



RESEARCH PAPER

**Influence of Emotional Intelligence (EI) on Resilience for the
Betterment of Work Performance (WP)**

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ABSTRACT

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The study focuses on work performance in organizations, as it is one of the major issues in modern workplaces. Research not only explored the basis of work performance, through empirical evidence, observation and analysis, but also, we collected data as of real time example. Now a days due to COVID-19 pandemic, and latest omicron variant spread is everywhere. Mostly peoples are hand to mouth and face adverse conditions economically. In any organization, management tries to achieve its objectives within limited resources. However, to manage workers and their work performance in order to meet the objectives is very difficult task. After establishing the grounds for research within stipulated area, a theoretical framework was drafted to conceptualize the nature of the proposed linkage. A sample of 223 was selected to collect data. After screening the data, and inputting in the software, various tests were employed to carry out analysis and then generate results. Conclusively, results show a significant impact of emotional intelligence on work performance, and the study recommends theoretical and practical implications.

Introduction

We live in an age where many of us are most familiar with the term organization, organization culture, company, society, associations, etc. That is formed for the particular purpose. To achieve the organizational objectives and compete the market or futuristic need, modern approaches, firm needs to improve the worker and their work performance. The rapid change in technologies, innovation, modern education and learning skills, professionals, etc that leads toward the development, productivity and betterment of work performance.

Human beings are first and foremost emotional creature, by nature. Emotions have an impact on them and can activate them. Emotions are the driving force behind their actions since they automatically inform us what is significant and what is not.

Major life incidents including illness, job loss, death, stress, negative life events, mood swings, mental health, office politics, leg pulling, low performance, etc all have been created as change events in the past. Workers face challenging environments working pressure, promotion, productivity, turnover, role specification, learning and practicing of the latest techniques and technologies. Peoples are impacted differently. Some experience long term laceration or trauma while other suffer notable short-term impairment and then there are those who experience little distress. These are those who consider as resilient.

The process of adjusting well in the face of hardship, trauma, or tragedy, negativity, mental illness or health problem, finance or stress at work is known as resilience. Emotional intelligence may well be directly connected to resilience. Emotional intelligence has been theorized by a number of authors contribute to people's ability to function effectively in groups and deal with job stress, and contribute to betterment of work performance by enabling them positive relation with work, motivation, effective teams, social capital and resilient skills.

According to the experts, emotional intelligence worker formed an emotional attachment to their organization and were also dedicated to their careers and tends to become more content with their jobs. Therefore majority of studies identified in the literature have looked on emotional intelligence connection to variables such as leadership, unity, professional success, motivation, business, etc. There have been few researches on emotional intelligence and its impact on work motivation and achievement.

When it comes to work performance, there are some common problems which are neither rejected nor neglect. It does not go without saying that work performance is one of the most important and severe complicated issue facing us today. It's a contentious issue that frequently divides people's views. The influence of Emotional intelligence on resilience for the betterment of work performance. In this study I took resilience as independent variable, and work performance as dependent variable whereas emotional intelligence as moderating variable.

According to many academics, resilience is defined as the ability to bend but not break, bounce back, and possibly even flourish in the face of adversity. It is capacity of dynamic system to adapt successfully to disturbances that threaten the viability, the function, or the development of that system. It keeps employees motivated in the face of adversity by increasing employee engagement and productivity.

According to American Psychology Associations classify that we can't decrease the information we receive, but we can classify our cognitive task to optimize the way we process that information. When a worker focuses on solving the problems rather than finding blames, they can reach a common ground and a constructive solution.

Change is uncomfortable but necessary. It is unexpected and surprises, but at the same time it is great challenge, problem solver, and added pressure to perform under new adverse conditions. New challenges are the opportunities not threats, trying to focus on problem solving techniques, logically and emotionally create awareness to resolve.

There are four main key elements of Emotional intelligence which are:

1. **Self-awareness:** Self-awareness of one's own emotions and ideas.
2. **Self-management:** The ability to control one's emotions.
3. **Social awareness:** The ability to comprehend how others are feelings.
4. **Relationships management:** Build meaningful relation and strong understanding with others.

By keeping this and practicing resilience skill, embrace the healthy thoughts, priorities the relations, learn from mistake, proactive approach makes the performance lead towards betterment.

Resilience is a word first used in 1620 by Mac Milligan dictionary and derived from the Latin word *resilire* which mean to recoil or rebound, the act of rebounding. Whatever the circumstances are in the organization only thing matter is resilience. If an employee is resilient by birth or develop the resilient skill, she/he will internally motivate to perform better. By the mid nineteenth century watchmaker use the term resilience refers to flexible qualities of internal components. Employees who are flexible in nature will fit in any sort of organizational culture.

"Bad thing happens" as Bannano et al put it. Nobody escapes the adversities of life. Accept the change as a challenge by utilizing their potential resilient skill and channelized the emotions will automatically leads to better work performance. Emotions precede thoughts. When emotions run high they change the way our brain function. Emotions assume a hypercritical role in human natural selection and adaptation as they impact how we see, comprehend, and acknowledge our surroundings.

It can be because of the importance of emotions, scientists began researching human abilities to comprehend their own emotions, recognize them in a useful way, and regulate and control them. (Salovey & Mayer, 1990). They coined the term "emotional intelligence," and it has since spread to practically every corner of the globe.

The term emotional intelligence was first used by Wayne payne (1986). In his doctoral thesis, *A study of emotion: building emotional intelligence; self-integration, connecting to fear, pain, and desire*, he came up with the term Emotional Intelligence and then the term emotional intelligence used by two researchers Peter and John in their article. "EI is a type of social intelligence that entails the ability to monitor one's own and others' moods and emotions, to distinguish between them, and to utilize this information to guide one's thinking and action," they claim. (Salovey & Mayer, 1990, p. 189). In practically term, emotional intelligence means being aware emotions can impact people negatively or positively and drive our behavior and learning how to manage our and others' emotions.

Emotional intelligence is now considered important in practically every part of the world. Many people and researchers have authored numerous periodicals, books, newspaper articles, scientific experiments, and other materials in response to

it. Furthermore, a Google search for the term "emotional intelligence" yields up to 17,000,000 results (4th July 2017), demonstrating how EI is an important element of today's culture.

Performance of an employee in any organization either public or private is significantly leads to organizations success. Training, development and work performance are considered to be essential elements but at the same time technological advancement and modern approach to an increase competition among organization and sustain the competitive position in the market. Previous research explain that good performance occurs when the work place develops certain qualities that leads the worker to perform better at work by fully utilizing their potential. Many researchers claim that employee motivation plays a crucial role in the work performance. The current study proposes that employees would be able to perform better if they are resilient in nature. This study also aims to investigate if emotional intelligence acts as moderator between resilience and work performance, respectively.

The world is big. And when we are talking about organization or corporate or business, everyone is intertwined, "Everybody has to care about macroeconomics and the global economy". International organization faced multifaceted difficulties; work performance is one of them. In order to create a productive work environment, international Organizations have begun to employ new management techniques, working and researching on psychology of the employees to overcome this deficiency. Same way in Pakistan the problem of work performance is present in all sectors i.e banking, telecom, and education mostly in HR and Marketing department.

Literature Review

Resilience

According to Grant & Kingman, (2014) Resilience is complicated and mixed construct. We can Say that it's a person ability to recover from hardship and respond appropriately. Resilience to a particular issue has been associated to the elasticity in metal (Lazarus, 1993). It built capacity to be creative, productive resourceful while dealing with changing circumstances. It is a quality of recovering quickly, new opportunities to grow and personal development. The ability of people to deal with adversity, tension, pressure, and demand made of them described by Howe (2008). It all relies on how well individuals "understand, evaluate, access and tackle stresses and challenges"(Howe, 2008 P. 107).

Resilience is view as an important factor of well-being. Resilience does not imply the absence of stress or trauma; in fact, it necessitates stress and trauma. Humans have a remarkable ability to adapt when confronted with a problem. According to Woodworth By seeing the glass as half-full rather than half-empty, you can build a positive, ideal leadership style. Resilience is extremely crucial for survival a happy and healthy life. We can rise above adversity and feel that we can survive and even prosper because we have persevered in the face of adversity by refusing to let circumstances get the best of us and keep us down. We can moderate the strength of our emotions and become more resilient if we believe that we are not broken by events at any particular time.

Emotional Intelligence

Emotional intelligence is the ability to control emotions and manage how we respond to difficult situations, feelings of overwhelm, anger, or discouragement. One thing we should keep in mind while dealing with people is “we are not dealing with creatures of logic but the creatures of Emotions” Emotions are essential components of who we are as humans. Howe, (2008,P 1) described humans are indeed “creatures saturated by feeling”. However, we are more able to understand our feelings; we will be more skilled, more social.

In order to become more emotionally intelligent self-awareness, emotional management, motivation, empathy, relationship management is very necessary. Workers who are good at emotional intelligence are also good at the responses needed to be more resilient and create a good social networking. According to Tewari P. S. N. K (2004), Emotional intelligence is made up of a set of skills can be improved through education. School serves as prime location for the promotion of Emotional intelligence.

Thorndike, (1920), the concept of "social intelligence," which implies the ability to understand and manage men and women, boys and girls to act intelligently in human relationships, is the source of identified emotional intelligence. It is the foundation for personal attributes such as self-assurance, personal growth, personal integrity, and awareness of one's own strengths and weaknesses. Resilience in the face of change, self-motivation, endurance, and the ability to get along with people are all qualities to possess.

Work Performance

Work performance is the key indicator whether the organization is doing good or not. Work performance is an important factor that must be considered when talking about the productivity. Not only reaching the best work performance is a challenge, but to continue that performance is a big challenge in today's world. A strong organization will always attract and retain talent. Work performance has a significant role in an organizational growth and development. According to Armstrong (2006), it is the job of management to foster a high-performance culture, while Cruman and Saks (2011) believe that performance management is an important part of efficiency. Work performance depends on employee's skill. The employees are skillful and resilient in nature then their performance will be better.

According to Ind, 2007, the employee spend more time within the organization, the more familiar they get with its practices, the more they learn and the more their value increased. Enhanced organizational work performance can lead to increased organizational effectiveness and success. (Korkaew & Sutjinee, 2012). The Quality of work, punctuality, performance, and end productivity, according to Baytos & Kleiner (1995), are accurate parameters to measure work performance. Effective training productivity HR judgments are as other aspects to measure (Gatewood & Field, 1998).

Emotional Intelligence and Resilience

Emotional intelligence functions as a changing agent, regulating and guiding team emotions, assisting in conflict resolution, and promoting adaptability, resilience, and, as a result, a stronger work culture. Before regulates people's emotions a person must have understanding these emotions. Emotional intelligence, according to Goleman, can be as strong as, if not more so, than IQ in predicting life success.

Resilience is a learnable skill. Anyone can become more emotional resilient if they work on it. Training attention and awareness is the most crucial activity for increasing resilience. (Mayo Clinic, 2008), making a conscious effort to be more purposeful and intentional will help to reduce negativity and focus attention on more important things. In addition to increasing resilience and emotional intelligence, focusing on this exercise in training will reduce tension and anxiety while also improving work performance.

According to Alecia Moore Resilience is a muscle that can be exercised; it will take less effort to get over the emotional punches each time if you stretch it enough. It's not about winning the battle when it comes to emotional resilience. It is the ability to push through a storm while maintaining control of the sail. Because we are in the midst of a technological revolution, we must adjust to changes that have never been in our lives before every five to ten years. Digitalization, influence from social media changing professions to adapting, competition it is now natural to feel emotionally bound at times.

According to Mariano, (2003) Emotional resilience is a way of life that is intertwined with self-confidence, self-awareness, and improved cognition. It isn't a "bend but don't break" quality; rather, resilience is recognizing that "I am broken and continuing to grow with the broken pieces." With the right knowledge, training, and drive, emotional resilience can be built. When coping with occupational risks or tumultuous relationships, emotional resilience allows you to not only deal efficiently with the circumstance but also shield yourself from emotional catastrophe. We can lose our emotion when we become engrossed in the daily stresses of life. Even a minor shift in the task might cause us to fear and become anxious.

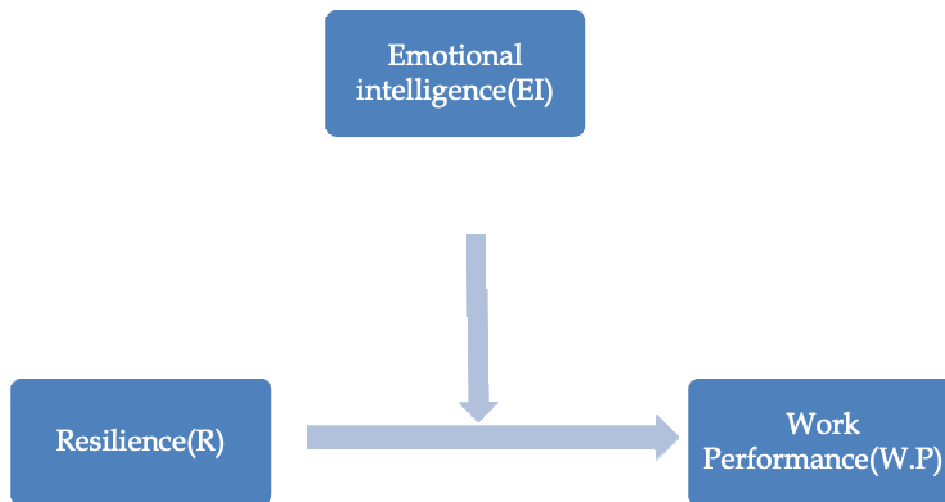
Barry says in his book, 'Emotional resilience: How to safeguard your mental health' (2018) with the correct instruction, we can all grow into emotionally mature and mentally mature human beings. Some people are born with more resilience and emotional intelligence than others.

Resilience and Work Performance

Work environment, which is constantly changing with the innovation of technology, a high level of EI are required for successful interfacing among professionals and improving work performance. The most important quality to emphasize in the workplace is resilience. It is a simple fact that the majority of educated and capable individuals will fail at some time in their careers owing to a lack of resilience. This is where resilience comes in; it may help employees understand where they fail, where they are weak, and what they need to work on, allowing them to come up with a strategic plan for progress and be ready to take on the problem as an opportunity.

According to Youssef & Luthans, (2007) Promotions are great occurrences, but they often come with more responsibility and stress, and they can demand just as much perseverance as dealing with a setback. Whether you anticipate positive or bad change, it's a good idea to cultivate resilience in order to be ready to adjust. Employees that lack resilience will be unable to manage successfully will become demotivated, and their work performance will suffer.

Theoretical framework



The emotionally intelligent leader plays a vital role by adopting resilience skill to make work performance efficient as well as more effective. Emotional intelligence is defined as the capacity to accurately identify, managed, value, and articulate emotions and generate feelings to regulate the emotions by promoting emotional, intellectual growth and practicing resilience. Resilience is the outcome of successful adaptation in challenging and threatening situations. It reflects an individual's personal attributes that enable them to thrive in the face of hardship. A great leader figure out how to bring the best in others whatever the situation is, how to succeed no matter what life throws at them, emotionally and logically the leader tackle all the situation make the work performance better. The purpose of this research is to look into the relationship between resiliency and work performance, as well as the impact of emotional intelligence on both.

Hence the following are Hypothesized

H1: Resilience has a significant and positive impact on work performance.

H2: Emotional intelligence moderates the association between resilience and work performance.

Material and Methods

The methodology of the study defines the Research design, which is used to conduct the study. The purpose of this study was analyze the relation between resilience and work performance, in particular by verifying the moderating role of Emotional intelligence in relation between resilience and work performance. The plan, through which we gather research participants (subjects) and collect

information from them, according to Welman Kruger (1999: 46), is known as research design.

This research investigates the effect resilience on work performance in Financial Sector. For this purpose Insurance companies are selected. Basically, Insurance is a contract in which an individual or entity receives financial protection or reimbursement from an insurance company in the event of a loss. Insurance coverage comes in a variety of shapes and sizes. The most prevalent types of insurance are life, health, house, and car. It is critical to focus on three key components when choosing the best policy: the deduction, the premium, and the policy limit.

Population and Sample

The study focused on the Insurance companies of Pakistan, which are approximately 65. The targeted population was the unit manager of approximately 50 insurance companies in Islamabad and Rawalpindi, Pakistan.

As the sample is a subset of that population's individuals, objects, or events chosen at random. A sample of unit managers, was used in the research outlined previously. The sample selected for the population is 385. Due to limited time and efforts non probability distribution is adopted, in which convenient sampling technique is selected.

Instrumentation and Data Collection

The data was collected using the questionnaire which is attached at the end of this paper. This questionnaire is based on five points Likert-Scale. The questionnaire has four sections. In the first three sections the respondent has tick the box which reflect his/her degree of agreement. And the last section asses the demographics (personal information of the respondents).

According to the HOE (2008) a sample of more than 200 respondents is sufficient for data analysis, but according to ROSCOE (1975) a sample size 30 - 500 is applicable. The total 350 questionnaires were floated through different sources. From which 270 were received and 47 were dropped and 223 were used for the analysis of the data.

Data Analysis

According to Antonius (2003:2), data is information that has been gathered in a methodical, structured, and recorded manner in order for the reader to efficiently analyze the material. As a result, rather than being collected at random, data is retrieved in response to specific problems that the researcher wishes to address. Schostak & Schostak (2008:10) articulate the essences of data capture well when they say that data are not presented as fixed, but are accessible to reconfiguration and thus numerous ways of perceiving, finding solutions to issues one wishes to answer. It is the process of giving order, structure, and meaning to a massive amount of data, according to Marshall and Rossman (1999:150). It's described as a difficult, ambiguous, time-consuming procedure that's also creative and exhilarating. The process of making sense of, analyzing, and conceptualizing data signifies a search

for universal claims among categories of data in general, although it does not proceed in a linear fashion (Schwandt, 2007:6).

Data analysis is the most crucial part. Data analysis summarized the collected data. It involves interpretations of data gathered through questionnaire. After collection, data was entered in SPSS (Statistical package for the Social Science) software. Different test were applied to check the validity, reliability and hypothesis testing. Both hypothesis were accepted in the result of hypothesis testing.

Descriptive Statistics

Descriptive analysis is the most basic and often used type of data analysis, and it involves describing, summarizing, and discovering patterns using existing data and computations such as mean, median, mode, percentage, frequency, and range. The properties of a data set are summarized and organized using descriptive statistics. A data set is a collection of replies or observations from a group of people or a population. After data collection, the first step Respondents were asked to answer questions about their gender, age, education, and experience in section IV of the questionnaire so that the researcher could create a profile of the study population. The below table shows the descriptive analysis:

Table 1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	223	1.00	4.00	1.8520	1.05292
Gender	223	1.00	2.00	1.5157	.50088
Education	223	1.00	3.00	2.8969	.38337
Experience	223	1.00	2.00	1.7130	.45338
Valid N (list wise)	223				

The mean and standard deviation of age, gender, education and experience has been clearly shown in the above table, which proving that the respondents fully comprehended and agreed on the claim.

Inferential Statistics

Statistical inference is the process of drawing inferences about population based on data from a sample of that population. Inferential statistics use a random sample of data from a population to characterize and infer about it.

Demographic Analysis

The collection and analysis of data about the general characteristics of certain populations is known as demographic analysis.

**Table 2
Demographic Variable (Gender)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	107	48.0	48.0	48.0
	female	116	52.0	52.0	100.0
	Total	223	100.0	100.0	

The above table shows total of 223 people responded to the survey, with 223 of them indicating their gender. 107 of the 223 responders were male, while 116 were female. The pie chart shows the clear picture of gender of the respondents.

Table 3
Demographic Variable (Age)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30	116	52.0	52.0
	31-40years	50	22.4	74.4
	41-50years	31	13.9	88.3
	above 50	26	11.7	100.0
	Total	223	100.0	100.0

Only 223 people responded to the question about their age. The respondents were 116(52%) below 30, with the 31-40 years being 50(22.4%), the 41-50 being 31(13.9%) and above 50 are 26 (11.7%). Let's have a look on a pie chart of age variable which clearly show the age of respondents.

Table 4
Demographic Variable (Experience)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 3 year	64	28.7	28.7
	3 or more years	159	71.3	100.0
	Total	223	100.0	100.0

According to Hackett (1996:6), the length of service can be used to assess organizational stability. 64 people who answered this question had less than 3 years of insurance experience, indicating a significant amount of time in the industry. The person with the most experience had more than 3 years of experience. The pie chart depicts the service experience of the respondents accurately.

Table 5
Demographic Variable (Education)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	high school	6	2.7	2.7
	bachelor degree	11	4.9	7.6
	Master	206	92.4	100.0
	Total	223	100.0	100.0

For this study, respondent's educational attainment was particularly important. The majority of the respondents had a master's degree, with 11(4.9%) having a bachelor's degree. Let's have a look on pie chart of education of the participants.

Reliability Analysis

Reliability refers to how consistently a method measures something. According to Nunnally (1978), the term "reliability" refers to the consistency of a

measurement under a variety of conditions in which the results should be obtained. Lee Cronbach established Cronbach's alpha (or coefficient alpha) in 1951 to quantify reliability. If its value is greater than 0.6 we claim it is good and acceptable but if its value is less than 0.5 we claim it is unacceptable and there is some problem in instrument. The instrument reliability tables are given below:

Table 6
Reliability Statistics (Resilience)

Cronbach's Alpha	N of Items
.851	25

The above table shows the reliability statistics of resilience. There were total 25 statements about the resilience. As in the table Cronbach's Alpha is 0.851 which is close to 1, it means we can claim it's good and acceptable.

Table 7
Reliability Statistic (Emotional Intelligence)

Cronbach's Alpha	N of Items
.717	15

The above table shows the reliability statistics of Emotional intelligence. There were total 15 statements about the Emotional intelligence. As in the table Cronbach's Alpha is 0.717 which is close to 1, it means we can claim it is good and acceptable.

Table 8
Reliability Statistics (Work Performance)

Cronbach's Alpha	N of Items
.867	13

The above table shows the reliability statistic of Work Performance. There were total 13 statements about the Work Performance. As in the table Cronbach's Alpha is 0.867, which is close to 1, it means we can claim it is good and acceptable.

Correlation Analysis

Correlation Analysis is a statistical method for assessing whether or not two variables are linked and how strong that correlation is. A correlation coefficient is a numerical number assigned to a relationship. A correlation coefficient's value ranges from -1 to 1. A "0" implies that the variables have no relationship, while a "-1" or "1" indicates a perfect negative or positive correlation. The correlation of variables in the table given below:

Table 9
Correlation Analysis

	Resilience	Emotional intelligence	Work Performance
Resilience	Pearson Correlation	1	
	Sig. (2-tailed)		

	N	223		
Emotional intelligence	Pearson Correlation	.073	1	
	Sig. (2-tailed)	.279		
	N	223	223	
Work_Performance	Pearson Correlation	.122	.056	1
	Sig. (2-tailed)	.070	.407	
	N	223	223	223

Regression Analysis

Regression analysis is the statistical method used to find out the relation between more than 2 variables in parametric test. It strengthened relationship between the variables. It's a technique for detecting the data patterns. Regression is the "best guess" at making a forecast from a collection of data.

Table 10
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.130 ^a	.017	.008	.57410

a. Predictors: (Constant), Emotional intelligence, Resilience

Regression gives R squared value. This value indicates how good our model is. The values range from 0 to 1, with 0 indicating a bad model and 1 indicating an excellent model. The value of r is .130 and r squared is .017.

Table 11
Coefficient of Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.249	.360		9.032	.000
1 Resilience	.117	.066	.118	1.762	.079
Emotional intelligence	.054	.076	.047	.704	.482

Dependent Variable: Work Performance

Table 13
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.147 ^a	.022	.008	.57409

a. Predictors: (Constant), Moderation, Emotional_ intelligence, Resilience

After analyze the regression analysis with moderating variable the r squared vale is 0.022 which is less than 1, indicates that emotional intelligence moderates the positive association between resilience and work performance.

Table 14
Coefficient of Regression with Moderation

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.640	1.638		1.001	.318
1 Resilience	.561	.446	.566	1.258	.210
Emotional intelligence	.498	.448	.439	1.112	.267
Moderation	-.122	.121	-.619	-1.007	.315

a. Dependent Variable: Work_Performance

Hypotheses testing

Hypothesis testing is a technique for establishing whether the results of a research study back up a specific hypothesis that applies to a group of people. For that purpose two hypotheses were generated.

Table 12
Hypotheses Testing

Hypotheses	Accepted/ Rejected
H1: Resilience has a significant positive impact on work performance.	Accepted
H2: Emotional intelligence moderates association between resilience and work performance.	Accepted

The above table shows that both hypotheses are accepted, it is clear that there is the significant positive relation between resilience and work performance. Emotional intelligence acts as influencer between resilience and work performance. Both hypotheses are approved.

Conclusion

The impact of Emotional Intelligence on resilience for improved work performance is examined in this study. The findings reveal a positive relationship between emotional intelligence and resilience. The findings of this study show that both resilience and emotional intelligence contribute to organizational success and increase job performance. Emotional intelligence has a beneficial effect on resilience. Managers with a high level of emotional intelligence can spot talent within their personnel. This characteristic of the boss improves staff resilience and performance. Employees that are more resilient and able to manage their emotions are more likely to be driven to accomplish and succeed, as well as to perform better. Resilience isn't a one-size-fits-all quality. Employees that are flexible, adaptable, and persistent can tap into their full potential.

Recommendations

On the basis of conclusion, it is important to know that in any organization emotional intelligence and resilience is very important skill which can be learned or practiced through different online practical exercises or designing and provide training to their employees. This will help and enhance the skill of self-awareness of the employees. Any person who is very capable in this dimension can motivate

others to accomplish better by directing their emotions in a positive direction and improving their performance. It is recommended that future researcher may add the 4th variable like motivation and will need to address the potential impact of emotional intelligence on performance. This research could be done on other sectors also like production, banking etc. The future researcher may also compare the variables emotional intelligence and resilience, which is highly effecting the work performance.

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