI assessment techniques

L. Midlage (2025)	Role of EI in team dynamics and collaboration	Found EI enhances teamwork, communication, conflict resolution, morale, and productivity; supports organizational growth	Implementing EI development across teams consistently	Limited large-scale empirical validation across industries	Integrate EI training into organizational practices and evaluate long-term team performance
B. Shah and K. Sah (2024)	EI and workplace productivity	Established strong positive correlation between EI and productivity, especially in stress management and interpersonal skills	Measuring EI impact quantitatively across different job roles	A correlational study lacks causal analysis	Conduct longitudinal and experimental studies to establish causality between EI and productivity
R. Matta and R. El Alam (2023)	EI and employee performance in dynamic environments	Highlighted importance of EI in improving motivation, commitment, and performance; identified gaps in EI adoption across organizations	Adoption of EI practices in organizations with varying structures	Limited implementation-focused strategies	Develop implementation frameworks for EI integration in organizations and evaluate performance outcomes

6. CONCLUSION AND FUTURE WORK

Emotional Intelligence plays a vital role in one's success at work and in personal performance in the contemporary organization. In this paper, the key emotional intelligence models (ability-based, trait-based and mixed models) were briefly discussed and their applicability in organizational context was explored. It also explored and examined alternative forms of assessment, including assessment instruments, that measure EI and the impact of these instruments on improving leadership, communication and performance. The relevance of assessing emotional intelligence is increasing but still there are numerous challenges such as non-standardization of frameworks and measures, non-consistency in measures and subjectivity in assessment.

Restrictions highlight the importance of developing more appropriate assessment tools, which are valid and empirically tested. Future research is required to develop integrated and standardized models of EI and have them psychometrically validated. The use of advanced technologies, such as AI and data analysis, may enhance the objective and scalable assessment of EI. In addition, more work needs to be done to investigate the cross-cultural applicability of this and to review the application of EI in new workplaces such as remote and hybrid workplaces.

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