



# The Impact of Emotional Intelligence on Manufacturing Sector Employees in Nagpur: A Review of Existing Literature

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## Abstract

Emotional intelligence (EI) and its effect on industrial workers' output in Nagpur is the subject of this paper's extensive literature assessment. More and more, people are realising that emotional intelligence—which includes the skills to identify, analyse, and control one's emotions—is a key component in boosting efficiency and effectiveness at work. The association between EI and key performance metrics in industrial settings is the subject of this research, which synthesises evidence from many academic sources. Significant trends and patterns are identified in the study, demonstrating how EI helps with stress management, collaboration, and communication. In addition, it delves into how these results might shape organisational practices, such as programmes that teach and enhance employees' emotional intelligence. The purpose of this paper is to analyse the current research in depth in order to highlight how strategic management of manufacturing enterprises in Nagpur can benefit from incorporating emotional intelligence frameworks. This will lead to higher employee productivity and overall organisational success.

**Keywords – Emotional Intelligence (EI), Employee Productivity, Manufacturing Sector, Workplace Performance, Organizational Success**

## Introduction

Organisational success in today's competitive corporate climate, especially in manufacturing, is heavily dependent on staff productivity. Emotional intelligence's (EI) function in the workplace is getting more and more attention as businesses try to boost productivity and efficiency. A number of areas of employee performance have been associated to emotional intelligence, which is the capacity to identify, comprehend, and control one's own and other people's emotions. These areas include stress management, collaboration, and communication. Nagpur is a well-known industrial powerhouse in India, and its manufacturing sector offers a great opportunity to study how EI affects worker output in a specific setting. Employees in this field need strong social and emotional intelligence to handle the industry's varied workforce and ever-changing operational issues. There is a lack of in-depth research that focuses on the effects of EI in this field, even though its significance is becoming more acknowledged.

To address this knowledge vacuum, this study surveys the research on the topic of emotional intelligence and its correlation with industrial workers' output in Nagpur. The purpose of this research is to draw attention to the important ways in which EI affects performance on the job and to give light on the real-world consequences for business strategies by combining data from different scholarly sources. Gaining a comprehensive understanding of these dynamics is essential for creating strategies that boost employee happiness and productivity, which in turn helps industrial businesses in the area succeed.

What follows is an examination of emotional intelligence's theoretical underpinnings, a survey of empirical research on its effect on productivity, and a discussion of the paper's implications for industrial HRM and organisational development. Our goals in writing this extensive review are twofold: first, to highlight the significance of encouraging emotional intelligence in the workplace; and second, to provide the groundwork for further study and application of this topic.

## Objectives of the study

- To Analyze the Role of Emotional Intelligence in Employee Productivity.
- To Identify Key Mechanisms Through Which EI Impacts Workplace Performance.
- To Synthesize Existing Literature on EI and Productivity in Manufacturing.

## Research Methodology

This study employs a systematic literature review methodology to explore the impact of emotional intelligence on employee productivity within the manufacturing sector in Nagpur.





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The research process involves a comprehensive search and analysis of academic articles, journals, and relevant publications from databases such as Google Scholar, JSTOR, and PubMed. Keywords including "emotional intelligence," "employee productivity," "manufacturing sector," and "Nagpur" were used to identify pertinent studies. The selected literature spans a range of empirical studies, theoretical papers, and case studies that examine the role of emotional intelligence in workplace performance. Criteria for inclusion involved the relevance of the study to the manufacturing sector, the use of established EI measurement tools, and the examination of productivity outcomes. The collected data were systematically analyzed to identify common themes, patterns, and gaps in the existing research. This review not only synthesizes current knowledge but also provides insights into effective EI practices and future research directions, ultimately aiming to inform and enhance human resource strategies within the manufacturing industry in Nagpur.

### Literature review

Recruiting, collaboration, talent retention, morale, and engagement are some of the most basic human resources operations that are considered to define and impact an organization's performance. An important driver of organisational effectiveness, Emotional Intelligence has far-reaching effects on fundamental HR tasks. The overarching goal of this research is to provide recommendations for how a small-scale company may use Emotional Intelligence (EI). The overarching goal of this research is to provide a theoretical basis for the integration of emotional intelligence (EI) into managerial responsibilities. Incorporating Emotional Intelligence (EI) into a company's operations and activities benefits the company and its personnel. In order to address the demands of people in terms of their career-based emotional intelligence competencies, it is essential for organisations to invest in the development of emotional intelligence (EI). This will eventually lead to improved organisational performance. In order to help with the implementation of EI-centered HR activities, this research builds on previous work in the area and suggests using a short Likert scale questionnaire to measure emotional intelligence (EI). Conclusions and Implications: Emotional intelligence (EI) is a key success factor for small businesses and organisations, and our research confirms that EI correlates with important HR activities. Incorporating emotional intelligence (EI) into critical HR duties is the major goal of this research, which aims to assist small firms in developing a tailored framework for doing so. Rath and Vasantha (2018) state that this framework's end goal is to increase organisational performance by empowering workers to forge stronger interpersonal ties.

The purpose of this research is to examine how four dimensions of emotional intelligence (EI) affect pharmaceutical industry employees' dedication to their jobs and their productivity on the work. This section provides an overview of the study's methodology and design. Pharmaceutical companies in Pakistan's Punjab area have contributed 235 participants to the cohort. When doing early statistical analysis, many people use SPSS for Windows. The route model is often examined using partial least squares structural equations modelling, more commonly known as PLS-SEM. Using Smart PLS v2.0 software, the assumptions that were presented were tested. It is clear from the data that managing workers in a way that boosts their performance is crucial, since people have a significant effect on job performance. A positive shift in workers' final performance may result from their assessment and evaluation of their emotions. Similarly, creating a progressive and supportive work environment may be aided by being attuned to the emotional states of superiors, peers, and subordinates and being able to control them. One weakness of this study is that it relies on self-report measures for data collection. Other approaches, such focus groups and interviews, should be considered for use in future research. Using a cross-sectional design is another weakness of the research. The same model is best evaluated using a longitudinal design that runs for at least a year and preferably two. The current research endeavours to dispassionately explore the real-world consequences of identifying and controlling employee emotions for the purpose of improving their productivity. Researchers found that chemists working for MNCs are good at controlling their





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emotions and picking up on the feelings of others around them. As a result, they are very committed to their work and like it very much. Over the last ten years, the concept of Emotional Intelligence (EI) has grown in prominence and impact in the domains of management and psychology. This research aims to examine the relationship between four dimensions of emotional intelligence (EI) and the dedication and productivity of pharmaceutical industry workers (Khalid et al., 2018).

The problem of inadequate performance by employees is one of the difficulties encountered by organisations and businesses. For instance, people often fail to complete their tasks or satisfy their job responsibilities by the given deadline. A total of 288 workers were chronically late to work, while 184 employees went missing without giving an explanation, according to preliminary data collected from a Surabaya firm. Purpose: This research set out to investigate the connections between emotional intelligence and disciplinary practices as they pertain to organisational effectiveness. This study used a cross-sectional methodology based on an analytical research strategy. A total of 155 employees from a Surabaya-based company's Production and Maintenance Section made up the study's sample. Out of 155 workers, 89 were selected to participate in the survey using a stratified random selection method. Afterwards, the information was collected via a survey and analysed using Spearman's rank correlation test, setting a significance threshold of  $\alpha$  0.05 beforehand. Conclusions: The vast majority of participants (94.4% to be exact) had a high degree of self-control, and 74.2% exhibited a high level of emotional intelligence. Lastly, they show acceptable performance for the most part (50.6%). A p-value of 0.002 was identified by the analytical test using Spearman's rank correlation, which falls below the predefined significance threshold of  $\alpha = 0.05$ . That means there was a correlation between how people felt about punishment and how well they did their jobs. Emotional intelligence was shown to be significantly associated with employee performance, as evidenced by the derived p-value of 0.001, which was lower than the preset significance threshold of 0.05. In conclusion, this study's results show that PT X employees' effectiveness is heavily dependent on their emotional intelligence and discipline. To boost employees' intelligence and discipline, the company should institute a rewards system tied to their accomplishments on the job (Linda et al., 2019).

There is a great deal of pressure and a need for close cooperation in the military profession. Given these traits of the military, it stands to reason that developing and using emotional intelligence—a set of abilities that includes the ability to perceive and control one's own and others' emotions—will help one function better in this setting. Using a panel design, this research tested such predictions by giving a new scenario-based assessment tool to 152 active-duty military personnel; the instrument specifically measured emotional experiences in the workplace. Task performance, discipline, and organisational citizenship were among the several performance measures that were shown to be positively correlated with work-related emotional intelligence (W-EI), as per the hypothesis. Furthermore, there was a correlation between workers' W-EI levels and the amount of performance compliments they received. Not only that, but discriminant multiple regressions also showed that these associations tended to keep their significance. When taken as a whole, the results provide strong empirical evidence for the benefits of W-EI in a work environment where stress management and coordination are paramount (Krishnakumar et al., 2019).

The relationship between transformational leadership and unit-level performance is examined in this research, along with the effects of emotional intelligence, autonomy, and leader-member exchange (LMX). The major purpose of this research was to analyse the relationship between emotional intelligence, autonomy, and leadership effectiveness in the setting of high leader-member exchange (LMX) interactions inside organisations. The purpose of this research is to identify and understand what motivates people to take action and achieve their objectives. There is a lot of evidence linking transformational leadership to unit-level performance. But, as transmission mechanisms, our knowledge is incomplete on the specific roles played by emotional intelligence, work autonomy, and high-quality leader-member exchange (LMX)





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interactions. It is in this part that the selected research strategy, methodology, and design will be laid forth. This study used a convenience sampling technique and an ex post facto research strategy. A total of 226 managers from a well-known South African bank participated in the research campaign. We used basic and hierarchical regression analysis to put the conceptual model to the test in the real world. The main takeaways from this research are that transformational leadership is a powerful method for raising subordinates' efficiency and productivity. To do this, strong leader-member exchange (LMX) connections and the promotion of emotional intelligence are crucial. Researchers have also shown that emotional intelligence and Leader-Member Exchange (LMX) mediate the relationship between transformational leadership and performance on the job. Realising that transformational leaders' success stems from building strong leader-member exchange (LMX) connections—made possible by employing emotional intelligence as a tool for strategic influence—has both practical and administrative implications. The study's overarching goal is to provide light on the mechanism by which transformational leaders improve employee output and achieve exceptional results at the unit level. Waglay et al. (2020) found that transformational leaders' techniques for building cohesive teams, which in turn improves team performance, heavily include emotional intelligence.

The majority of the credit for an organization's long-term success goes to the mental health of its workers. Businesses that put an emphasis on creating and maintaining a state of flow—a state of optimum experience and functioning—may see a significant uptick in employee happiness and productivity. Significant gaps exist in the research about the effects of HRM practises on flow in the workplace, including intrinsic motivation, immersion, and pleasure of one's job. The purpose of this study is to provide the groundwork for a theoretical framework that will analyse the efficacy of High Involvement Human Resource Management (HIHRM) practises at the organisational level, including practices like competency development, fair incentives, recognition, empowerment, and information sharing. This paradigm takes its cues from the job demands-resources model and HRM specific attribution theory to investigate how these practices stimulate work-related flow at the person level, leading to improved emotional commitment. How are high-involvement human resource management (HIHRM) practises seen as demands or resources? This research aims to answer that question. It argues that these practices boost emotional commitment and flow when used with the goal of improving employees' well-being, which in turn makes them more valuable resources for the work. On the other side, when performance is the goal, these practices might be seen as demands from the workplace, which can hinder emotional investment and the flow of work. Gaining a thorough grasp of how emotional intelligence may moderate the relationships among HIHRM practises, affective commitment, and flow is of the utmost importance. High-Involvement Human Resource Management (HIHRM) practises' effect mechanism is more understood and better understood thanks to this research. This study delves into the ways in which HIHRM practises are seen by workers and how these views impact their attitudes and experiences about the workplace. Wang and Shaheryar (2020) state that this study expands the idea of positive psychology within organisational settings by being the first research to demonstrate a relationship between High-Involvement Human Resource Management (HIHRM) practices and work-related flow.

The major purpose of this research was to examine the relationship between RNs' emotional intelligence and their ability to work together as a team in Jordan. This research surveyed 342 nurses from two hospitals in Jordan to compile its findings; it used a cross-sectional design and a quantitative technique. We used Arabic versions of well-established and validated instruments to measure emotional intelligence and communication amongst nurses as part of our methodology. The results show that 311 people filled out the survey, which is a response rate of 91%. Nurses' emotional intelligence was shown to be positively and substantially correlated with the subscales of nurse-nurse cooperation. There was a statistically significant difference in the mean scores of the communication subscale depending on gender and nursing





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unit, according to the study's results. The results of this study show that when nurses work together, everyone benefits. Nurses report more job satisfaction, higher retention rates, better patient care, and more efficient and productive healthcare overall. It follows that patients, healthcare organisations, and the healthcare system at large stand to gain from improved nurse cooperation, which in turn may have a good impact on the nursing profession. Notable is the study's clinical importance. Building a supportive atmosphere that encourages nurses to work together may greatly impact their efficiency and the benefits they experience as a result. Al-Hamdan et al. (2021) found that improving cooperation for patient care may be achieved by encouraging employees to actively participate in activities and by making collaboration an integral part of their assessment process.

Within private sector organisations in the Kingdom of Saudi Arabia (KSA), this study aims to examine the relationship between Emotional Intelligence (EI), Employee Job Satisfaction and Performance (EJSP), and the mediating role of Employee Engagement (EE). With a correlational design as its approach, the research study is defined by its quantitative aspect. In order to get the main data, 537 people from private companies in important cities throughout the Kingdom of Saudi Arabia (KSA) were surveyed. To test the suggested model, we used SPSS and Smart PLS, two statistical software programmes, to run a battery of statistical analyses. This study's results show that Emotional Intelligence (EI) is positively correlated with both employee happiness and performance. The research also shows that emotional fatigue (EE) is a mediator between emotional intelligence (EI) and the satisfaction and performance of employees. Furthermore, in this research, the moderating effects of gender, age, and years of experience on the characteristics of workers are different. A significant addition to the existing literature would be produced by the research investigation. In addition to shedding light on the effects of EI training on productivity and morale in the Saudi Arabian workplace, this study has far-reaching theoretical, practical, and methodological implications for the field as a whole. No prior research has been carried out on this subject in the Saudi Arabian setting as far as we are aware. This research intends to provide light on recent methodological developments in the field of emotional intelligence (EI) as a potentially honed talent. The key to a high level of performance and happiness at work is raising workers' emotional intelligence (EI) (Alferaih, 2021).

Employees' emotional intelligence and its effect on their work performance at Sri Lanka's state commercial banks is the focus of this research. An important goal of scientific research is to identify the elements that influence employees' performance on the job. Emotional intelligence, as seen in top-level executives, is a multi-faceted concept that includes theories on topics like motivation, empathy, self-control, and social cognition. Five primary hypotheses on the connection between emotional intelligence and success in the workplace were tested in this research. This study uses a quantitative technique for its investigation. A total of 153 management-level employees from Sri Lanka's Peoples Banks and Bank of Ceylon were surveyed, and 100 of them provided replies. After that, we used regression and correlation models to examine these responses. Emotional intelligence and job performance are positively correlated, according to the research. Managers' emotional intelligence and performance may be greatly improved by the organization's continuous training plan (Raisai et al., 2022).

In this investigation, the mediating function of trust was investigated using the hierarchical linear model. The research included transformational leadership, transactional leadership, trust in supervisor, and designated leader emotional intelligence as individual-level dimensions, and also examined designated leader emotional intelligence as a team-level variable. A real estate broker's productivity on the job was the subject of an investigation into potential links between personal and group variables. There was also an effort to determine if trust-oriented leadership mediated the connections between leader emotional intelligence, transactional leadership, transformational leadership, and employee success on the job. Leader emotional intelligence, transformational leadership, and transactional leadership were positively associated with individual job performance, according to the study's results. Furthermore, according to research





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conducted by Lee et al. (2023), the aforementioned three characteristics are positively associated with employee work performance via a mediator called confidence in supervisor. In light of the new mental health issues caused by the COVID-19 epidemic, this research intends to examine the connection between disclosure of information, productivity in the workplace, and psychological wellness. Knowledge sharing has the ability to lessen the negative effect on employee performance and boost mental wellness; this research aims to investigate this possibility by drawing on the theories of proactive coping and altruism. Within these linkages, emotional intelligence is seen as a moderator's duty. In order to verify the claimed links, two independent research projects were carried out in Vietnam and Australia. Both types of knowledge sharing are strongly linked to improved mental health, but the results show that information donation alone has a favourable effect on productivity in the workplace. Emotional intelligence was determined to have a key moderating function in the relationships between collecting and performance in Vietnam and between knowledge providing and good mental health in Australia. Using the tenets of position psychology, this research adds to what is already known about information sharing. Based on these results, practitioners should think about how to manage mental health issues and improve work performance in a way that doesn't break the bank (Prentice et al., 2023).

### Conclusion

Emotional intelligence has a substantial effect on manufacturing sector productivity in Nagpur, according to the research assessment. Results show that emotional intelligence helps with stress management, collaboration, and communication, among other things, in the workplace. Employees' efficiency and productivity have gone up as a result of these upgrades. Organisational strategies and human resource practices should prioritise emotional intelligence development to promote a more productive and harmonious work environment, according to the research. Although the study's results are insightful, it also points out where existing research is lacking, which means that further empirical studies are needed to fill in the gaps and better understand the impact of EI in various industrial settings. Manufacturing organisations in Nagpur may benefit from this review's emphasis on emotional intelligence's role in workforce development, which should lead to better organisational performance and happier employees.

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