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The Impacts of Emotional Intelligence on Individual Performance and Work-Life Balance: A Conceptual Exploration

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Abstract

Emotional Intelligence (EI) 's impact on individuals' performance is a topic of interest among academics and is being utilized to explain its richness in professional and social connections. Meanwhile, work-life has been a crucial discussed topic among researchers and a focus of exploration across countries and spectrums. However, individual performance, as defined in this conceptual exploration in terms of emotional intelligence, has an impact on an individual's response to changes in workload, organizational commitment, and work engagement; where the term work-life balance is used to explain the impact of an individual's emotional intelligence on maintaining balance among personal life, family domains, and work domain. Although such studies have focused on the relationship among specific factors, there is limited research on how effective leadership is moderating these variables. This study, therefore, proposes a more comprehensiveness through Bar-On's model, ability model, and expectancy theory to expand and clarify the relationship between the variables and moderator. This paper claims that emotional intelligence is crucially nested in leadership, individual work performance, and the balance between work-life. Hence, the study proposed a theoretical framework that bridges EI with individual performance and work-life balance, where leadership is moderating all those variables.

Keywords: Emotional Intelligence, Workload, Organizational Commitment, Employee Engagement, Work-Life Balance, Leadership, Bar-On's model, Ability Model, Expectancy Theory.

Introduction

Emotional intelligence (EI) term has been advanced to describe the set of personal traits enhancing professional and social relationships. Developed by Goleman (1995) and Mayer et al (1997), EI elements encompass the interactions between one's professional and personal life. Empirical evidence indicates that EI impacts work-life balance measured by personal-family-work satisfaction (Sharma, 2014; Praya et al., 2019). Besides, emotional intelligence (EI) is a popular topic in organizational behavior and leadership to predict