

Emotional Intelligence and Self-Esteem in the Workplace: A Review of Literature

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ABSTRACT

This paper studied the impact of emotional intelligence (EI) and self-esteem (SI) on employees' workplace dynamics. A systematic review can benefit the area by identifying the terminology and measures used by researchers and by highlighting the empirical gaps. We systematically reviewed quantitative and qualitative papers on EI and SE on employees' workplace dynamics published in English up from 2000 up to 2024. A literature search was conducted using prominent databases, including Springer, Scopus, ResearchGate, and Google Scholar, and 30 papers met the inclusion criteria. Within these, the themes explored how the EI and SE influence the emotional regulation, leadership styles, teamwork and satisfaction of the employees in the job. The findings suggested that employees with high EI are more aligned at managing interpersonal relationships, improving trust and adapting to the organizational changes which lead to the enhancement of their work productivity. Moreover, SI appears to play a crucial role in making decisions and effectiveness to leadership style, contributing to the job fulfillment and workplace commitment. We conclude that research has consistently shown a positive relationship between EI and SI on workplace productivity. Future directions and suggestions that could be looked at within the field are discussed.

Keywords: *Emotional Intelligence, Self Esteem, Productivity, Motivation, Organizational*

Emotional Intelligence (EI), stated by Goleman (1988), refers to the capacity of recognizing our own feelings and those of others, for motivating ourselves and for managing our own emotions well in ourselves and in our relationships. In contemporary era, Emotional Intelligence has been taken the center focus for researchers and practitioners, to recognizing its capacity to support various aspects of the workplace dynamics, including performance, teamwork, leadership, and overall organizational success (Olsson, 2024).

In today's world professional environment, conflicts between managers and employees have become increasingly common. The root causes of these conflicts often stem from the lack of the Emotional intelligence among managers, which limits their ability to understand the

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emotional and psychological states of their employees. In addition to the growing burden of work, compounded by low self-esteem among employees, has significantly reduced their capacity of manage tasks effectively. This combination of high stress, emotional neglect, and unaddressed conflicts not only leads to decreased productivity but also contributes to the alarming threat of workplace tragedies. For instance, recent reports have also highlighted the tragic deaths of several employees who succumbed to work pressures in major corporate hubs like Bengaluru and Gurugram (The Times of India, 2024). In another case, an employee in a prominent Mumbai-based company took his own life, citing unbearable work stress, mental pressure, and lack of support from the management authority (Hindustan Times, 2024). Such incidents shed light on the critical role that emotional intelligence and self-esteem not only play the managing workplace performance but also in safeguarding employees' mental health and well-being. Emotional intelligence, with its core components of self-awareness, empathy, social skills, self-regulation, and motivation, has been proven to be a crucial factor in fostering a healthy work environment. Similarly, self-esteem enables individuals to approach challenges with self-confidence, assertiveness, and resilience, thus promoting more constructive workplace interactions.

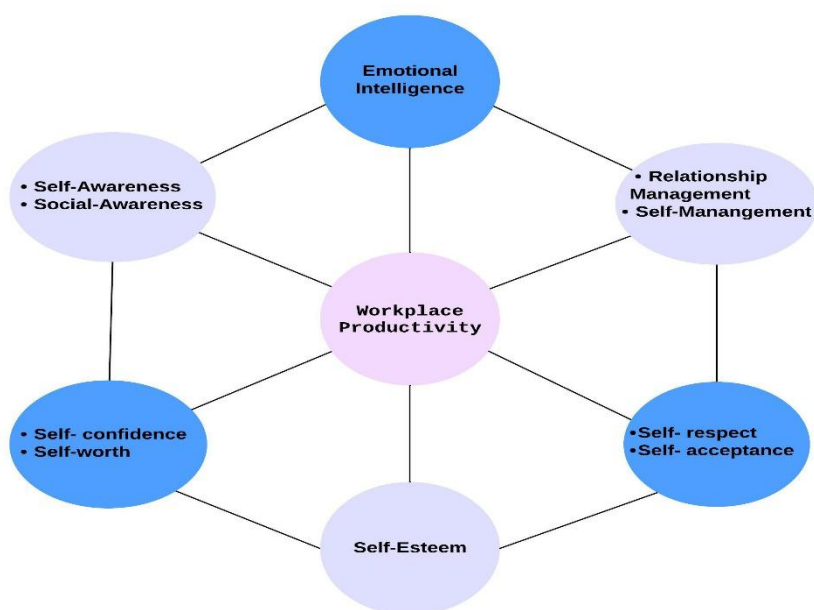


Fig 1: An interplay between various factors influencing workplace productivity

Managers who possess high EI are better equipped to understand and manage their employees' emotions, fostering a supportive environment that boosts morale and productivity. Similarly, self-esteem enables employees to handle work stress more effectively.

Goleman proposed a model comprising four core components of EI—self-awareness, self-management, social awareness, and relationship management each crucial for enhancing individual and collective performance in organizations-

- **Self-Awareness:** The ability to recognize one's own moods, emotions, drives, and their impact on others.
- **Social-Awareness:** The ability to understand the emotional make-up of other people and the skill involved in treating others according to their emotional reactions.
- **Relationship Management:** The proficiency in managing relationships and building networks and an ability to find common ground and building rapport.

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- Self-Management: The ability to control or direct impulses, moods, and suspend judgements; to think before acting.

Rationale of the study

The increasing incidence of mental health issues in the workplace, particularly stress-related conditions such as anxiety, burnout, and, in severe cases, suicide, has emerged as a critical issue for organizations globally. Tackling these challenges is not merely a question of ethical duty but also a crucial strategic concern, as the well-being of employees is closely linked to their performance, overall productivity, and the long-term success of the organization. This research aims to investigate the important roles that emotional intelligence and self-esteem play in alleviating these issues and creating a mentally healthier work environment. Emotional intelligence (EI), which includes self-awareness, self-regulation, motivation, empathy, and social skills (Salovey & Mayer, 1990), provides individuals with essential tools to effectively handle workplace stress. Self-regulation, a fundamental aspect of EI, helps employees manage their emotional reactions, minimizing impulsive behaviors and encouraging thoughtful decision-making in stressful scenarios (Holdford, 2009). Furthermore, empathy and strong interpersonal skills promote positive relationships among colleagues, fostering a supportive and collaborative atmosphere that helps mitigate stress and enhances feelings of belonging (Improving Relationships at Work with EQ, 2024). Additionally, employees who exhibit high emotional intelligence are more adept at navigating intricate social situations, resolving conflicts in a constructive manner, and developing robust professional networks, all of which contribute to a healthier and more fulfilling work experience. Self-esteem, defined as an individual's personal assessment of their value, is vital for resilience and coping with workplace difficulties. Individuals with strong self-esteem tend to have increased self-confidence, which allows them to tackle challenging tasks and recover from setbacks without succumbing to feelings of inadequacy or doubt. This resilience is crucial in lessening stress-related mental health concerns, enabling individuals to recover from challenges and maintain a positive perspective even in high-pressure situations. Moreover, individuals with strong self-esteem are empowered to voice their needs, seek assistance when needed, and set healthy boundaries, all of which help protect their mental well-being in the face of work-related pressures. This study aligns with the 2024 World Mental Health Day theme, "Mental Health at the Workplace," highlighting the growing acknowledgment of the significance of mental well-being in professional environments. By conducting a systematic review of the existing literature on emotional intelligence and self-esteem, this research aims to provide evidence-based insights into their roles in lowering workplace stress and promoting overall mental health. The outcomes of this study will aid in developing targeted interventions and strategies that organizations can implement to foster supportive work environments, enhance employee mental well-being, and ultimately decrease the tragic rates of suicides associated with workplace stress. The aim is to move beyond mere recognition of the issue to offer practical, actionable solutions that can significantly improve the lives of employees and the success of organizations.

METHOD

This study utilized a systematic approach to gather and review literature on emotional intelligence and self-esteem in the workplace. Keeping this objective in mind, relevant studies were obtained from multiple prominent databases, including Springer, Scopus, ResearchGate, and Google Scholar, along with various peer-reviewed journals related to organizational psychology and workplace dynamics. The search process focused on key terms such as "emotional intelligence," "self-esteem," and "workplace performance," which helped identify studies aligned with the research scope.

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An initial pool of 30 studies, all published after 2000, was selected to ensure the inclusion of recent and relevant research. Sampling utilized was convenient sampling. The criteria for exclusion included study quality, topic relevance, and the standing of the publishing journal. Research that lacked strong methodology, was published in non-indexed or low-impact journals, or did not sufficiently relate to the focus of emotional intelligence and self-esteem in workplace settings, was removed from the pool. Studies that were outdated or less pertinent to current organizational contexts were also excluded. As a result, seven studies were eliminated, leaving a final set of 23 high-quality papers. These studies were reviewed comprehensively, forming the core of the analysis in this paper.

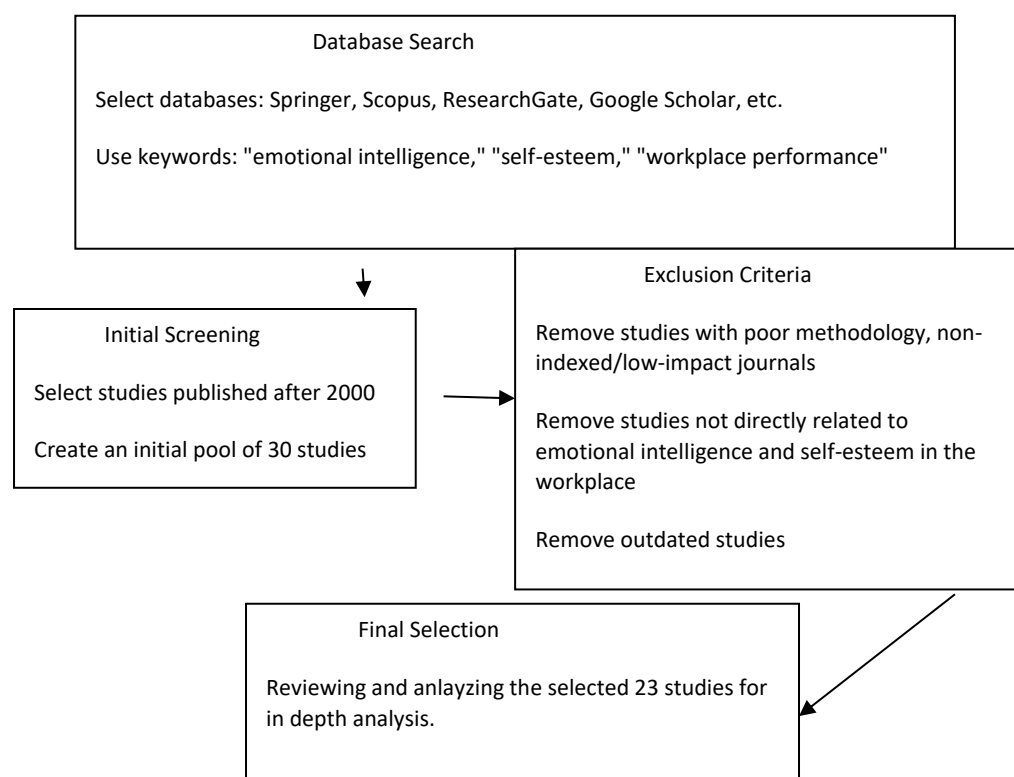


Fig: 2 (Framework describing the method)

RESULT

Table 1

S.N	Author / Year	Source	Title	Purpose	Findings
1.	Zainudin Abu Bakar Dr. / 2012	Procedia-Social & Behavioural Sciences	The Impact of Emotional Intelligence towards Relationship of Personality and Self-Esteem at Workplace	To identify the impact of mediators that can influence the relationship between the personalities of the leader with the self-esteem of employees	Emotional intelligence of leader has impact on the relationship between leader personalities with self-esteem of employees
2.	Yang Woon Chung / 2017	Journal of Workplace Learning	The mediating effects of organization- based self-esteem for the relationship between workplace	To investigate the mediating effects of organization- based self-esteem (OBSE) for the relationship between	OBSE mediates the relationship between workplace ostracism and helping behaviour, voicing behaviour, and in-role behaviour, while

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S.No	Author / Year	Source	Title	Purpose	Findings
			ostracism and workplace behaviours	workplace ostracism with helping behaviour, voicing behaviour, in-role behaviour, and deviant behaviour	OBSE partially mediated workplace ostracism and deviant behaviour
3.	Jason Thompson and Rapson Gomez / 2014	The Australasian Journal of Organisational Psychology	The Role of Self-Esteem and Self-Efficacy in Moderating the Effect of Workplace Stress on Depression, Anxiety and Stress	To study that the core self-evaluation components of self-esteem and self-efficacy	It emphasizes the importance of role stress variables in context of an interactive person/environment fit model
4.	Xiaolei Song Siliang Guo (3) / 2022	Frontiers in Psychology (Sec. Organizational Psychology)	The Impact of Negative Workplace Gossip on Employees' Organizational Self-Esteem in a Differential Atmosphere	To explore the correlation between negative workplace gossip and employees' organizational self-esteem	A negative workplace has a significant negative impact on employees' self-esteem
5.	Eun-Hye Han1, Yeongmi Ha2 / 2016	Journal of Korean Academy of Nursing Administration	Relationships among Self-esteem, Social Support, Nursing Organizational Culture, Experience of Workplace Bullying, and Consequence of Workplace Bullying in Hospital Nurses	To identify relationships among self-esteem, social support, nursing organizational culture, experience of workplace bullying and its consequences	Experiencing workplace bullying is evident in nursing organizations and it resulting in low self-esteem among nurses
6.	Su, Xiao-Ying; Wang, Ling-Yun; Zhang, Long / 2022	Social Behavior and Personality	Workplace relationships and employees' proactive behaviour: Organization-based self-esteem as a mediator	To understand employees' proactive behaviour using self-determination theory	Workplace relationships positively affected OBSE and employees' proactive behaviour, and OBSE played a mediating role in these relationships
7.	Xuhui Wang and Zahrotush Sholikhah / 2019	International Journal of law and Management	The role of spiritual leadership in fostering discretionary behaviours: The mediating effect of organization-based self-esteem and workplace spirituality	To examine the role of OBSE and workplace spirituality in the relationship between spiritual leadership and organizational citizenship behaviour (OCB)	It revealed a partial mediating role of the organization-based self-esteem as followers' motivational concept between spiritual leadership and OCB
8.	Jon L. Pierce / 2024	Journal of Management	Self-Esteem Within the Work and	To provide a review of more than a decade of	An individual's self-esteem may play a significant

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S.No	Author / Year	Source	Title	Purpose	Findings
			Organizational Context: A Review of the Organization-Based Self-Esteem Literature	research focused on organization-based self-esteem	role in shaping employee intrinsic motivation, work-related attitudes, and behaviours
9.	Christopher E. Whelpley and Michael A. McDaniel / 2016	Journal of Managerial Psychology	Self-esteem and counterproductive work behaviours: a systematic review	To examine the relationship between counterproductive work behaviour (CPB) and self-esteem	Global self-esteem is strongly related with CWB than organization-based self-esteem
10.	Shanice Jackson / 2019	Journal of psychology in Africa	Self-esteem: Its mediating effects on the relationship between discrimination at work and employee organisation commitment and turn-over intention	To examine self-esteem as a mediator of the relationship between perceived discrimination, employee intentions to quit, and affective organization commitment	High self-esteem is a predictor of affective organization commitment by improving a sense of workplace discrimination
11.	Judith R. Gordon / 2020	Emerald Insights	Organization-based self-esteem and work-life outcomes	To examine the relationship of OBSE to work-life conflict and enrichment	OBSE is significantly associated with work-life conflict while life-work enrichment turned out to be not significant
12.	Deepesh Rathore, N.K Chadha, Shailja Rana / 2017	Indian Journal of Positive Psychology	Emotional intelligence in the workplace	To capture the wide variety of researches done to prove the utility of emotional intelligence in the work setting	The predictive power of EI in work setting along with the popularity of EI as a construct to improve workplace performance is rapidly increasing
13.	Isabel Coronado-Maldonado a a , María-Dolores Benítez-M´ arquez / 2023	Heliyon	Emotional intelligence, leadership, and work teams: A hybrid literature review	The aim of this project is to use both quantitative and qualitative methods to analyze the literature on teams, leadership, and emotional intelligence (EI). Specifically, 104 peer-reviewed publications published between 1998 and 2022 will be examined for trends, themes, and important discoveries.	The study discovered that emotionally intelligent (EI) leaders have a favorable effect on team behaviors and business outcomes, as well as the attitudes of team members. Emerging themes including the impact of COVID-19, the conflict in Ukraine, VUCA/BANI settings, generational comparisons, artificial

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S.No	Author / Year	Source	Title	Purpose	Findings
14.	Leila Karimi ¹ , Sandra G. Leggat ¹ , Timothy Bartram ² , Leila Afshari ³ , Sarah Sarkeshik ¹ and Tengiz Verulava / 2021	BMC Psychology	Emotional intelligence: predictor of employees' wellbeing, quality of patient care, and psychological empowerment	The study's goal is to investigate how emotional intelligence (EI) affects workers' reported well-being, sense of empowerment, and productivity, particularly as it relates to the standard of care in an Australian elderly care facility in Victoria.	intelligence, and mindfulness on organizations were also noted. According to the study, psychological empowerment, wellbeing, and the standard of care that employees provide are all significantly predicted by emotional intelligence (EI), indicating that staff with greater EI are more likely to provide better patient care. The study adds to our understanding of the importance of emotional intelligence (EI) in promoting employee empowerment and well-being in the aged care industry.
15.	Shalini Srivastava , Richa Misra, , and Poonam Sharma / 2021	Journal of Health Management	Boosting Job Satisfaction Through Emotional Intelligence: A Study on Health Care Professionals	The empirical study aims to investigate whether gender moderates the association between job satisfaction (JS) and emotional intelligence (EI) among healthcare workers in the Delhi NCR region of India.	The study discovered that gender significantly moderates the link between EI and job satisfaction, and that EI dimensions have a significant impact on job satisfaction among healthcare professionals. Emotional intelligence has also been found to be important for providing high-quality medical treatment.
16.	Achmad Sudiro ¹ , Agung Nugroho Adi ¹ , Noora Fithriana ² , Muhammad Fajrul Iskam Fasieh ¹ and Mochamad Soelton / 2023	Cogent business & management	Towards emotional intelligence and quality of work life: Improving the role of work attitude	The purpose of the study is to investigate whether the relationship between emotional intelligence (EI) and quality of work life (QWL) among Indonesian employees is	The study discovered that while employee engagement and organizational commitment did not moderate the association between emotional intelligence and quality of work life, job satisfaction, job

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S.No	Author / Year	Source	Title	Purpose	Findings
				mediated by important workplace attitudes, such as job satisfaction, job involvement, employee engagement, organizational commitment, and perceived organizational support.	involvement, and perceived organizational support did. Additionally, the study was the first to test the Robbins Model of employment attitudes in Indonesia.
17.	Fan, X. (2024, July 17). Case Study: Emotional Intelligence at Workplace.	International Journal for Multidisciplinary Research	Emotional Intelligence at Workplace	The paper's goal is to emphasize how crucial emotional intelligence (EI) is for comprehending and controlling one's own emotions as well as those of others, especially in the context of the workplace.	Self-awareness, self-regulation, motivation, empathy, and social skills are the five main components of emotional intelligence, which is necessary for efficient emotion management. A high EI is very useful in the job since it improves abilities like communication and dispute resolution.
18.	Imane Messaoudi1 and Sana Sakale2 / 2024	International Journal of English Language Studies	Interpersonal Skills: A Gateway to Emotional Intelligence in the Workplace	The purpose of paper is to explore how emotional intelligence can be promoted through interpersonal skills, specifically in the workplace.	The paper found the interpersonal skills—such as understanding different communication styles active listening, assertiveness, trust-building, feedback exchange, and conflict resolution—that help enhance emotional intelligence. It stresses that personal interactions, when managed well, can significantly influence creativity, team dynamics, and overall workplace success.
19.	Amandeep Gill,Ashish Mathur,Shailendra	International Journal for	Exploring Emotional Intelligence and	The paper aims to examine the relationship	The study significantly found the associations

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S.No	Author / Year	Source	Title	Purpose	Findings
	Singh Bhadouria / 2024	Multidisciplinary Research	Workplace Environment Among Women Employees	between emotional intelligence (EI) and the workplace environment among female employees, focusing on how emotional intelligence impacts workplace relationships	between emotional intelligence levels and workplace ratings, with three distinct clusters identified based on EI and workplace ratings. However, linear regression analysis indicated that EI does not significantly predict workplace ratings. Factor analysis suggested that EI may be influenced by multiple factors, pointing to the need for further research to better understand this complex relationship.
20.	Sakshee Rastogi 1 and Dr. Manoj Agarwal2 / 2024	Journal of Informatics Education and Research	Emotional Intelligence among Banking Professionals	The paper highlights the importance of emotional intelligence (EI) in the workplace, emphasizing its role in fostering positive interpersonal relationships, improving employee morale, and enhancing organizational success, particularly in industries like banking.	The finding is to fosters positive workplace relationships and enhances productivity, but many businesses fail to adequately promote its importance. The evolving workplace, especially in sectors like banking, creates stress, negatively affecting employee morale and performance, emphasizing the need for emotional intelligence in navigating these challenges.
21.	Bushra Mahmood, Muhammad Ramzan, Javaria Zafar / 2023	Academic journal of social sciences	Examining The Mediating Role of Workplace Incivility Between Emotional Intelligence and Organizational Commitment	The purpose of the paper is to examine how workplace incivility impacts the relationship between emotional intelligence (EI) and organizational commitment, and to explore strategies for mitigating the	The study found that the emotional intelligence positively influences organizational commitment and that workplace incivility acts as a mediator in this relationship. It suggests that promoting emotional intelligence and implementing anti-

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S.No	Author / Year	Source	Title	Purpose	Findings
				effects of incivility.	incivility programs can help reduce workplace incivility and improve job-related outcomes.
22.	Urooj Shakeel Farhina Sardar Khan / 2023	Journal of Statistics & Management Systems	Influence of emotional intelligence on employees’ performance at work: An evidence from Indian banks	The study examine how emotional intelligence (EI) influences the work performance of employees in private sector banks in India and its potential impact on service delivery and conflict resolution	The study found that the higher emotional intelligence is positively correlated with improved workplace performance. It suggests that by investing in EI training, Indian banks can reduce conflicts, lower costs, and enhance service delivery, thereby improving customer satisfaction.
23.	Amandeep Gill, Ashish Mathur, Shailendra Singh Bhadouria / 2024	International Journal of Management and Humanities (IJMH)	Investigating Emotional Intelligence and Employees’ Well-Being in an AI-Enhanced Workplace	The study explores the relationship between emotional intelligence (EI), artificial intelligence (AI), and employee well-being in AI- enhanced workplaces.	The study found that the positive correlations between EI and AI, suggesting potential alignment in AI-driven environments, though slight negative correlations between AI and well-being highlight complex dynamics. It emphasizes the importance of integrating EI and AI to improve employee well- being and calls for future research on intervention strategies for healthier workplaces in the AI era.

Table 1, has presented an intricate interplay between emotional intelligence (EI), self-esteem (SE), and various workplace outcomes, highlighting their significant roles in shaping organizational dynamics and employee experiences.

Emotional Intelligence in the Workplace

The results present a critical impact of EI on workplace relationships and overall performance. It appears that a broad spectrum of research illustrates how EI enhances

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interpersonal dynamics and contributes to positive workplace outcomes (Rathore et al., 2017) and, by fostering an environment of empathy, self-awareness, and effective communication, EI facilitates better collaboration among employees, leading to increased productivity and job satisfaction. The interaction of EI with leadership and team effectiveness, underscoring the necessity of EI in fostering collaborative environments (Coronado-Maldonado and Benítez-Márquez 2023). Leaders with high EI are more adept at understanding and managing team emotions, thus creating a more inclusive and motivating atmosphere. This emphasizes the need for organizations to invest in EI training for leaders, enabling them to guide their teams effectively.

EI significantly predicts psychological empowerment and employee well-being (Karimi et al., 2012) and suggests that when employees perceive their leaders as emotionally intelligent, they feel more valued and empowered, which in turn enhances their overall job satisfaction. Similarly, a noteworthy finding revealed a robust connection between EI and job satisfaction among healthcare professionals, with gender dynamics adding nuance to this relationship (Srivastava et al., 2021), indicating that EI not only fosters a positive work environment but also influences how different demographics experience workplace satisfaction. Furthermore, job attitudes appear to play a mediating effect on the quality of work life relationship and that supportive job attitudes can enhance the benefits of EI, suggesting that organizations should cultivate positive work cultures that encourage employee engagement. Fan (2024) touched upon Goleman's EI model, indicating a positive correlation with workplace well-being and job satisfaction, although limitations in sample diversity raise questions about the generalizability of these findings, which encourages the importance of conducting further research across diverse contexts to better understand the universal applicability of EI principles. It is important to note the significance of interpersonal skills as it helps in fostering EI and effectively managing workplace conflicts (Messaoudi and Sakale, 2024). This enables the development of interpersonal competencies, a better navigation of workplace challenges, resulting in improved relationships and reduced conflicts. There were some empirical studies also done such as those by Gill et al. (2024) and Rastogi and Agarwal (2024) that confirmed significant links between EI and various demographic factors, further illustrating how context influences EI's effects in different sectors, including banking. Further exploration identified the mediating role of workplace incivility in the relationship between EI and organizational commitment (Mahmood et al., 2023) indicating how crucial it is to cultivate a respectful workplace culture for maximizing the benefits of EI as when employees experience incivility, it can undermine their emotional intelligence, leading to lower organizational commitment.

Self-Esteem in the Workplace

The role of self-esteem, particularly organization-based self-esteem (OBSE), emerges as a critical factor in workplace dynamics. For example, Zainudin Abu Bakar (2012) have found that, leaders' emotional intelligence significantly influences employees' self-esteem, and it is vital to have a competent leadership which assists in creating a supportive workplace atmosphere because leaders who exhibit high EI can foster a culture of appreciation, enhancing employees' self-worth and engagement. Yang Woon Chung (2017) have found out that OBSE plays a role in mediating the effects of workplace ostracism, demonstrating that high self-esteem can mitigate negative experiences and encourage helping behaviors among employees which again emphasizes the importance of cultivating an environment where employees feel valued and included, thereby reducing the negative impacts of ostracism.

The relationship between self-esteem and counterproductive work behavior (CWB) is noteworthy, as (Whelpley and McDaniel, 2016) reported a negative correlation between these

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variables. A need for an investment on initiatives that can elevate self-esteem of employees is focused upon by some papers as higher self-esteem can reduce detrimental workplace behaviors. Moreover, a protective role is played by self-esteem (Shanice Jackson., 2019) against turnover intentions as it mediates the impact of perceived discrimination on organizational commitment, bringing the relevance for organizations to create supportive environments that promote self-esteem and mitigate discrimination.

The same idea has been linked to OBSE with work-life conflict and enrichment, emphasizing that enhancing self-esteem can improve overall employee well-being. Employees with high OBSE are more likely to balance their work and personal lives effectively, leading to increased job satisfaction and reduced burnout. However, negative influences, such as workplace gossip, can adversely affect self-esteem, as shown by Song and Guo (2022), who noted that workplace exclusion is the mediator in this relationship. There should be a respectful workplace culture that minimizes gossip and exclusionary behaviors, as it promotes a sense of belongingness among employees.

Moreover, as per (Han and Han, 2016), low-self-esteem increases an individual's vulnerability to experience workplace bullying, for which organizations can implement anti-bullying policies to promote a culture of respect and dignity to protect and foster a sense of security.

Integration of EI and Self-Esteem

The integration of EI and self-esteem is crucial for fostering a positive workplace culture. An elevated SI and self-efficacy, appears to act as a protective shield against workplace stressors, promoting better mental health outcomes (Thompson and Gomez, 2014). High SE is also correlated with increased resilience and job performance. Wang and Sholikhah (2019) highlighted the role of spiritual leadership in enhancing OBSE and organizational citizenship behavior, advocating for holistic leadership approaches that consider both emotional intelligence and self-esteem as leaders who integrate spiritual principles into their leadership styles can significantly enhance employee self-esteem, leading to a more engaged and motivated workforce.

The findings of the present study may be utilized to further focus on exploring the impact of emotional intelligence (EI) and self-esteem across different cultures, industries and geographical contexts to assess the extent to which these factors are universally applicable. Moreover, with the growing prevalence of virtual and remote work, it is essential to investigate how EI and self-esteem evolve in these settings, especially in relation to the challenges related to communication and collaboration between employees of a workplace. Longitudinal studies should also be conducted to track the sustained effects of emotional intelligence and self-esteem on employee performance and organizational resilience. Furthermore, future studies can explore the role of other workplace factors, such as leadership styles and organizational culture, in shaping the effects of EI and self-esteem. Finally, the development and testing evidence-based interventions to foster EI and self-esteem in organizational settings could be explored for enhanced productivity and well-being of the employees.

CONCLUSION

In conclusion, this review has demonstrated that EI and SE are positively related to workplace productivity. Both constructs appear to enhance employee well-being, improve interpersonal relationships, and boost overall organizational effectiveness. To maximize these benefits, organizations should integrate EI and self-esteem into their practices, particularly through

leadership development programmes and team-building initiatives. These findings should be used within a proactive approach to boost EI and SE to ensure and boost workplace productivity and employee's overall development. This review shows that there are several avenues for future research and has outlined limitations, such as the need to explore the variables across diverse cultural and workplace contexts, along with a focus on longitudinal studies from multilingual domains.

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Conflict of Interest

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