

# The Interplay between Goleman's Emotional Intelligence Dimensions and their Effects on Employee Job Performance

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## Abstract

In response to the growing challenge of employees struggling to regulate emotions while maintaining optimal workplace performance, this study examines the influence of emotional intelligence on employee job performance at Dr. Cermin Sdn. Bhd. Grounded in Goleman's framework, emotional intelligence is conceptualized as a multidimensional construct comprising self-awareness, self-management, social awareness, and relationship management, and is treated as the independent variable. Employee job performance serves as the dependent variable. Data were collected through a structured questionnaire distributed via Google Forms using the WhatsApp platform. A stratified random sampling technique was employed, and based on Krejcie and Morgan's sample size determination table, 191 employees participated in the study, with all responses deemed usable. Multiple regression analysis was conducted to examine the effects of the four emotional intelligence dimensions on employee performance. The findings indicate that self-awareness, self-management, and relationship management have significant positive effects on employee job performance. Although social awareness demonstrated a strong correlation with performance, it did not exert a statistically significant effect in the regression model. These results highlight the critical role of specific emotional intelligence competencies in enhancing workplace effectiveness. Given the substantial impact of emotions on individual behavior, organizational outcomes, and interpersonal relationships, the ability to manage emotions effectively is essential. The study concludes with practical recommendations for organizations seeking to improve employee performance and provides directions for future research on emotional intelligence in organizational contexts.

**Keywords:** Emotional Intelligence, Goleman's Model, Self-Awareness, Self-Management, Social Awareness, Relationship Management, Employee Performance

## Introduction

This research aims to examine how Emotional Intelligence (EI) influences Employee Performance (EP) in the workplace, a topic that has become increasingly critical in modern

organizational settings. In today's fast-paced, highly competitive, and emotionally demanding work environments, technical skills alone are no longer sufficient to ensure high performance. Employees are constantly required to collaborate across teams, manage workplace stress, adapt to rapid change, and maintain productive professional relationships. As a result, the ability to understand, regulate, and effectively manage emotions has emerged as a key determinant of workplace success. Despite this growing recognition, many organizations still prioritize cognitive abilities and technical competencies over emotional capabilities, creating a clear need for deeper empirical investigation into the role of emotional intelligence in enhancing performance outcomes.

Daniel Goleman's Emotional Intelligence model (1998) provides a well-established performance-based framework consisting of four core components: self-awareness, self-management, social awareness, and relationship management (Goleman, 2001). These competencies represent learnable emotional and interpersonal skills that directly contribute to workplace effectiveness. The robustness of this model has been supported by empirical studies conducted by Boyatzis and colleagues and validated across diverse organizational contexts (Boyatzis, Goleman, & Rhee, 2000; Cherniss & Goleman, 2001). Unlike personality traits, emotional intelligence competencies can be developed, making them particularly valuable for organizational training and leadership development initiatives.

At its core, emotional intelligence enables individuals to recognize their emotional states, regulate reactions under pressure, empathize with others, and build constructive working relationships. In collaborative and high-pressure environments, these capabilities influence communication quality, conflict resolution, teamwork, leadership effectiveness, and ultimately job performance (Boyatzis et al., 1999). Research by Krishnan et al. (2018) indicates that each of the four EI dimensions can significantly impact how employees perform their roles. Employee performance encompasses not only the quality and quantity of task completion but also contextual performance, such as cooperation, professionalism, and organizational citizenship behaviors (Shahzad et al., 2011; Iskandar et al., 2014). Since emotions are inseparable from human behavior, they inevitably shape decision-making, motivation, and productivity in professional settings (Nafukho, 2009).

The significance of this study lies in its potential contributions to both theory and practice. Theoretically, it expands the understanding of how emotional competencies translate into measurable performance outcomes, strengthening the evidence base connecting EI to workplace effectiveness. Practically, the findings of this study will be valuable to organizational leaders, human resource practitioners, trainers, and policymakers. For managers, understanding the link between EI and performance can inform recruitment, promotion, and leadership development strategies. For HR professionals, the study provides justification for incorporating emotional intelligence training into employee development programs. For employees, it highlights the importance of cultivating emotional skills to enhance career progression, workplace relationships, and job satisfaction. Ultimately, for organizations, strengthening emotional intelligence may lead to improved productivity, reduced workplace conflict, stronger teamwork, and sustainable competitive advantage.

By examining the relationship between emotional intelligence and employee performance, this study addresses a pressing organizational need: identifying non-technical competencies that drive sustainable performance in complex work environments. It underscores emotional intelligence not merely as a complementary soft skill, but as a foundational capability essential for individual excellence and long-term organizational success.

### **Problem Statement**

In today's dynamic and demanding work environments, employee performance remains a cornerstone of organizational success. However, performance is no longer determined solely by technical skills or experience, it is increasingly shaped by employees' ability to manage emotional challenges at work. Growing levels of stress, anxiety, and emotional exhaustion are compromising productivity and well-being. In Malaysia, for instance, a study by AIA Vitality revealed that over half (53%) of employees experience work-related stress, and 12% report symptoms of depression (Fong, 2017). These figures reflect a serious concern for both individual and organizational health. One promising approach to mitigating these emotional burdens is the development of emotional intelligence (EI). It is the ability to understand, regulate, and effectively respond to emotions in oneself and others. Emotional intelligence has been linked to improved job satisfaction, reduced workplace conflict, and better employee performance (Gunu & Oladepo, 2014; Maharvi, 2022). Scholars such as Jung and Yoon (2016) argue that enhancing emotional intelligence could be a strategic lever for boosting performance and achieving organizational goals.

Despite its growing recognition, much of the existing research on emotional intelligence originates from Western contexts, such as the UK, the US, and Australia, regions with workplace cultures and social norms that differ significantly from Malaysia (Krishnan et al., 2018). As a result, the applicability of these findings in the Malaysian organizational context remains unclear. Additionally, while prior studies have explored the link between emotional intelligence and job satisfaction, far fewer have specifically investigated employee performance as a key outcome (Asrar et al., 2017). This gap is particularly important given the increasingly human-centered nature of work in Malaysia, where emotional and relational dynamics are deeply embedded in workplace culture. Without a clearer understanding of how emotional intelligence impacts employee performance in this local context, organizations may be missing out on valuable strategies for talent development and performance management. Therefore, this study seeks to investigate the impact of emotional intelligence on employee performance within Malaysian organizations. By examining the role of key EI components including self-awareness, self-management, social awareness, and relationship management, this research aims to generate insights that are culturally relevant, practically applicable, and essential for improving workforce productivity and emotional well-being in Malaysia.

### *Objectives of Study*

The main objectives of this study are:

1. To investigate the impact of self-awareness (SA) on employee performance (EP).
2. To investigate the impact of self-management (SM) on employee performance (EP).
3. To investigate the impact of social awareness (SA) on employee performance (EP).
4. To investigate the impact of relationship management (RM) on employee performance (EP).

5. To identify the most significant factors that impact the employee performance (EP).

## Literature Review

### *Emotional Intelligence (EI)*

Self-awareness, self-management, social management, and relationship management are the four components of emotional intelligence (EI), and their practical application defines our capacity to learn, manage, and regulate them (Goleman, 2001). Moreover, Goleman (2001) asserts that emotional competencies are job skills that must be acquired in order for people to see their potential and grasp the need of mastering emotional intelligence. Employees with higher emotional intelligence have less stress and are more satisfied with their jobs (Sandrotto, 2021). A higher level of emotional intelligence is closely linked to having more effective leadership skills. The study by Supramaniam (2021) affirmed the significance of positive impact of EI on organizational performance.

Numerous research on emotional intelligence in organizations has been conducted. Emotional intelligence is crucial for leadership and organizational effectiveness, according to Amisha et al. (2024). The outcome demonstrates that leaders possessing strong emotional intelligence are better able to inspire trust, manage intricate interpersonal dynamics, and cultivate productive work environments. translates to increased employee engagement, productivity, and overall organization performance when a leader possesses emotional intelligence. Moreover, Mutaz al. (2024) investigated the connection between organizational commitment, work happiness, and emotional intelligence in Qatari first-line nurse supervisors. The study included 203 managers of first-line nurses. The results indicate that job satisfaction, organizational commitment, and emotional intelligence are significantly correlated. Thus, enhancing the emotional intelligence of first-line nurse managers can potentially improve organizational commitment, job satisfaction, and, subsequently, healthcare outcomes.

### *Employee Performance (EP) (Dependent Variable)*

According to Anitha (2013), employee performance is the quality of output that an employee produces as a result of their employment and is linked to the success and performance of the firm. Performance refers to what an individual does or does not do, whereas employee performance is how an employee does their work and how much it influences them to provide a result or contribute to the organization, including highlighting the finished task output, cooperative behavior, and quality of work. Additionally, according to Anitha (2013), employee performance is defined as the output of the individual that directly relates to and influences the success of the firm. According to Almatrooshi, Singh, and Farouk (2016), one of the possible keys to a business's success and achievement is performance.

Sharp, (2020) has explained the association of emotional intelligence components and its benefits for the employees in healthcare system employees. Individuals with high emotional intelligence score have less stress and job burnout as well as better job satisfaction. Numerous studies have established a positive association between employee performance and organizational success across various industries and contexts. According to Deepalakshmi et al. (2024), employee involvement is essential to the success of a firm. An employee who contributes to improved performance results by exhibiting greater levels of dedication, motivation, and productivity. Additionally, proactive individuals that exhibit traits like

creativity and problem-solving are critical to the expansion and competitiveness of the company. As a result, companies need to put a high priority on developing a culture that appreciates and supports worker achievement. In the meantime, Taplo et al. (2024) noted that employee performance is influenced by leadership style. They discovered that good leadership has a favorable impact on workers' motivation and job happiness, which in turn boosts worker engagement and organizational success. Nonetheless, it's critical that businesses weigh the advantages of a leadership style against how it affects workers' well-being.

#### *Self-Awareness (SA) (Independent Variable)*

Gondal and Hussain (2013) assert that employees will perform better at work when they are able to comprehend how they feel about the circumstances at work. Their findings also demonstrated that an employee's performance is positively impacted by their understanding of their emotions. Understanding our own emotions enables us to operate effectively and efficiently, and being conscious of them has a significant influence on an employee's performance (Deshwal, 2016). Furthermore, Desti and Shanthi (2015) state that the three strongest emotion particles are anger, sadness, and fear. Many employees are unaware of this because, as children, they experienced similar situations or things and were told to be quiet, which reflects a lack of emotional intelligence. Even if we try to dismiss the sensation, we cannot immediately get rid of it without first understanding it. Accordingly, if an employee lacks self-awareness, it will be difficult for him to comprehend emotions and may also have an impact on his interactions with others. Employees who are able to recognize and understand their emotions can therefore operate more productively in a stable emotional state without experiencing intense internal pressure from having to suppress their emotions. Furthermore, according to Rono, Korir, and Boit (2017), the findings of their study demonstrate that self-awareness has a favorable impact on an employee's performance.

On the other hand, toxic cultures and poor financial performance are more likely to occur in companies with low leadership self-awareness (Da Fonseca et al, 2022). Priyadharshini and Banu Priya (2024) investigate the connection between employees' performance at different Chennai-based businesses and their emotional self-awareness. The findings indicate that employees' comprehension of how their emotions at work impact their job performance is significantly influenced by their age and level of work experience. The employees' capacity for self-awareness and sensitivity demonstrates a propensity to cultivate favorable working relationships, establish rapport, and uphold personal friendships among coworkers. According to another study by Othman et al. (2024), employee performance is significantly improved by self-awareness. Data for this study came from a census survey of 165 employees of the Bureau of Public Enterprises (BPE) in Nigeria. In summary, the findings indicate that self-awareness has a favorable and statistically significant impact on employee performance, making it a powerful contributor. Self-aware people have a clear awareness of their strengths and shortcomings, which enables them to capitalize on their advantages and minimize their disadvantages, improving performance overall.

#### *Self-Management (SM) (Independent Variable)*

According to Noermijati, Sunaryo, and Ratri's (2019) research, emotional intelligence enables employees to better manage themselves and adjust to changes in the workplace. Aside from that, emotional intelligence also helps employees manage their emotions so they can think

clearly, recognize new opportunities at work, and come up with innovative ways to complete tasks. Furthermore, Javed (2018) asserts that emotional intelligence aids in the training of emotions and the identification of ways to collaborate with diverse environments. Therefore, it is essential for us to manage emotions since it will boost workers' performance, productivity, and efficiency and motivate them to carry out their duties well (Desti & Shanthi, 2015). Additionally, Deshwal's research study revealed that when employees are able to effectively manage their emotions, they are able to perform and finish tasks with high grades (Deshwal, 2016). Additionally, Prentice and King (2013) find that employees' performance is positively impacted by emotion management. Othman et al. (2024) found a significant positive correlation between employee performance and self-management at Nigeria's Bureau of Public Enterprises (BPE). Setting goals, prioritizing tasks, and managing one's time are all components of effective self-management, and they all work together to improve performance and productivity levels. When developing treatments and methods to improve employee performance through the development of emotional intelligence abilities, corporate leaders and policymakers can benefit greatly from these findings.

In the meantime, Wonda (2024) used data from Mersa Town, Amhara Region, Ethiopia, to find that self-management significantly improves employee performance in the public sector. Self-management means that an employee can be organized and meticulous in their work, help to establish trust by being trustworthy and genuine, and manage a variety of demands in a situation where demands are changing quickly. It also helps employees control their emotions and hold themselves accountable for their responsibilities, which leads to an improvement in employee performance.

#### *Social Awareness (SA) (Independent Variable)*

Noermijati, Sunaryo, and Ratri (2019) assert that an employee's performance can be enhanced by being sensitive to the feelings of others. Since empathy has a positive effect on an employee's performance, it is essential to them. According to Desti and Shanthi (2015), it occurs when an employee is able to articulate the concern that others are feeling at the moment and comprehends the emotions of their coworkers or other people. Regarding Deshwal (2016), it is also discovered that when employees are aware of and accept the emotions of their coworkers, it can boost their motivation to work and their mood. Furthermore, a positive work atmosphere encourages employees to focus on their job requirements (Baksh, Saleem, Zaman & Fida, 2014). The research findings also confirm this, explaining that a better workplace has an impact on how easy it is to engage group discussions when employees are aware of one other's emotions (Perera & Kulik, 2015). Social awareness can help employees plan and complete their work correctly, which will have a positive effect on how well they organize their tasks to meet their goals, claims Javed (2018).

Wonda (2024) investigates how social awareness, a component of emotional intelligence, affects worker performance. Employee performance was found to be significantly improved by social awareness. This is because social awareness helps employees to recognize and understand the needs of customers and match them with services. It also helps employees to respect individuals from diverse backgrounds and recognize that helping others when they are upset or uncomfortable can significantly improve employee performance. Another study by Othman et al. (2024) looks into how emotional intelligence affects worker performance. They discovered that social awareness has a major favorable impact on worker performance.

Employees with strong social awareness are able to interpret social dynamics and nuances with ease, which promotes productive teamwork and interpersonal connections. Similar to this, people with strong social skills exhibit efficient teamwork and communication, which improves performance results.

*Relationship Management (RM) (Independent Variable)*

Employee Relationship is defined as a relationship between employer or the representative manager and employees, aimed towards maintaining commitment morale and trust so as to create productive and secure workplace environment (Bajaj et al., 2013). Pareek and Rai (2012) state that the goal of employee relationship management is to facilitate productive relationships within a company. Employee trust, confidence, and loyalty will grow as a result of such productive interactions, allowing management to inspire the best in all employees. This useful application helps employees do their task more efficiently and effectively. Managing employee relationship is imperative and precious to the organizational success and achieving spirited benefit (Rahman, 2021). Employee relationship management is often interrelated with employee performance. It consists of attaining a positive work climate and creating opportunities for people to fulfil their potential, development and personal satisfaction (Parashkati et al., 2020; Zhang, 2021). Research by Rahman *et al* (2017) agreed that employee relationship management components have positive effect on the employees' performance in banking sectors. Organizations are realizing that it helps them to build stronger relationship with employees.

According to Saad et al (2024), productivity could be reached via managing employee relationships well. Therefore, managing the employment relationship and having a strong relationship between the employees and employers result in the organization's productivity. Establishing and maintaining good connections with employees by making sure they all feel appreciated, respected, and included is the main goal of employee relations management (Alsafadi & Altahat, 2021). When building relationships with employees, leaders need to recognize the importance of establishing trust and respect (Chaubey et al., 2017; Yang et al., 2011). The goal of this is to encourage employee's growth, contentment, and retention. Employee relationship management represents workers' true productivity and goes beyond engagement. The intention is to create an environment where individuals feel valued and respected.

### Conceptual Framework

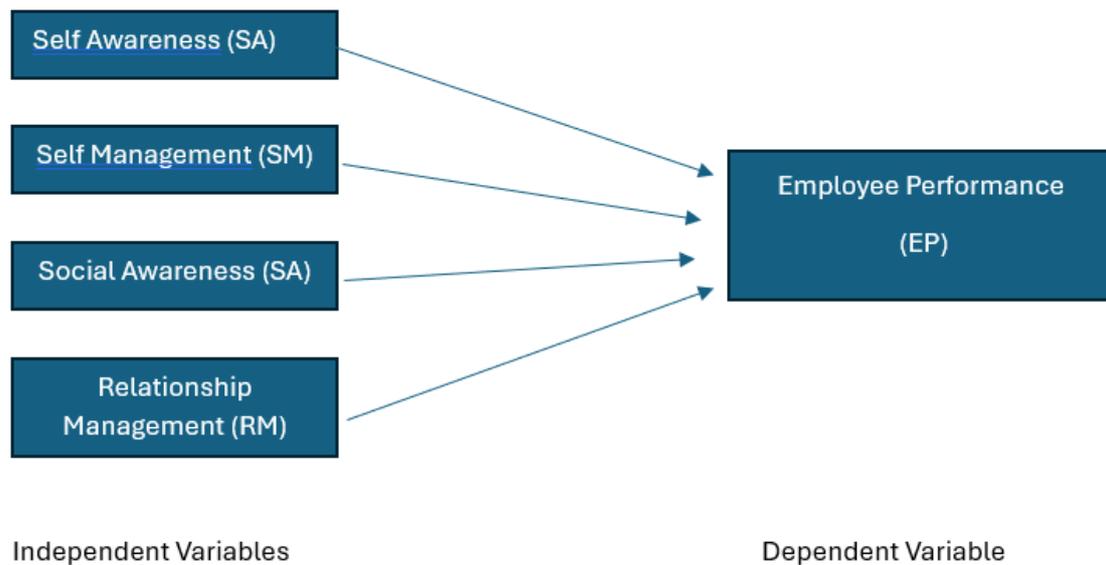


Figure 1: Conceptual Framework

### Hypotheses Development

- H1: There is a relationship between self-awareness (SA) and employee performance (EP).
- H2: There is a relationship between self-management (SM) and employee performance (EP).
- H3: There is a relationship between social awareness (SA) and employee performance (EP).
- H4: There is a relationship between relationship management (RM) and employee performance (EP).

### Research Methodology

#### *Research Design*

This study employs both quantitative and correlational research as its methodology. In correlational research, variables are related to one another without any knowledge that could influence each one (Salkind, 2017). Petchko (2018) adds that the quantitative research approach is used when looking at and evaluating the relationship between a number of factors. Furthermore, this method is non-experimental. The purpose of this strategy is also to achieve our study goal, which is to examine the relationship between the independent variable of emotional intelligence and employee performance.

#### *Sampling Frame*

Salkind (2017) defines the sample frame as the entire number of respondents or study participants that make up the population. Dr. Cermin Sdn. Bhd. employees are the respondents who participated in the study and would be the source of the sample. Because it is a reputable corporation with a diversified staff in multiple divisions, this company was chosen as the study site because it provides a realistic environment for analyzing the relationship between emotional intelligence and worker performance. In addition, the company's continuous focus on customer service, teamwork, and staff development makes it a pertinent and appropriate setting for investigating the function of emotional intelligence in contemporary organizational success. Consequently, a list of Dr. Cermin Sdn. Bhd. personnel chosen at random makes up the sampling frame for this study.

### *Population*

The population for this study comprises the employees of Dr. Cermin Sdn. Bhd., who represent the target group from which data will be collected to achieve the research objectives. According to Salkind (2017), a population refers to the complete set of individuals or elements that are of interest to the researcher. In this context, the population includes all employees currently employed by the company across its branches in Peninsular Malaysia. Based on organizational records, Dr. Cermin Sdn. Bhd. has a total workforce of 380 employees, all of whom constitute the study's population.

### *Sampling Techniques*

This study employs a stratified random sampling technique to select respondents from the overall population. All branches of Dr. Cermin Sdn. Bhd. are located within Peninsular Malaysia, and for sampling purposes, the region is divided into four geographical strata: Northern, Central, Eastern, and Southern areas. This stratified approach ensures proportional representation from each regional group, allowing for a more accurate and comprehensive analysis of the population. In addition to stratification, geographic proximity, accessibility, and respondent willingness are also considered during the sampling process. According to Dornyei (2007), participants are selected based on their suitability and convenience, which enhances the practicality and feasibility of the study. This method is cost-effective, time-efficient, and relatively easy to implement. Moreover, Farrokhi and Mahmoudi (2012) emphasize that maintaining a level of flexibility in sampling can benefit researchers by enabling them to adapt their approach and improve the quality of data collection and interpretation. This flexibility proves useful in ensuring that the selected sample aligns with the research objectives and accurately reflects the diversity within the population.

### *Sampling Size*

The Krejcie and Morgan table is used to determine the study's sample size. Kerjcie and Morgan (1970) present a table that indicates the number of populations and the sample size that needs to be selected in line with the number of populations. Given that there are 380 people in the population, the sample size for this research study is 191 responses, according to the table.

### *Data Analysis*

The data collected from the questionnaires will be analyzed using the Statistical Package for the Social Sciences (SPSS) for Windows, version 26. Descriptive statistics such as frequency, mean, median, mode, standard deviation, and percentage will be employed to summarize and describe the basic features of the data. To examine the relationships between the variables, Pearson's correlation coefficient will be used to determine the strength and direction of the associations between the independent and dependent variables. In addition, Multiple Regression Analysis will be conducted to assess the extent to which the independent variables influence employee performance. This method is suitable for analyzing the combined effect of several predictors on a single outcome variable (Stolzenberg, 2004). The study uses a five-point Likert scale (ordinal) to measure both the dependent variable (employee performance) and the independent variables, which include self-awareness, self-management, social awareness, and relationship management.

## Findings

### *Reliability Testing*

Prior to the actual study, the researcher had conducted a pilot study to test the reliability of both dependent and independent variables in this study. The pilot study involved 30 respondents as displayed in Table 8 below.

Table 1

### *Total respondent*

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

As for reliability of the variables, the result is presented in Table 1. Based on the table, the Cronbach's alpha value recorded in the pilot study was 0.953 which signified that the items had excellent consistency.

Table 2

### *Reliability Statistics for Pilot Study*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.953	.952	29

Table 3

### *Reliability Testing of Dependent and Independent Variables*

Item	Cronbach's Alpha	No. of Items
Self-Awareness (SA)	.653	5
Self-Management (SM)	.814	6
Social Awareness (SA)	.772	6
Relationship Management (RM)	.802	6
Employee Performance (EP)	.763	6

As presented in Table 3, the Cronbach's Alpha value for the Self-Awareness (SA) variable was 0.65, which is considered questionable. However, based on the guidelines by Hinton, McMurray, Brownlow, and Terry (2023), a reliability coefficient ranging from 0.50 to 0.70 is still regarded as having moderate reliability and remains acceptable for research analysis. The variable Self-Management (SM) recorded a Cronbach's Alpha of 0.81, indicating strong internal consistency, while Social Awareness (SA) produced a value of 0.772, reflecting an acceptable level of reliability. Both variables are therefore considered reliable and valid for

inclusion in the study. The Relationship Management (RM) variable achieved a Cronbach's Alpha of 0.802, which also indicates high reliability and strong internal consistency, further confirming the robustness of the emotional intelligence construct used in this research. Finally, the Employee Performance (EP) variable, used as the dependent variable, obtained a Cronbach's Alpha of 0.763, suggesting that it too is reliable and valid for use in this study. These values were derived from items tested on a sample of 30 respondents.

### *Analysis of Respondents' Profile*

Table 4

#### *The Demographic Distribution of the Respondents*

Items		Frequency	Percent
Gender	Male	141	73.8
	Female	50	26.2
Age	Under 20 years old	14	7.3
	21-30 years old	97	50.8
	31-40 years old	65	34.0
	41-50 years old	15	7.9
Race	Malay	151	79.1
	Chinese	40	20.9
Marital Status	Single	71	37.2
	Married	118	61.8
	Divorced	2	1.0
Level of Education	ofSPM	66	34.6
	STPM	26	13.6
	Diploma	57	29.8
	Degree	25	13.1
	Masters	17	8.9
Work Experience	less than 2 years	24	12.6
	3 years - 5 years	35	18.3
	6 years - 8 years	58	30.4
	9 years - 11 years	49	25.7
	more than 12 years	25	13.1

The study sample consists of 191 respondents, with 73.8% male (141 respondents) and 26.2% female (50 respondents). The majority of participants fall within the 21-30 age group (50.8%), followed by 31-40 years old (34.0%), while smaller proportions are under 20 years old (7.3%) and 41-50 years old (7.9%). In terms of ethnicity, 79.1% are Malay (151 respondents), and 20.9% are Chinese (40 respondents). Regarding marital status, 61.8% are married (118 respondents), 37.2% are single (71 respondents), and a small percentage (1.0% or 2 respondents) are divorced. Educational background varies, with 34.6% holding an SPM qualification, followed by Diploma holders (29.8%), STPM (13.6%), Degree (13.1%), and Masters (8.9%). Work experience is diverse, with 30.4% having 6-8 years of experience, 25.7% with 9-11 years, 18.3% with 3-5 years, 13.1% with more than 12 years, and 12.6% with less

than 2 years of experience. This demographic distribution provides a balanced representation of respondents with varying backgrounds, qualifications, and professional experience.

*Reliability Analysis*

Table 5

*The Reliability Analysis*

VARIABLE	ALPHA
Employee Performance (EP)	0.862
Self-Awareness (SA)	0.849
Self-Management (SM)	0.910
Social-Awareness (SA)	0.895
Relationship Management (RM)	0.877

The reliability analysis was conducted to assess the internal consistency of the variables using Cronbach’s Alpha. The results from Table 5 indicate strong reliability across all constructs. Employee Performance (EP) recorded an alpha value of 0.862, demonstrating high internal consistency. Among the emotional intelligence dimensions, Self-Awareness (SA) achieved 0.849, Self-Management (SM) had the highest reliability at 0.910, Social Awareness (SA) scored 0.895, and Relationship Management (RM) obtained 0.877. According to Hair et al. (2022), since all alpha values exceed the acceptable threshold of 0.60, the measurements are considered highly reliable, indicating that the survey items effectively measure their respective constructs.

*Correlation Result*

Table 6

*Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.696	.123		5.660	.000
Self-Awareness (SA)	.205	.055	.236	3.747	.000
Self-Management (SM)	.241	.061	.302	3.943	.000
Social Awareness (SA)	.042	.062	.047	.681	.497
Relationship Management (RM)	.191	.078	.203	2.432	.016

a. Dependent Variable: Employee Performance

The results in Table 6 indicate that three out of the four emotional intelligence components known as Self-Awareness, Self-Management, and Relationship Management have a positive and statistically significant effect on employee performance. Self-Management emerged as the strongest predictor ( $\beta = 0.302$ ,  $p = 0.000$ ), followed by Self-Awareness ( $\beta = 0.236$ ,  $p = 0.000$ ) and Relationship Management ( $\beta = 0.203$ ,  $p = 0.016$ ). These findings suggest that employees who can effectively manage themselves and their relationships are more likely to perform better at work. In contrast, Social Awareness showed a weak and statistically insignificant effect ( $\beta = 0.047$ ,  $p = 0.497$ ), indicating it may not directly influence performance in this context. Overall, the analysis supports the conclusion that developing specific emotional intelligence skills particularly self-management can enhance employee performance in the workplace.

## Discussion

This section discusses the findings of the study in relation to each research objective and hypothesis, based on the results obtained through multiple regression analysis. The discussion also connects the findings to relevant literature and provides interpretations of the implications for employee performance within the context of Dr. Cermin Sdn. Bhd.

**Research Objective 1:** *To examine the impact of Self-Awareness (SA) on Employee Performance (EP).*

Based on the results of the multiple regression analysis, Self-Awareness (SA) was found to exert a statistically significant influence on Employee Performance (EP) at Dr. Cermin Sdn. Bhd. The analysis yielded a p-value of 0.000 ( $p < 0.05$ ) and a standardized coefficient ( $\beta$ ) of 0.236. These findings indicate that SA positively and significantly contributes to EP. Consequently, Hypothesis 1 (H1) is supported.

This outcome suggests that employees at Dr. Cermin Sdn. Bhd. possess a strong level of self-awareness, which in turn facilitates improvements in their performance within the organization. Employees who are more self-aware are better equipped to recognize their strengths and weaknesses, regulate their behavior, and align their actions with organizational goals, thereby enhancing overall performance.

Hypothesis Result:

H1: There is a significant impact of Self-Awareness (SA) on Employee Performance (EP).

Status: Accepted

**Research Objective 2:** *To examine the impact of Self-Management (SM) on Employee Performance (EP).*

The multiple regression analysis demonstrated that Self-Management (SM) also has a significant effect on Employee Performance (EP). The variable recorded a p-value of 0.000 ( $p < 0.05$ ) with a standardized coefficient ( $\beta$ ) of 0.302, indicating a stronger influence on EP compared to SA. Accordingly, Hypothesis 2 (H2) is supported.

This finding highlights that employees of Dr. Cermin Sdn. Bhd. possess effective self-management skills, which contribute positively to their job performance. Employees who are able to manage their emotions, maintain discipline, and regulate their work behavior are more likely to achieve organizational objectives and sustain high levels of performance.

Hypothesis Result:

H2: There is a significant impact of Self-Management (SM) on Employee Performance (EP).

Status: Accepted

**Research Objective 3:** *To examine the impact of Social Awareness (SA) on Employee Performance (EP).*

The results of the multiple regression analysis indicate that Social Awareness (SA) does not have a significant effect on Employee Performance (EP) at Dr. Cermin Sdn. Bhd. The analysis produced a p-value of 0.497 ( $p > 0.05$ ) with a coefficient of  $\beta = 0.047$ . Therefore, Hypothesis 3 (H3) is rejected. This finding suggests that the level of social awareness among employees does not contribute directly to their performance outcomes.

The insignificant relationship can be explained by several demographic factors. According to Mahal (2020), research on emotional intelligence must consider demographic characteristics, such as age and gender. For example, Wang et al. (2015) found that younger employees tend to focus more on personal work success and may be less sensitive to social dynamics, whereas older employees generally value positive social relationships and demonstrate greater sensitivity to social issues. In this study, the descriptive analysis (Table 2) shows that younger respondents made up the majority of the sample, which may explain the lack of impact.

Gender differences also provide further insight. Previous studies indicate that women tend to score higher on emotional intelligence, especially in empathy and interpersonal relationships (Meshkat & Nejati, 2017; Mahal, 2020). However, the sample in this study was dominated by male respondents (141 males compared to 50 females, as shown in Table 4), which may have influenced the outcome. Taken together, the age and gender composition of the respondents likely contributed to the absence of a significant relationship between Social Awareness (SA) and Employee Performance (EP).

Hypothesis Result:

H3: There is no significant impact of Social Awareness (SA) on Employee Performance (EP).  
Status: Rejected

**Research Objective 4:** *To examine the impact between Relationship Management (RM) on Employee Performance (EP)*

The results of the multiple regression analysis revealed that the p-value for Relationship Management (RM) was 0.016 ( $p < 0.05$ ), indicating a statistically significant relationship between RM and Employee Performance (EP) at Dr. Cermin Sdn. Bhd. This finding demonstrates that Relationship Management (RM) makes a unique and meaningful contribution to employee performance. Therefore, it can be concluded that RM has a significant impact on enhancing the overall performance of employees within the organization.

Hypothesis Result:

H2: There is a significant impact of Relationship Management (RM) on Employee Performance (EP).

Status: Accepted

## Conclusion

This study, which engaged all 191 selected employees from various branches of Dr. Cermin Sdn. Bhd., sought to examine how emotional intelligence influences employee performance. The findings revealed that three key dimensions (self-awareness, self-management, and relationship management) significantly contribute to enhancing job performance, underscoring their vital role in promoting workplace effectiveness. Interestingly, social

awareness did not exhibit a statistically significant impact. While this contradicts several earlier studies, it aligns with research that points to the influence of contextual and cultural factors on how emotions are expressed and interpreted within organizational settings.

While the study effectively addressed its objectives, it is important to reflect on its limitations. The exclusive reliance on self-reported data may have introduced response bias, potentially skewing perceptions of emotional competence. Additionally, the focus on a single organization within a specific geographic and organizational culture constrains the generalizability of the findings. Factors such as company culture, leadership style, and internal HR practices may have influenced the participants' responses, thereby affecting the broader applicability of the results.

To enrich future research, scholars are encouraged to adopt more diverse methodologies such as incorporating supervisor evaluations or qualitative interviews, to triangulate data and enhance validity. Expanding the scope to include multiple organizations or different sectors could also offer comparative insights. Longitudinal studies may further illuminate how emotional intelligence evolves over time and how its sustained development affects long-term job performance.

On a practical level, the findings point to the potential advantages of cultivating emotional intelligence in the workplace. Companies like Dr. Cermin Sdn. Bhd. may gain significantly by embedding structured EI development programs into their talent management and employee development initiatives. Models such as Goleman's EI competency framework or Mayer and Salovey's ability model provide actionable strategies for enhancing employee awareness, emotional regulation, and interpersonal effectiveness. Ultimately, nurturing emotional intelligence is not just a tool for individual growth, but a strategic pathway toward fostering a resilient, adaptive, and high-performing organizational culture.

#### **Declaration of Conflicting Interests**

The authors declare no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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