

## Impact of Work Performance on Emotional Intelligence, Personality Traits among Employees

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### ABSTRACT

The present study aimed to explore the impact of work performance on emotional intelligence and personality traits among employees. Using a quantitative research design, data was collected from 101 working professionals through a structured Google Form questionnaire. Descriptive statistics, regression analysis, and Pearson correlation were employed to analyze the data. The findings revealed no statistically significant impact of work performance on either emotional intelligence or personality traits. Additionally, correlation analysis indicated a weak and non-significant relationship among the variables. These results contrast with existing literature that often highlights strong associations between work performance and psychological factors such as emotional intelligence and personality. The study contributes to the growing discourse in organizational psychology by emphasizing the need for more comprehensive, longitudinal, and multi-variable research approaches. It also provides practical implications for organizational development and employee support programs, despite its limitations, including a small sample size and reliance on self-reported data.

**Keywords:** *Work Performance, Emotional Intelligence, Personality Traits, Employees, Regression Analysis, Organizational Psychology, Human Behavior, Quantitative Study*

In the contemporary, rapid-paced, and competitive workplace, employee performance is influenced not only by technical abilities and competence but also by psychological and emotional elements. Emotional intelligence (EI) and personality qualities significantly influence an individual's job performance, affecting their capacity to handle stress, cultivate connections, and adjust to professional problems. Organisations increasingly acknowledge that an employee's emotional intelligence and personality characteristics substantially influence their productivity, teamwork, and general efficacy in professional environments. Emotional intelligence, as articulated by Daniel Goleman, encompasses self-awareness, self-regulation, motivation, empathy, and interpersonal abilities. Individuals with elevated emotional intelligence often manage work-related stress proficiently, peacefully settle disputes, and cultivate constructive professional connections. This subsequently improves collaboration, leadership skills, and overall workplace happiness. In contrast, those with poor emotional intelligence may have challenges in interpersonal interactions, find it

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difficult to manage stress, and show less resilience when faced with professional disappointments. Consequently, understanding the correlation between job performance and emotional intelligence is crucial for cultivating a healthy and effective workplace.

Personality factors significantly influence job performance. The Big Five personality model—consisting of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism—offers a framework for comprehending the impact of various qualities on employee behaviour. Conscientious personnel are often well-organised, dependable, and focused on objectives, resulting in superior performance results. Extraverted people often thrive in positions necessitating collaboration and communication, whilst those with elevated agreeableness cultivate pleasant professional connections. Conversely, people exhibiting strong neuroticism may have difficulties with emotional stability, adversely affecting their capacity to manage job stress efficiently.

The interaction of job performance, emotional intelligence, and personality attributes profoundly affects employee well-being and organisational success. Studies indicate that workers with high emotional intelligence and favourable personality characteristics are often more engaged, driven, and resilient when confronted with problems. Furthermore, organisations that emphasise emotional intelligence training and personality evaluations may elevate workplace culture, mitigate disputes, and promote overall efficiency.

This research seeks to investigate the influence of job performance on emotional intelligence and personality characteristics in workers. This study aims to elucidate how professional experiences influence emotional reactions and personality development, offering significant insights for organisations seeking to improve employee performance and well-being. Comprehending these linkages may assist firms in developing superior training programs, enhancing recruitment methods, and fostering work cultures that promote both emotional and professional development. The relationship among job performance, emotional intelligence, and personality characteristics is a significant focus in organisational psychology. Employees who adeptly regulate their emotions and use their personality traits are more inclined to excel in their jobs and enhance their workplaces favourably. By cultivating emotional intelligence and acknowledging the influence of personality on job performance, organisations may have a more engaged, productive, and harmonious staff.

### **REVIEW OF LITERATURE**

It seems that mental health has a significant impact on the way managers and workers interact at work, and emotional intelligence is a key component in deciding how successful one is in life. The purpose of this research is to learn how well managers and workers in Iran's educational administrations do their jobs. Specifically, the study will look at how well managers and employees' emotional intelligence correlates with their productivity. The impact of emotional intelligence on manager-employee performance in organisational contexts has received little attention from researchers so far. Managers and staff of Iran's educational administrations filled out questionnaires that provided the data for this research (N=155). This research delves into the ways in which performance impacts emotional intelligence managers and employees, building on the notion of emotional intelligence. The link among emotional intelligence as well as performance in Iranian businesses is a major source of concern for managers and workers worldwide in today's complicated and globalised economy. In today's highly competitive business environment, emotional intelligence is a key component to success and development. Managers and staff in Iran's

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educational administrations are positively impacted by emotional intelligence, according to the study's conclusions. (Moghadam, 2010)

This article's primary objective is to investigate the relationship between emotional intelligence (EI) & personality attributes as indicators of success in the workplace for IT workers in India. This information was derived among 158 middle management personnel in the Indian IT industry who were selected at random using three measures: DKEIT, JPI, and MPI. Following data collection, the research used SPSS 23.0 to conduct several statistical analyses, such as frequency, correlation, and regression. According to the results, EI & personality traits both have an effect on how well IT workers do their jobs. In other words, both factors serve as predictors of how well IT workers in India do their jobs. On this basis, the study offers few suggestions for scholars in the future. (Sharma,2019).

Finding out how emotional intelligence affects workers' productivity is the main goal of this study. Our hope is that this study will provide empirical evidence that managers' and workers' emotional intelligence has a significant bearing on both their professional expertise and the overall performance of their organisations. The success of managing changes also depends on the level in emotional intelligence, according to research results from 265 respondents from various public as well as private organisations in Macedonia. The respondents were divided to 215 non-manager positions along with 51 with managers/director positions. The index of handling transitions is significantly correlated with the degree of emotional intelligence. (Berisha, 2017).

Attitudes, attributions, and perceptions are prime examples of antecedents to behaviour that may be influenced by emotions. Emotions have a clear part in human existence since it is impossible to envision an insensitive person, an unmanned organisation, or a disorganised community. As the significance of emotions in human existence has come to light, the notion of emotional intelligence has also emerged. Research in management, psychology, and other fields has consistently shown that improving one's emotional intelligence is essential for success in both professional and personal settings. High emotional intelligence is associated with better performance, more compatibility, and greater responsibility, according to the available studies. There have been numerous research looking at emotional intelligence and how people feel about their jobs and the company, but more studies using other samples and cultures are needed to add to the body of knowledge. This research aims to evaluate the influence of workers' emotional intelligence levels on their satisfaction with work and the intent to quit, based on the focus in the literature. To achieve the study's goal, a quantitative research approach was used. via the use of convenience sampling, the necessary data was collected via a survey approach. A total of 146 individuals who are actively involved in the workforce make up the study's sample. The results showed that emotional intelligence had a modestly good effect on work satisfaction and a negative effect on intention to quit. Emotion control was determined to have a greater impact on employee attitudes than other characteristics. Therefore, it looks like to be crucial to maintain emotional stability, recognise that bad things may happen to good people, and be able to keep one's emotions in check. (Uslu, 2019)

Performance evaluations are now an integral part of human resources' work in the business world. In due time, this would allow management to take the necessary steps at different levels to improve individual competences and the organization's development. A psychological trait with a demonstrably positive effect on productivity is emotional intelligence (EI). In the business world, EI analysis is now crucial for gauging an employee's

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worth, productivity, quantity, and efficiency. General framework/approach/design: The purpose of this exploratory study is to identify the nature and extent of the relationship between EI and its aspects and workers' productivity on the job. In order to guarantee reasonably reliable answers on performance appraisal at various groups of workers in manufacturing organisations, the data were gathered from employees with experience of 10 years or more. Findings: In industrial organisations, there is a favourable association between the EI characteristics and the performance of both supervisors and workers. Consequences in practise: The importance of emotional intelligence (EI) to the success of a company's operations is often disregarded. This research delves into the process of evaluating EI and how it relates to the performance of workers at various levels in manufacturing companies. This study's findings might potentially be applied to many kinds of organisations. Novelty/Value: This research endeavours to decipher the many factors that should be considered when assessing workers' EI levels, with a focus on the most consequential factors that affect their overall performance on the job. The study's overarching goal is to shed light on the value of emotional intelligence (EI) in relation to employee performance and how businesses may make the most of their personnel to achieve their goals. (Shaju,2016)

### METHODOLOGY

**Aim:** The aim of the study was to examine the impact of work performance on emotional intelligence, personality traits among employees.

#### *Variable of the Study*

##### **Independent Variable**

- **Work Performance:** An employee's performance on the job is defined as the degree to which they meet all of the requirements of their position in a timely and satisfactory manner. Included in this category are things like efficiency, output quality, time management, teamwork, and the attainment of objectives.

##### **Dependent Variable**

- **Emotional Intelligence (EI):** Perceiving, understanding, regulating, and managing one's own and other people's emotions is what's known as emotional intelligence. It usually consists of things like social skills, motivation, self-awareness, and self-regulation.
- **Personality Traits:** A person's character is defined by their ingrained patterns of thoughts, emotions, and actions. Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism make up the Big Five, the most popular framework.

#### *Objectives*

- To examine the impact of work performance on emotional intelligence among employees.
- To explore the impact work performance on personality traits among employees.
- To examine the relationship between work performance, emotional intelligence and personality traits among employees.

#### *Hypothesis*

- There is significant impact of work performance on emotional intelligence among employees.

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- There is significant impact work performance on personality traits among employees.
- There is significant relationship between work performance, emotional intelligence and personality traits among employees.

### ***Participants of the Study***

The study purposefully included both males and females, and the sample size was 101 people. People aged eighteen to twenty-five made up the bulk of the group.

### ***Data Collection Instruments***

The study gathered the data using the "Individual Work Performance Questionnaire, Schutte Self-Report Emotional Intelligence Test and Ten Item Personality Inventory" and a demographic questionnaire.

### ***Data Collection Procedure***

The information was gathered using three surveys: the "Individual Work Performance Questionnaire, Schutte Self-Report Emotional Intelligence Test and Ten Item Personality Inventory." Upon hearing the study's goals, participants were given a packet that included a questionnaire covering topics such as the research itself, privacy concerns, the researcher's contact information, and more. After then, others were asked to join the research. It took ten minutes to describe the tools.

## **INDIVIDUAL WORK PERFORMANCE QUESTIONNAIRE**

The primary factors that the 18-item Individual Work Performance Questionnaire (IWPQ) tries to measure in order to determine workplace efficiency are task performance, contextual performance, and counterproductive work behaviour. The Dutch Koopmans established the IWPQ in 2015. In both the work and the environment, a higher number suggests greater performance, whereas a lower score indicates more unproductive conduct on the job. Three separate subscales are generated by the survey, which accepts answers between 0 and 4.

- **Reliability:** According to Koopmans (2014), all of the IWPQ subscales have strong Cronbach's alpha values, which means that the items on each subscale are highly linked and measure the same construct.

## **THE SCHUTTE SELF REPORT EMOTIONAL INTELLIGENCE TEST**

The SSEIT is an emotional intelligence test that consists of 33 items and is administered by the Schutte Institute. Based on Salovey and Mayer's (1990) Emotional Intelligence model, it has strong ties to the Emotional Intelligence (EQ)-I paradigm. A score of 1 (strongly agree) to 5 (strongly disagree) indicates the level of agreement with each statement on the SSEIT. After totalling together, the participant's graded scores from each subtest, we get their overall score.

- **Reliability:** A reliability value of 0.90 was found for the emotional intelligence measure administered by the SSEIT. In addition, Cronbach's alpha scores ranging from .87 to .90 indicate that it has high levels of internal consistency.

## **TEN ITEM PERSONALITY INVENTORY**

William Swann, Samuel Gosling, and Rentfrow developed the TIPI in 2003. The Five Factors Model (FFM) personality characteristics may be measured with the use of the brief and self-reporting Likert scale known as the TIPI. Agreeableness, emotional stability, openness, and conscientiousness are the five big-five personality qualities that the TIPI measures using a two- item scale. Using the TIPI scale's reverse-scored components, we

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may assess traits like agreeableness (2R, 7), conscientiousness (3, 8R), emotional stability (4R, 9R), and openness to experiences (5, 10R).

- **Reliability:** The five components of the Ten-Item Personality Inventory (TIPI) demonstrate high reliability, with internal consistency values (Cronbach's alpha) ranging from .67 to .78. A strong positive correlation between the variables ( $r = .411$ ,  $p < .001$ ) supports the measure's convergent validity.

### *Statistical Analysis*

We have used regression analysis to look for patterns in the data and see how emotional intelligence and personality traits (dependent variables) relate to job performance (independent variable).

## **DATA ANALYSIS**

This section summarises the results of the data analysis that was conducted using a Google Form questionnaire. The purpose of the questionnaire was to investigate how workers' emotional intelligence and personality traits were affected by their work performance. The purpose of collecting this data was to gain a better understanding of the ways in which personality and emotional intelligence variations impact professional performance. The respondents were from a wide range of industries. Using descriptive and inferential statistical approaches, the data has been statistically analysed to detect patterns, correlations, and significant findings that either support or refute the hypotheses that were suggested. For improved clarity and comprehension, the results are given through interpretive summaries, tables, and charts.

*Table 1: Descriptive statistics of all variables*

	<i>Work Performance</i>	<i>Emotional Intelligence</i>	<i>Personality Traits</i>
<b>Mean</b>	62.87129	116.198	43.56436
<b>Standard Deviation</b>	10.115	18.18297	5.052555
<b>N</b>	101	101	101

The descriptive data for the three important variables—work performance, emotional intelligence, and personality traits—are presented in Table 1. These variables were assessed from 101 individuals. Workers report a relatively high degree of self-performance, as shown by the mean score of 62.87 on the Work Performance scale. The individuals have a reasonably great capacity to recognise, comprehend, and control emotions, as shown by the Emotional Intelligence mean score of 116.20. Personality qualities that are related to behaviour at work are distributed evenly, as indicated by the mean score of 43.56. The data shows varied levels of dispersion, with Emotional Intelligence displaying the largest variability across individuals, according to the standard deviations of 10.12 for Work Performance, 18.18 for Emotional Intelligence, and 5.05 for Personality Traits. In sum, the descriptive statistics lay the groundwork for comprehending the study's variables' distributions and key patterns.

**Table 2: Regression analysis of impact of work performance on emotional intelligence among employees.**

<i>Regression Statistics</i>					
<b>Multiple R</b>					0.049012
<b>R Square</b>					0.002402
<b>Adjusted R Square</b>					-0.00767
<b>Standard Error</b>					18.25261
<b>Observations</b>					101

  

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
<b>Regression</b>	1	79.41965	79.41965	0.238384	0.626455
<b>Residual</b>	99	32982.62	333.1578		
<b>Total</b>	<b>100</b>				

**H1:** There is significant impact work performance on emotional intelligence among employees.

Table 2 shows the outcomes of the regression analysis that was done to look at how employees' emotional intelligence is affected by their performance on the job. Work performance barely accounts for 0.2 percent of the variation in emotional intelligence, according to the R Squared value of 0.002. There is a weak and insignificant association, since the Adjusted R Square is negative (-0.007). Compared to the generally recognised significance level of 0.05, the F-value for significance is 0.626, which is much greater. That rules out a statistically significant regression model. However, the hypothesis (H1), which asserts that emotional intelligence among employees is significantly influenced by their job performance, is rejected. It appears that emotional intelligence levels are not substantially predicted by job success in this population.

**Table 2: Regression analysis of impact of work performance on personality traits among employees.**

<i>Regression Statistics</i>					
<b>Multiple R</b>					0.046895
<b>R Square</b>					0.002199
<b>Adjusted R Square</b>					-0.00788
<b>Standard Error</b>					5.072423
<b>Observations</b>					101

  

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
<b>Regression</b>	1	5.613986	5.613986	0.218193	0.641447
<b>Residual</b>	99	2547.218	25.72947		
<b>Total</b>	<b>100</b>	<b>2552.832</b>			

**H2:** There is significant impact work performance on personality traits among employees.

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Table 2 displays the findings of the regression study that looked at how different personality qualities affected employees' success on the job. With a R Squared value of only 0.002, the correlation between personality characteristics and job performance is extremely poor, explaining only 0.2% of the total variance. The model's lack of predictive potential is further confirmed by the negative Adjusted R Square value of -0.00788. The model does not meet the requirement for statistical significance, since the Significance F value of 0.641 is far higher than the conventional threshold of 0.05. This finding disproves hypothesis (H2), which posits that employees' personality qualities significantly affect their performance on the job. Therefore, it appears from the data that there is no substantial relationship between job performance and the personality qualities of the people surveyed.

**Table 4: Pearson Correlation Analysis of relationship between work performance, emotional intelligence and personality traits among employees.**

<i>Work Performance</i>	<i>Emotional Intelligence</i>		<i>Personality Traits</i>
<b>Work Performance</b>	1		
<b>Emotional Intelligence</b>	-0.04901	1	
<b>Personality Traits</b>	-0.04689	0.088245	1

**H3:** There is significant relationship between work performance, emotional intelligence and personality traits among employees.

Employees' emotional intelligence, personality qualities, and job performance are all examined in Table 4, which displays the Pearson correlation coefficients. A very weak and negative association is indicated by the -0.049 correlation between emotional intelligence and job performance and the -0.046 correlation between personality characteristics and work performance. Emotional intelligence and personality characteristics also have a modest positive link, with a correlation coefficient of 0.088. There is clearly no meaningful association between the variables because none of the correlation coefficients are high or statistically significant. As a result, we can rule out the possibility of a correlation between employees' emotional intelligence, personality qualities, and their performance on the job (H3). These results imply that these factors function independently of one another in the sample under consideration, devoid of any statistically meaningful linear relationship.

## DISCUSSION

The purpose of this research was to look at how employees' emotional intelligence and personality qualities relate to their performance on the job. The results showed no substantial correlations between EQ or personality attributes and job success, which was a surprise. Work performance appears to have little to no effect on or correlation with these psychological dimensions within this group, according to these data.

### *Emotional Intelligence and Work Performance*

There was no significant association between emotional intelligence and job performance, according to the regression analysis ( $R^2 = 0.002$ ,  $p = 0.626$ ), hence the hypothesis that work performance heavily influences emotional intelligence was rejected. This contradicts other studies that found a positive correlation between EQ and productivity on the workplace. As an example, according to Dođru's (2022) meta-analysis, emotional intelligence influences job performance, organisational commitment, and job satisfaction in a good way, but job stress in a negative way. Similarly, Weinzimmer et al. (2017) showed that a healthy work-life balance is a mediator between emotional intelligence and job success. Possible

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explanations for the disparity between this study and others include variations in the workplace's setting, measuring instruments, or sample composition.

### *Personality Traits and Work Performance*

Similarly, the study rejected the corresponding hypothesis since it did not find a significant influence of job performance on personality characteristics ( $R^2 = 0.002$ ,  $p = 0.641$ ). Considering how much research has connected some personality traits—most notably conscientiousness—to performance on the workplace, this result comes as something of a surprise. Conscientiousness and emotional stability, according to the Big Five personality model, are two of the most important factors in determining how well an individual does in their chosen career path (Barrick & Mount, 1991). Possible explanations for the study's non-significant association include the fact that personality characteristics are less sensitive to changes in job performance or the presence of other mediating variables.

### *Interrelationships Among Variables*

There were no statistically significant correlations between EQ, personality attributes, and job performance, according to the Pearson correlation study. All of the correlation coefficients were very close to zero, suggesting very weak linear relationships. According to the results, these concepts could function autonomously in the working setting that was the focus of this research.

## CONCLUSION

The purpose of this research was to look at how employees' emotional intelligence and personality qualities relate to their performance on the job. Results from regression and correlation studies indicate that, in the sample under consideration, neither emotional intelligence nor personality characteristics were significantly related to job performance. According to Dođru (2022) and Barrick and Mount (1991), there is a lot of literature that suggests a positive relationship between emotional intelligence and job performance, but this study did not find any evidence to support these associations.

These findings demonstrate how multifaceted the aspects are that impact performance on the job and imply that factors like company culture, leadership styles, and individual traits related to the job itself may be more important in determining the final product. Furthermore, the context is crucial for evaluating psychological variables in the workplace, as the absence of significant findings further emphasises.

The cross-sectional methodology and unique sample employed in this study are its limitations; however, future research should investigate other possible factors that mediate or mitigate the association between emotional intelligence, personality characteristics, and occupational performance. More in-depth understanding of these links might be gained by longitudinal studies and research across several sectors. While this study did not find any statistically significant relationships between the factors, it does provide light on potential future research directions and adds to our knowledge of the ways in which individual variations might affect performance in different types of workplaces.

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### **Conflict of Interest**

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