



Predicting Behavioral Outcomes of Humans: The Role of Emotional Intelligence

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ABSTRACT

The powerful stimulator of desired human behavior is emotional intelligence. The current investigation makes an effort to look into the relative influence of emotional intelligence on the behavioral outputs of employees in diverse Bangladeshi organizations. The method of purposive sampling was used to collect responses from 412 participants. The author applied Emotional Quotient Index (EQ Index) as well as different measurement instruments to evaluate employees' emotional intelligence and their behavioral outcomes at the workplace. The data were analyzed with descriptive statistics, Pearson correlation, and linear regression. Quantitative outcomes from this analysis demonstrated a favorable relationship between emotional intelligence and desired behavioral outcomes, specifically, group cohesion ($r=0.72, p<.01$) and productivity ($r = 0.70, p <0.01$). Results uncovered a significant negative relationship ($r= -0.58, p <0.01$) between emotional intelligence and deviant workplace behavior. These exclusive outcomes will move academics, decision-makers, and industry leaders from a variety of businesses to foster emotional intelligence in them in order to achieve more preferable working outcomes and to defend against undesirable deviant conduct.

1. INTRODUCTION

In the present turbulent business world, the advancement and success of organizations are unquestionably dependent on human power (Monfared, Hematinejad, & Ramazaninejad, 2010; Shukla & Srivastava, 2016; Biswas & Zahurul, 2022). They have an unpredictable

repository of emotions that incorporates anger, joy, surprise, fear, eagerness, sorrow, jealousy, disgust, etc. (Kunananatt, 2004; Biswas & Rahman, 2022). In Bangladesh, all sectors and industries place a high value on emotional intelligence (EI). Perhaps it is more prevalent in other organizations, where the everyday play of human emotions is presented (Sinha, 2014; Biswas & Zahurul, 2022). Scholars have highlighted that EI has been connected to predicting human outcomes involving individual-level outcomes like job performance and deviant workplace behavior, group-level outcomes like group cohesion, and organizational-level outcomes like overall productivity (Devonish, 2014; Robbins & Judge, 2019; Biswas & Zahurul, 2022; Cuncic, 2022) at the work environment. According to the affective events theory (AET), positive and negative incidents can influence employees' emotions, which are crucial to dealing with workplace circumstances (Weiss, 2005). This theory stresses a linkage between the employees' emotions and responses to incidents that affect their performance at work (Bajaba, Azim, & Uddin, 2022). Hence, the inference of EI will become fruitful as emotionally intelligent managers can anticipate variations in behavioral outcomes of human resources and mitigate the negative motions of employees by mitigating their dissatisfaction and negative moods in positive ways (Suifan, Abdallah, & Sweis, 2015; Giao, Vuong, Huan, Tushar, & Quan, 2020; Kashyap, 2021; Biswas & Rahman, 2022; Cuncic, 2022; Gautam & Gautam, 2022).

Around the world, few investigations have unveiled the influence of emotional intelligence on human behavior at work, regardless of the significance of EI in the workplace. Furthermore, neither any previous studies have uncovered how EI affects human outcomes, particularly in the Bangladeshi working environment. Henceforth, the requirement for understanding employees' EI toward this issue, particularly concerning Bangladesh, is strongly considered in this assessment. To examine the influence, the study model incorporates four key variables as behavioral outcomes of employees, like deviant workplace behavior (DWB), group cohesion (GC), and perceived organizational productivity (OP).

The present study offers generous contributions. This study topic is new concerning Bangladesh, and this investigation will expand the current knowledge depending on the subject of EI to decide employees' behavioral outcomes in the working environment. By concentrating on how EI affects how people produce work in the workplace, the outcomes of this research will add to the body of literature. This investigation will give a clear picture of the dynamic environment that surrounds various associations in Bangladesh, which will help those associations grow and flourish there. Subsequently, there is a thoughtful need to examine the employees' outcomes related aspects in a non-western nation like Bangladesh, as maximum exploration has been carried out in the European setting so far (Wesselmann, D., Bagg, K. D. Williams, 2009; Nasir, Khaliq, & Rehman, 2017; Biswas & Rahman, 2022).

Hence, a theoretical framework has been created and outlined a single research question to study the connection mentioned above: 'What is the impact of EI on the behavioral outcomes of humans perceived by the employees working at different organizations in Bangladesh?' Therefore, the present research has sought to determine how EI affects employees' behavioral outcomes in Bangladeshi workspace.

2. LITERATURE REVIEW

Emotional Intelligence (EI)

EI is a smart idea that is being developed in psychology and is most likely the most contemporary type of intelligence in business management (Lubbadeh, 2020; Biswas & Rahman, 2021; Biswas & Zahurul, 2022). It is a secret factor in harvesting positive outcomes from organizational employees (Suifan et al., 2015). More than 130 years ago, Darwin inferred that "emotional awareness and expression play a major role in survival and adaptation, which remains an important axiom of EI to the present day, that is the use of emotions in tactical and

strategic reasoning, problem-solving and decision making” (Bar-On, 2005). Salovey and Mayer (1990) at first initiated the term ‘EI’ and depicted EI as “a form of social intelligence that involves the ability to monitor one’s own and other’s feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and action” (p. 189). Goleman (1995), an American psychologist, helped popularize EI into five parts: self-awareness, self-regulation, motivation, empathy, and social skills. Numerous studies have reported that managers with high EI may generate positive outcomes and get more outcomes from fewer employees (Kashyap, 2021). However, there is a legend that any sorts of emotion are problematic in the workplace (Robbins, Judge, & Sanghi, 2009).

Human Outcomes

Robbins and Judge (2019) have stressed human outcomes at three levels of inquiry (individual, group, and organizational), whereas individual-level outcomes like JP and DWB, group-level outcomes like GC, and organizational-level outcomes like OP. Among work behaviors, the positive outcomes are JP, GC, and OP, and the negative one is DWB (Robbins & Judge, 2019).

Deviant Workplace Behavior (DWB)

DWB is the discretionary conduct of employees that damages the organization’s standard (Spector, 2021; Jackson, 2022) and threatens the prosperity of an organization or its employees (Robbins et al., 2009). Five general categories of DWB are withdrawal (includes absenteeism and tardiness), abuse (bullying and harassment), theft, sabotage, and production deviance (Jackson, 2022). Spector (2021) stated that some DWB can be directed to insiders like coworkers or employers, while some might occur toward customers, patients, or the public.

Group Cohesion (GC)

GC measures how well group members get along and help one another at work (Robbins & Judge, 2019). As Hogg (1993) indicated, GC has various elements such as normative conduct, ethnocentrism, in-group trust, liking, respect, and intergroup differentiation (Biswas & Zahurul, 2022). The team is cohesive when members trust one another, seek out shared goals, and collaborate to meet these common objectives (Robbins & Judge, 2019).

Organizational Productivity (OP)

An organization is productive if it accomplishes its objectives by transforming inputs into outputs at the lowest cost. Thus, productivity requires effectiveness and efficiency (Robbins & Judge, 2019). Common inputs are things such as capital and labor. Common outputs can range from Gross Domestic Product to earnings before interest, taxes, depreciation, and amortization (Callahan, 2016).

Development of Hypotheses

Emotional Intelligence and Human Outcomes

There are ample shreds of evidence reporting that EI is positively related to human resource outcomes in organizations, including individual-level outcomes (Devonish, 2016; Makkar & Basu, 2017), group-level outcomes (Jani & Deepti, 2015; Black, Kim, Rhee, Wang, & Sakchutchawan, 2018; Zhang et al., 2020), and organizational-level outcomes (Callahan, 2016; Gainer, 2018). On the other hand, many studies found that EI is negatively identified with adverse outcomes for humans (Basoda, 2014; Robinson, Persich, Stawicki, & Krishnakumar, 2019; Adhikari, 2020). Suifan et al. (2015) also inspected the impact of EI on employees’ work outcomes in Jordan. The results revealed that EI positively and significantly influences their work outcomes.

Emotional Intelligence and Deviant Workplace Behavior

EI failure prompts employees to impulsively engage in DWB, which may cause enormous monetary expenses for organizations (Nair & Bhatnagar, 2011). Various examinations have discovered that employees with EI competencies can forgo themselves from engaging in bad conduct that would hurt the organization (Ying & Ting, 2013; Emami, 2014). Similarly, Robinson et al. (2019) analyzed the likelihood of participating in DWB by assessing differences in EI and found that workers who received higher EI scores were less inclined to interpersonal and organizational deviance. Likewise, Adhikari (2020) conducted a study to decide whether EI and DWB were significantly associated among teachers. The results showed that when EI expands, the DWB diminishes. In light of the above conversation, it is likewise speculated that:

Hypothesis 1: A negative relationship exists between EI and DWB perceived by the respondents.

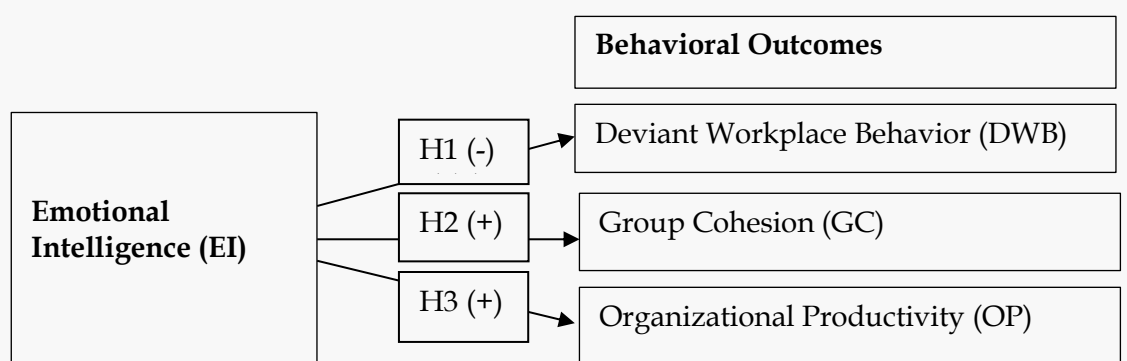
Emotional Intelligence and Group Cohesion

There is a great deal of evidence demonstrating that GC is greatly influenced by EI (Jani & Deepti, 2015). Similarly, Black et al. (2018) empirically examined how EI affected GC. The findings showed that GC was highest when group members displayed higher EI. The dynamic intervening mechanisms connecting group leaders' EI with group performance were also examined by Zhang et al. (2020). The findings showed that increasing GC through a group leader's EI could enhance group performance. When Bughao and Baltar (2021) examined how EI affected GC, they discovered a strong association between them. Therefore, by taking the lead from these contributions, it is hypothesized that:

Hypothesis 2: A positive relationship exists between EI and GC perceived by the Respondents.

Figure 1

Conceptual Framework



Source: Authors' Contribution, 2022

Emotional Intelligence and Organizational Productivity

Organizations are looking for strategies to increase productivity with EI in the current environment (Dhankar, 2015). Emotionally stable executives know what they are doing that jeopardizes the goal, which increases productivity (Kashyap, 2021). Several pieces of research explored the connectivity between EI and OP (Baloch, Saleem, Zaman, & Fida, 2014; Dhankar, 2015). Gainer (2018) also directed an investigation to explore the impact of EI on OP and showed that EI impacts productivity. EI is turning into a fundamental area of research to drive productivity. A study conducted by Rampton (2019) confirmed that in the process of improving productivity, EI includes recognition of the emotional state of self and others, which is found to play a critical role. Nnaemeka and Nicholas (2020) investigated the impact of EI on OP of selected petroleum firms in southern Nigeria. The outcomes of their study

revealed that EI improved the productivity of petroleum firms. In light of the foregoing discussions, the following hypothesis can be established:

Hypothesis 3: There is a positive relationship between EI and OP perceived by the respondents.

3. RESEARCH METHODS

The present study adopted a positivism research philosophy as it deals with a large number of samples and quantitative procedures. In addition, the purposive sampling technique was utilized to gather data and test hypotheses. This method is a popular method researchers use because it is extremely time and cost-effective compared to other sampling methods (Biswas & Zahurul, 2022). EI was used as an independent variable, and outcomes of respondents like JP, DWB, GC, and OP were used as the dependent variable in this investigation.

Participants

Employees at the senior, middle and lower management levels of various organizations (manufacturing, merchandising, financial, services, and others) in Chattogram city served as the target respondents. Out of 510 respondents, 412 (81%) valid responses were accepted; 19% were female, and 81% were male.

Sampling Design

Based on the purposive method, a non-probability sampling strategy was employed to acquire responses from specific branches after acquiring permission from a higher authority. This technique was adopted since less investment is required to arrive at a designated sample quickly (Uddin et al., 2017; Biswas & Zahurul, 2022). Similarly, particular branches were chosen by using the quota sampling technique. Saunders, Lewis, and Thornhill (2012) claimed that a minimum sample size of 383 should be used if the population has a size of 100,000 or more, with a 95% confidence level and a 5% error margin. Four hundred twelve relevant reactions are employed as the research sample in current studies.

Survey Instruments

To measure emotional intelligence as proposed by Goleman, a total of forty items from the EQ Index by Rahim et al. (1998a) was adopted. Likewise, deviant workplace behavior was measured with a 22-item scale to measure employees' perception of their supervisors' deviant workplace behavior developed by Robinson and Bennett (1995); and Appelbaum, Iaconi, and Matousek (2007). Employees were more deviant when their scores were higher. Similarly, group cohesion was assessed with a seven-item Group Cohesiveness Scale adapted from Dobbins and Zaccaro (1986), which was devised by Buchanan (1998). In addition, a seven-item scale adapted from Rahim (2008) was used to measure organizational productivity. All respondents were asked to rate their agreement with the statement using a Likert scale of 1 (strongly disagree) to 5 (strongly agree). The higher score revealed the individuals' higher EI.

Data Collection Procedure

To obtain data, questionnaires were given to 600 employees from a variety of enterprises at different levels. The researcher made many trips to explain the questionnaire-filling process to the participants. A total of 510 questionnaires were recovered. Following their examination, 98 questionnaires had to be rejected because of insufficient answers. In the end, 412 (or 80.78%) usable reactions were saved for further study. The authors later entered the raw data into the SPSS 23.0 program to examine each hypothesis.

Reliability and Validity

In this analysis, Cronbach's alpha was determined because it is a very trustworthy method for assessing the reliability of the scale (Hair, Anderson, Tatham, & Black, 2003; Biswas, Rahman, & Ferdausy, 2017; Biswas & Rahman, 2015; 2022). This scale has a value

between 0 and 1, but a fair value should be larger than 0.60 for the measure to be considered trustworthy (Cronbach, 1951; Malhotra, 2002; Biswas & Zahurul, 2022). The results of Cronbach's alpha coefficients of different tools have shown in the following Table 1:

Table 1*Result of Reliability Test (Cronbach's Alpha)*

Variable	Alpha	No of items
Human Outcomes EI	0.84	40
DWB	0.76	22
GC	0.83	07
OP	0.81	07

Note. N = 412

Source: Survey, 2022

In this research, criterion validity was assured and the entire instruments were translated into Bangla language. The accuracy of the translations was then determined by comparing them to the original text (Kaur, Sambasivan, & Kumar, 2013; Uddin et al., 2017). The validity of the instrument was established by in-depth examinations in several nations in addition to Bangladesh (Goleman, 1995; Biswas, 2018; Biswas & Rahman, 2015; 2017; 2021).

4. RESULTS AND DISCUSSION

Frequency distributions for demographic variables are displayed in Table 2.

Table 2*Frequency Distributions for Demographic Variables*

Demographic variables	Frequency	Percent
<i>Age</i>		
21-30	153	37.1
31-40	203	49.3
41-50	40	9.7
51-60	16	3.9
<i>Organization</i>		
Manufacturing	98	23.8
Merchandising	51	12.4
Financial	97	23.5
Service	157	38.1
Others	9	2.2
<i>Education</i>		
Bachelor	42	11.8
Master	310	87.4
<i>Gender</i>		
Male	334	81.1
Female	78	18.9
<i>Position</i>		
Top	49	11.9
Middle	322	78.2
Low	41	10.0

Note. N = 412

Source: Survey, 2022

Table 2 demonstrates that the maximum number of participants (49%) was between the ages of 31 and 40. 12% of the executives were in the upper ranks, 78% were in the mid, and 10% were in the lower ranks. 87.4% of participants (n=310) have earned master's degrees. The major industries were represented by organizational units: services (38%), manufacturing (24%), merchandising (12.4%), finance (23%), and other sectors (2.2%).

Table 3

Descriptive statistics and Correlations of Variables

Variables	Descriptive statistics			Correlations								
	Mean	SD	A	1	2	3	4	5	6	7	8	9
1. EI	4.31	.34	.84	1								
2. SA	4.10	.57	.80	.85**	1							
3. SR	4.25	.61	.83	.95**	.76**	1						
4. MO	4.36	.62	.80	.93**	.68**	.89**	1					
5. EM	4.39	.60	.82	.92**	.67**	.87**	.89**	1				
6. SS	4.20	.57	.74	.90**	.68**	.82**	.82**	.80**	1			
7. DWB	1.94	.79	.76	-.58**	-.52**	-.55**	-.53**	-.51**	-.54**	1		
8. GC	4.10	.38	.83	.72**	.57**	.70**	.67**	.67**	.64**	-.48**	1	
9. OP	4.36	.39	.81	.70**	.57**	.67**	.66**	.66**	.63**	-.51**	.79**	1

Note. N= 412; ** means that the correlation is significant at the 0.01 level (2-tailed); EI= Emotional intelligence, SA= Self-awareness, SR= Self-regulation, MO= Motivation, EM= Empathy, SS= Social skill, DWB= Deviant Workplace Behavior, GC = Group Cohesiveness, and OP= Organizational Productivity. Source: *Ssurvey, 2022*

The detailed results of the correlation coefficient are depicted in Table 5.2, where the mean, as well as the standard deviation for EI, were in accordance with the prior studies (Rahim et al., 2006; Biswas, 2018; Biswas & Zahurul, 2022; Biswas & Rahman, 2022). Examining Table 3 demonstrates that there are significant and positive correlations between EI and desirable human outcomes a) EI and GC ($r = 0.72, p < .01$), b) EI and OP ($r = 0.70, p < .01$), which means both EI and desirable human outcomes tend to increase together. The strength of association is strong (Evans, 1996). Table 3 also presents a significant and negative correlation between EI and undesirable human outcomes: EI and DWB ($r = -0.58, p < .01$) viewed by the participants. The relationship's direction is negative (EI is not associated with DWB), meaning that when EI increases, DWB decreases. The magnitude of the association is moderate (Evans, 1996). Thus, the results indicate that the employees who score high on EI will score low on DWB. In conclusion, the results suggest that there is evidence that EI may be a vital factor in enhancing desirable behavioral outcomes at different organizations in Bangladesh. The results of linear regression analysis regarding EI with behavioral outcomes of humans are shown in Table 4:

Table 4*Regression coefficients (EI and Behavioral Humans Outcomes)*

Dependent Variables	Unstandardized Coefficients		Standardized Coefficients	T-statistic Value	R ² Value	F-statistic (ANOVA)
	B	Std. Error	Beta			
DWB	-0.72	0.05	-0.58	-14.50**	0.34	210.36**
GC	0.76	0.03	0.72	20.60**	0.51	424.53**
OP	0.82	0.04	0.70	19.89**	0.49	395.45**

Note. N = 412; **means that the coefficient is significant at the 0.01 level (2-tailed); EI= Emotional intelligence; DWB = Deviant Workplace Behavior; GC = Group Cohesiveness; and OP= Organizational Productivity.

Source: *Survey, 2022*

In Table 4, the R^2 value represents how much of the total variation in the dependent variables (DWB, GC, and OP) can be explained by the independent variable, EI. R^2 results for desirable human outcomes: GC and OP are 0.51 and 0.49, respectively, which indicates that 51% and 49% of variances in GC and OP are explained by EI. Beta coefficients are calculated to determine how well an independent variable may predict a dependent variable. The unstandardized Beta coefficient values are significant and positive numbers for desirable behavioral outcomes: GC and OP (higher desirable outcomes are linked with higher EI). The standardized beta values for the desirable human outcomes are positive numbers. Both variables are highly significant ($p < 0.01$) according to the T-test. So, it can be said that they are different from zero. Thus, it can be concluded that regression analysis shows a positive and significant relationship (strong) exists between EI and desirable human outcomes as per Evans (1996) classification.

Conversely, Table 4 displays that the unstandardized Beta coefficient for undesirable human outcomes like DWB is negative numbers (-0.72) (higher EI is associated with lower DWB). The standardized beta value for DWB is 0.58, meaning that if there is an increase in EI, it is associated with a decrease in DWB by the magnitude of the beta coefficient. The result of the R^2 is 0.34 regarding EI and DWB. Hence, this result conveys that only 34% of variances in DWB are explained by EI. Besides, F values reveal that the model used can successfully predict the dependent variables overall. Thus, it can be concluded that there is a significant inverse connection between EI and DWB ($= -0.72$, $t = -14.50$, $p < 0.01$).

The research attempts to derive the impact of EI on the behavioral outcomes of humans in the workplace. The results of this investigation exhibited that there was a significant positive correlation (strong) between EI and desirable human behavior like GC ($r = 0.72$, $p < 0.01$) and OP ($r = 0.70$, $p < 0.01$) perceived by the participants. Regression analysis uncovered that EI clarified 72% and 70% fluctuations in GC and OP, demonstrating a strong effect size (Evans, 1996). On the other hand, the results of this examination reported that there was a significant negative connection between independent EI and undesirable human behavior like DWB ($r = -0.58$, $p < 0.01$) perceived by the respondents. In addition, regression analysis showed a significant negative relationship (moderate) between EI and DWB. Henceforth, all speculations were acknowledged. In this research, EI showed the most noteworthy and positive correlation with GC than other outcomes. Plenty of studies have documented that EI has an incremental validity to anticipate DWB, GC, and OP (Emami, 2014; Robinson et al., 2019; Adhikari, 2020; Dhankar, 2015; Callahan, 2016; Kashyap, 2021; Zhang et al., 2020) perceived by the respondents. Thus, this research establishes that EI is associated significantly with desirable human outcomes compared to undesirable human outcomes by providing emotional aid to employees during stressful situations in the work area.

5. CONCLUSIONS

The accompanying conclusion can be derived from the findings: First, the EQI and other scales had significant internal consistency. The second quantitative examination of this research exhibited that EI imparted significant positive relationships with desirable behavior and a negative relationship with the hostile conduct of workers. e) Third, the in-depth analysis demonstrated that of the five key factors of human outcomes, GC and OP shared a significant and positive relationship (strong) with EI. f) Fourth, a significant negative relationship (moderate) between the EI and DWB. The results of the linear regression test supported these outcomes as well. These outcomes specify that the senior management looking for more desirable outcomes and less unwanted deviant behavior in their organization ought to provide professional training to upgrade their officials' EI at the administrative level.

6. IMPLICATIONS

Currently, no investigation reports EI's impact on employees' behavioral outcomes to produce important empirical outcomes. From the theoretical insight, superior learning from this inquiry will provide a standard for linking EI to human outcomes, which may supplement the current literature. The basic theoretical improvement was the application of EQI and different instruments with a satisfactory degree of internal consistency. The important managerial implication of this study is that it will facilitate managers/supervisors of organizations to intensify their EI competencies so that it would bring a higher level of GC and OP, which will, thus, contribute more to mitigating unwanted outcomes like DWB. Moreover, knowledge gained from this investigation would exceptionally assist managers or business pioneers in handling workers' conduct with peculiar patterns by understanding the potential effect of EI on employees' work-related outcomes. Furthermore, Asian culture is prominent in emerging countries like Bangladesh; this survey provided social and economic traits of employees employed by various organizations, which will fulfill the requirement for conducting inquiries on Asian culture.

7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

One of the key constraints of this investigation was the adoption of the purposive sampling method, which might hamper the universal applicability of the investigation; hence, a future investigation should attempt to utilize the random sampling technique. Besides, the authors had to limit the sample size (n=412), which posed another constraint for this examination. In addition, different estimation tools were applied for measuring variables. Thus, the outcomes could give different results if other estimation instruments were utilized. Furthermore, few samples were considered from every industry. Hence, the pools of participants are less convincing. Future exploration ought to consider some selected organizations rather than the whole industry. Besides, another promising future research pathway may be to consider moderating/mediating variables to provide complete knowledge of EI and human outcomes. Further inspection should be carried out in dealing with how EI and human outcomes can be upgraded through training and development programs.

Conflict of Interest

The authors declare that there is no conflict of interest to disclose.

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