

Emotional Intelligence and Stress Coping: An Organizational Perspective

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Abstract

We are aware that organization and workforce are the driving variables of operational and financial performance that enables a company to successfully deliver and achieve its strategy. It's a tragic situation that most companies are unaware of the approaches to measure these variables or how to work on developing them. There are sophisticated tools to develop the operational and financial performances but in case of managing and developing organizational and people capabilities there are none effective so far. High performance organizations (HPO) have a diverse workload and stress to handle. They stand to deliver against aggressive financial targets and simultaneously cultivate a healthy team to shoulder the responsibility; this causes severe stress levels to workers of all genre. In this era of business growth, sustainability and social equality are the giant factors that determine the strategic plan of organizations along with optimization of the same. These HPOs attract scholars from fields like psychology and other related streams to dive into factors that probe stress among the employees from HPOs and how are they tackled. This research is exactly under the same statement and examines the impact of Emotional Intelligence in workplace and its effects on stress coping. It also identifies how a workplace restructuring with Emotional Intelligence (EI) helps in coping up with job stress. The findings of the study reveal that the implementation of EI in organizational strategy raises the quality of workforce performance. This research also forwards to have a few important questions and problems as core to the paper. The questions addressed include: Can EI be developed in individuals? Is EI an efficient approach to rank work performance in terms of stress than the traditional measures of intelligence? Is it possible to measure EI? Finally, what is the relationship between stress and EI?

Keywords: Emotional Intelligence, stress coping, organizational stress, high performance organizations.

I. INTRODUCTION

Organizations on overall have this point where it needs to cope up with the pressure to perform and the pressure to keep up the momentum and that causes stress in the organizational environment. These challenges show up in terms like globalization, technology, demand for first class service, productivity, performance, etc. The only way organizations

can stand apart from the rest and sustain or become a high performing organization is through sustainable strategies and for that organizational learning plays an important role to understand and implement a solution (Henry W. Lane, Roderick E. White, & Lisa Djurfeldt 1995). Under this learning is when occupational stress coping using EI became a proposal for an organization to become a high performing organization. This work and stress

journal are completely dedicated to study on various stress factors related to organizations and occupations and propose solutions for the same (Work and Stress). When employees need to respond and act to these stress motivating factors both physical and emotional factors play a major role (Turner, Barling and Zacharatos, 2002). This pressure on most circumstances turns to have negative impact in work place and thus causing a serious factor for environmental stress in higher levels in organizations. Team work and team innovation is another major part of the success of an organization and fostering innovation is a challenge in all organizations and this can be planned using EI (Journal of Occupational and Organizational Psychology). The aim of this study is to systematise the state of the art and propose a generic interpretation and system model to cope stress using EI and indicate the right factors for future research in this field. This paper is divided into sections where the first section observes the most suitable literature to be considered for stress coping and EI and related contexts. The next section describes the main proposed theory and its observation on employees working in high performance organizations and their way of coping with stress using EI method. The last sections conduct a survey of current study and identifies the factors that are related to EI and its impact on the overall coping with stress and showing the results obtained. The final sections offer suggestions and future works that can be conducted in this area of interest.

High Performance Organizations: Dimensions and Components

There is a fact undeniable that every firm has its own practices or ones tailored to its organizations systems that becomes a component of a high-performance work system of that particular organization. On studying these practices of various organization, the new form of methods can be put into three dimensions (European Commission, 2002):

- Methods used to systemize the work towards its operational activities like: job circulation, communication among

workers, multitasking, autonomous and non-autonomous work, etc;

- The methods implemented to maintain coordination within the organisation like: interaction between workforce and management, performance measurement, etc;
- Personnel management policies that comprises of emotional management, work excellence, training, etc.

Under the above study it is obvious that emotional intelligence plays a crucial part in the overall performance of an individual and also the organization. It plays a role in the way work is organized, managed and coordinated. This dimension from European Commission gives us the important dimensions that are considered in a high-performance work system or high-performance organization. On the basis of this proposed research about EI on stress coping this above study tends to overlook on some of the crucial aspects of personnel management agendas.

Appelbaum et al. (2000), in his study discusses on employees from non-managerial positions and their decision-making thoughts which requires human resource management practices that increases the skillset of the workers. This statement can be reframed as the presence of EI is important when it comes to decision making in an organization. Therefore it shows that EI is an important factor when it comes to individual emotions which include stress, anger, etc and how a person react towards it.

Emotional Intelligence

Emotional intelligence termed as EI or EQ is the most demanded topic for research and implementation in the field of psychology and organizations respectively. In 1990's EI was the most used term in these fields (Mayer, Salovey, & Caruso, 2000). In fact, it is still in trend and many more genres of EI are yet under research. According to Mayer and Salovey (1997) the simplest way of defining EI is "the ability to perceive accurately, the appraisal and expression of emotions, the ability to access and/or generate feelings so as to assist thought,

the ability to understand emotions and emotional knowledge, and the ability to regulate emotions so as to promote emotional and intellectual growth". They also went in dividing EI into parts like: facilitating thought, perceiving emotions, managing and understanding emotions.

In the Annual Review of Psychology, it is stated that the primary objective of emotions are to form perception, unified emotion and thought than the discrete isolated psychological events. (Annual Review of Psychology). In a research paper by Bar-On (2000), the term EI is stated as, "an array of emotional and social knowledge and abilities that influence the overall ability to effectively relate with environmental demands". Interpersonal skills, intrapersonal skills, stress management, adaptability, and general mood are the five groups that the author divides EI into.

Emotional Intelligence maybe a recent concept that took its structure but it has great importance and possesses a crucial place in performance management of employees in organizations. It has flourished in both research and practical applicability and has taken the spotlight among organizations and psychological researchers. Emotions cover a broader spectrum of categories (Emotion Review). But among all the genres and concepts of EI there is this particular topic that no doubt it is still in interest among academics and consultants and practitioners from Multi-National Companies (MNC's) and High Performing Organizations (HPO's). Researchers propose their works with the aim to define the relationship between EI and organizational stress factors and ways to cope up with stress with the implementation of EI in organizational framework. On the other side practitioners are trying to identify how EI can maximize employee's full potential in terms of performance. They also tend to identify the variables critical for enhancing organizational competency involving emotional abilities of employees.

Goleman's (1995) has made numerous claims using emotional intelligence in coping up with

stress but there are very little empirical evidences to support the same. Majority agrees that EI is related but also a distinct concept from other statements of intelligence (Thorndike, E. L. 1966). For example, emotional intelligence is suggested to cover abilities that fall under emotions like identification, perception, management and understanding of emotion (Mayer, J. D., Caruso, D. R., & Salovey, P. 1999). Whereas other research papers argue that it has a broader set that includes social interaction like time management, empathy, working in teams, decision-making and coping up with stress (Bar-On, R. 2000). Based on the various literature work around the topic, Emotional intelligence is definitely distinct from other intelligences. Emotional Intelligence can also be defined as individual's quality, some possess more and some less. Emotional Intelligence involves a person's ability to recognise and perceive the self and others emotions. It also involves skillsets to manage these emotions as well.

Emotional Intelligence and Organizational Stress

As stated earlier the agenda of this entire study is to identify how EI can influence in organizational or occupational stress. Stress is mainly to deal with emotional factors that is originated towards negative thoughts (Selye, 1956). With that said EI can definitely be used in a framework where individuals can learn to manage their emotions. Emotions and stress are closely related, stress is always accompanied with emotions (Lazarus, 1999). Today, the practical relationship is been widely recognized and acknowledged in physical and psychological welfare of individuals (Spector 2000). In the paper Cognition & Emotion discusses on emotions related to cognitive process. It deals to research on stress from other perspective like neuropsychology, cognitive science, neuroscience, etc (Cognition & Emotion).

Outlining an emotional intelligence centred model for occupational stress and focusing on enhancing employee's well-being will describe the importance of emotions in stress. When there are continuous negative thoughts that occur will likely push into job dissatisfaction and obviously bring a low performance in organizational commitment. It is transparent and obvious that emotions do possess a major role in stress process and hence paying attention to emotions and utilizing emotions can benefit the individual and the organization. It can reduce the negative outcomes of one's emotions and thereby reducing defects in organizational tasks.

With the emerging importance of EI, researchers are measuring the effective utilization of emotions in workplace and derive the workplace variables that are related to EI. The role of EI in organizational stress coping is an underworked subject with very few studies that shows positive relation between EI and stress coping. A study proposed by Slaski and Cartwright (2002) identified that workforce with high emotional intelligence projected less work stress and a healthier physical and psychological fitness and higher job performance. Another study proposed by Zeidner, Matthews, & Roberts, 2006 mentioned that EI is related to flexibility and adaptability during stressful situations at workplace. This also includes coping up with changes.

Emotional Intelligence also helps in recognizing others emotions and stress in an organization. Nikolaou and Tsaousis (2002) revealed a negative association between EI and stress at work with the population of mental health professionals. As mentioned earlier there are majority of the studies that show a negative impact of EI on OS. These majority researches have not covered several workforce types and work environments. But it gives us a sense that higher in EI will definitely have an impact on the level of job stress. Emotional intelligence is a key factor to motivate an individual and also understand others emotions and use it as a motivating factor (Motivation and Emotion).

Coming to the question that was proposed earlier: Does assessing EI helps in ranking an individual's performance? There are researchers working in this subject and are uncertain about this question. Goleman's (1995) states in his book that "*keeping our distressing emotions in check is the key to emotional well-being*". Questionnaires were framed to measure EI as a performance factor demonstrated a range from 0.2 to 0.6 between EI, stress and coping. Is it true that measuring emotional intelligence increases a practitioner's ability to anticipate individual variations in stress response in performance situations?, Goleman's (1995) dictum that "*keeping our distressing emotions in check is the key to emotional well-being*" (p. 56). Questionnaire measures of EI have been used to demonstrate associations typically ranging from 0.2 to 0.6 Zeidner et al., 2006. Therefore, it is in dilemma if EI questionnaires can be concluded as a performance ranking factor. In contrast to this Mayer et al. (e.g., 2000) states that EI can be measured through objective tests. Salovey, Bedell, Detweiler, and Mayer (1999) proved in their paper that EI efficient individuals are better handlers of stress than the individual's with basic emotional skills. High EI persons think strategically and logically to handle their feelings or emotions to cope with stress.

Organizational Stress

Every human experience stress unintentionally that gets into depression, anxiety, uncertainty, etc. In common stress occurs during difficult situations or facing a problem. Therefore, stress becomes an everyday experience and its impact on an individual is based on the kind of stress the person goes through. In psychology stress is an innate weapon of the human body that protects the body when the brain recognises that the person is in danger. According to science, stress is considered as an unpleasant emotion that is caused due to tension, fear and anxiety along with some mental and physical symptoms. But stress is not the same experience for all, it differs from individual to individual.

The term stress can be observed in various sector of life like family, natural, occupational, educational and environmental. But the most dominant stress among all sector is the occupational stress. A survey in 1998 from Peretomode (2012) mentioned that 26% of workers in USA are stressed due to their job or

work which led to low performance in their job. Safety is the second most basic human need after physiological needs and its noted that safety is another factor causing stress in organization (Industrial and Organizational Psychology-Wiley). The Figure 1 has marked some of the work-related stress in HPOs:

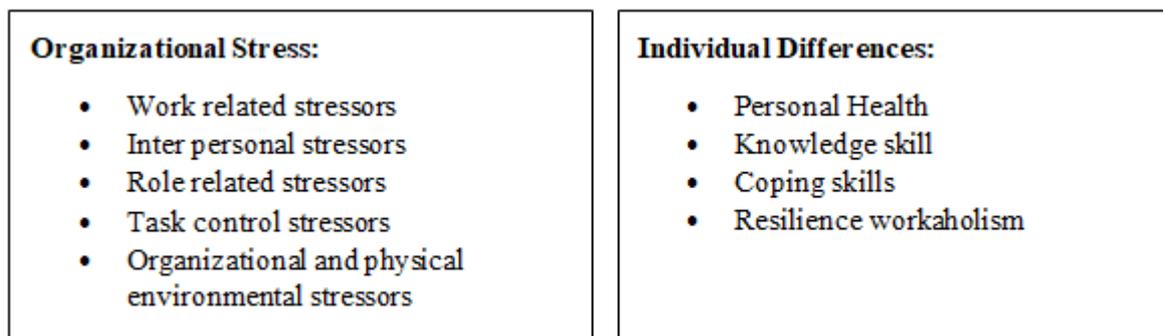


Figure 1. Work-related stress in HPOs

Mostly, occupational stress is found in working conditions than other factors like social environment or family background, etc. But occupational stress can be spread across other fields of life like it can affect your daily life, personal life, etc (Cartwright & Cooper, 1997). Rothman (2008) in his paper states that occupational stress is related to overtime, heavy workload, poor environmental working conditions, inflexible working timings, excess of work demand, poor work-life balance or monotonous work life, and so on. Joachim Stoeber and Aleksandra Luszczynska (2010) stated that stress can be assessed along with other factors like anxiety and other dimensions of the same. This paper proposes a method to cope with stress and evaluate the same. The Journal of Applied Behavioural Science (JABS) is a dedicated forum that works on researches, papers and journals on organizational learning and it states that occupational stress is an important factor to be concentrated and analysed upon (JABS). The results indicate that the work-life balance of employees is disturbed. Thomas (2020) mentioned that increased workload, long working hours which in turn can cause stress and tiredness. The employees are unable to manage family and social life and maintain adequate level of leisure and sporting

activities even though sport and leisure activities are less important concern of employees.

Fatigue, headaches, immune system sensitivity, depression, and smoking or alcohol addiction are among the most severe effects of occupational stress, according to studies (Chowwen, 2013) (Dewe et al., 2010; Avey et al., 2009; Obiora & Iwuoha, 2013). Job burnout is the most extreme form of occupational stress, characterized by physical, mental, and emotional fatigue as a result of prolonged exposure to and participation in emotionally stressful circumstances (Maslach, 1993). Occupational stress, according to studies conducted around the world, is a condition that occurs in a variety of professions. The majority of these studies have been conducted in the fields of industry and education, and they have found that occupational stress is manifested by job overload or underload in terms of speed, quantity, and efficiency, as well as under or over-promotion, restrictive rules and tense interpersonal relations (Cooper & Straw, 1998). Furthermore, studies in the field of education have found that teachers are very likely to feel exhausted both during and at the end of the day as a result of poor working conditions and a bad school context structure (Koustelios &

Kousteliou, 2001), and individual factors. The findings are identical for university professors and academic administrators, who seem to be under a great deal of stress and tension, which is impacting their work efficiency (Peretomode, 2012). Other studies in the field of public service have shown that the pleasantness of working environments has a significant impact on employees' stress levels, as well as their job engagement, competence, cost effectiveness, congruence, and general well-being (Obiora & Iwuoha, 2013).

According to reports, both bank clerks and managers suffer high levels of workplace stress and work burnout, which manifests as mental fatigue, anger, desire to leave, and turnover (Shaw et al., 2000), time pressure and poor relationships between employees and customers (Jamshed et al., 2011). Employee turnover, according to Balogun and Olowodunoye (2012), is likely to cause psychological distress, a decline in productivity and service quality, as well as mistrust, process disruption, and more turnover. As a consequence, it is fair to assume that workplace stress is a global problem that affects thousands of people of all ages, genders, and nationalities.

Emotionally intelligent people, according to Vigoda-Gadot and Meisler (2010), have the potential to consider as well as solve problems. Thus, the more emotionally intelligent and attached an employee is then the more enhanced their ability to develop strategies to cope with stress and the associated negative outcomes. One such outcome is Turnover Intentions which is the intent to voluntarily leave an organization, it is theoretically seen and has been proven to be the necessary precursor to actual voluntary turnover (Hom and Griffeth 1995). Also, of interest in this study is the role of social exchanges and the underlying dynamics between stress and voluntary turnover intentions. Social Exchange is defined as relationships or exchanges which are based on trust and unspecified obligations between the parties to an exchange relationship (Blau 1964). Such as the relationship between an employee and the employer. Given that

people are social beings who are involved in social exchanges (Kirschenbaum and Levy 2003) this underlying relationship is of critical importance to management. Individuals who have reported exposure to some stress in their current position are 10 - 14 % more likely to hold intentions to turnover than those without any job stress, with the probability of intending to quit or being absent increasing with successively higher work-related levels of stress (Leontaridi and Ward 2002). It is therefore critical to address such stress factors which affects an organization's bottom line. The below diagram (see Fig. 2) gives an idea on how the three elements are related to each other.

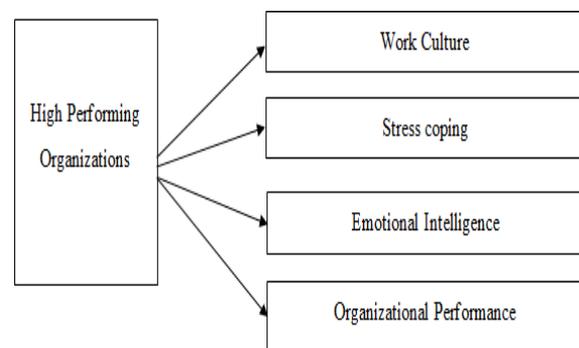


Figure 2. Relationship between HPOs, EI and Stress coping

II. MATERIALS AND METHODS

In the last two decades workplace stress and bullying has raised in numbers thereby causing negative impact on individuals and organization performance. Zapf, Knorz and Kulla (1996) state that stress is directly related to negative emotions and it involves an imbalanced chart that creates a hostile work surrounding. Occupational stress is present in all organizations and industries. Some researchers have proven that stress causes several negative impacts in organization turnover, reduction in job performance, degraded employee morale, etc (Einarsen, Hoel, Zapf, & Cooper 2003; Keashly & Jagatic 2003; Salin 2003).

Cooper and Sawaf (1997) propose that there must be some strategies that can be implemented to cope up with stress and negative emotion factors. It is recommended that HPOs and global organizations enable a

method to handle with stress factors considering the organizational environment to not be spoiled. Wheeler, Halbesleben, and Shanine (2010) made an assumption that two factors that are to be considered for occupational stress are lack of resources and loss of resources. Thereby asking for the management to offer coping strategies for stress.

There are several research papers proposed on occupational stress but very few are for the coping strategies or mechanisms. Folkman and Lazarus (1984) propose an emotion-focused coping strategy and problem-focused coping strategy as methods to handle stress. In Salin (2008) proposal EI is been considered as a coping strategy for stress and negative emotions in an organization.

The study is majorly quantitative and correlative in addressing the below main research questions:

- To what extent do the study Occupational stress and EI are impactful in HPOs?
- Is emotional intelligence an apt predictor and solution for stress?
- How the organization's strategy plan can implement Emotional Intelligence in the framework in order to become an efficient HPO in future?

This research follows a descriptive analysis as core of investigation of Occupational stress and EI in HPOs with particular emphasis on quantitative method, where it helps to initially conduct a descriptive statistics in order for better comprehension of current situation related to HPOs. As part of sampling procedure, the study uses convenience sampling technique due to the reasons that the study would better to include HPOs in the Gulf region that are accessible and convenient to reach to the related subjects of data collection. Henceforth, this study involves 350 participants considered from the HPOs of the Gulf region. Given the increasing stress factor in organizations across various sectors that are reaching to become those HPOs of the world, individuals, leaders and employees of the organizations are considered for this study. The research population includes non-governmental

organizations. The respondents were requested to fill the questionnaire and then it was collectively scored and data was pooled to draw statistical analysis and conclude the study.

For measuring the items of the questionnaire, 5-point Likert Scale is employed, where the Scale ranges from 1 being strongly disagree to 5 being strongly agree with the given statements.

Pilot Test

Initially, a pilot test is conducted with the selected 12 professionals from HPOs who are highly knowledgeable with the topic and are major actors that manage occupational stress and guides their organizational members in this process. The pilot test subjects helped to assess the validity and adequacy of the questionnaire in terms of its design and clarity, while also provided their insights on the improvement of the scope and content of the survey. To validate the dimensions of the conceptual model, validity and reliability testing is conducted as core elements of the overall analysis procedure (Heale & Twycross, 2015). Validity helps to provide evidence to strengthen the theory proposed by the research, and to utilize the accuracy of data, while reliability check is to assess to what extent the selected dimensions are reliable and consistent in explaining each other in light of independent and dependent variables. To attain the adequate reliability and validity, the research needs great amount of subject involved in the study, as well as descriptive findings to be reported comprehensively (Jensen, 2011).

Following the pilot test of the employed dimensions of the proposed model, a statistical assessment was conducted, which confirms that the current study is adequate in terms of validity (convergent and discriminant validities), while confirmatory factor analysis (CFA) was conducted for determining factor loadings of each dimension. Each discriminant validity scores are taken through the square root of average variance extracted (AVE) of each dimensions. Moreover, reliability test was done through Cronbach's alpha.

III. RESULTS AND DISCUSSION

The sole goal of this study was to determine the effect of Emotional Intelligence on dealing with workplace stress and how EI can be incorporated into strategic plans for organizations. In order to understand the variables EI, stress, and occupational stress, as well as the relationship between them, a case study was conducted in high-performing organizations in the Gulf region. For the entire analysis process, the current study used structural equation modelling (SEM) technique in both pilot test and final analysis with all sample population.

In the beginning of the analysis the demographic profile of the study respondents was identified. Table 1 shows that the majority of respondents are males (55.4%), while they mostly belong to the 31-35 years old age group (33.1%), followed by 25-30 years old age group (24.0%), meaning that the respondents are mostly belong to middle age group who may or may not stress-friendly in different working environments. Considering that they are mostly ordinary employees (34.6%) and managers (30.9%), they may undergo stress and emotional stress more frequently due to the work load they undertake on a daily basis.

Table 1. Demographic profile of the respondents

Gender	Frequency	%
Male	194	55.4
Female	156	44.6
Age		
25-30 years old	84	24.0
31-35 years old	116	33.1
36-40 years old	79	22.6
More than 41 years old	71	20.3
Position at company		
Employee	121	34.6
Manager	108	30.9
Senior Manager	33	9.4
Administrative	58	16.6
Other	30	8.6

Work experience		
Less than 5 years	89	25.4
6-10 years	113	32.3
11-15 years	97	27.7
More than 16 years		
Length of stay at company		
Less than 2 years	83	23.7
2-5 years	103	29.4
5-10 years	117	33.4
More than 10 years	47	13.4

The main section of the analysis is divided into two sections, the first section is about calculations and to identify the most related variables for this study as part of the measurement model, while the next section is the final results earned and the conclusion.

In the next section of descriptive analysis, the current research analysed three questions regarding the employees reasons for leaving their previous companies, conditions that they are challenged in their current companies, and their personal satisfaction levels with the job characteristics (see Fig 3~5). According to Figure 3, the most prominent reason for leaving the company is uneasy relationships with peers and senior managers (81), followed by uneven working hours (72) and desire for higher salary. It means that in Gulf region employees at HPOs consider these factors for disruptive and stress-leading elements of leaving a company.

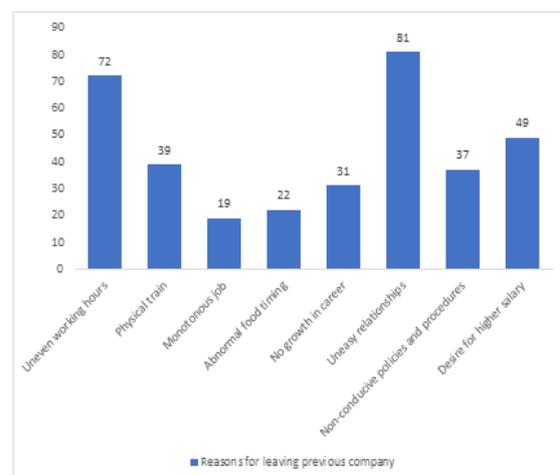


Figure 3. Reasons for leaving former company

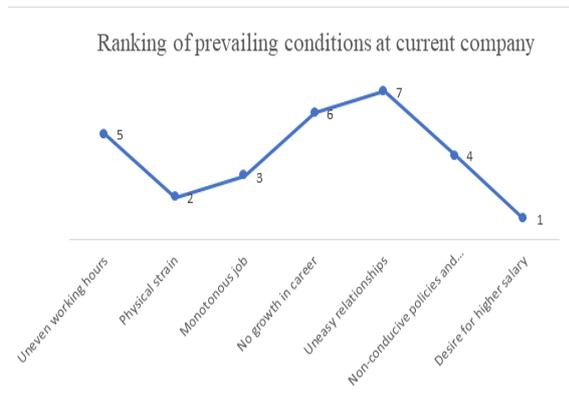
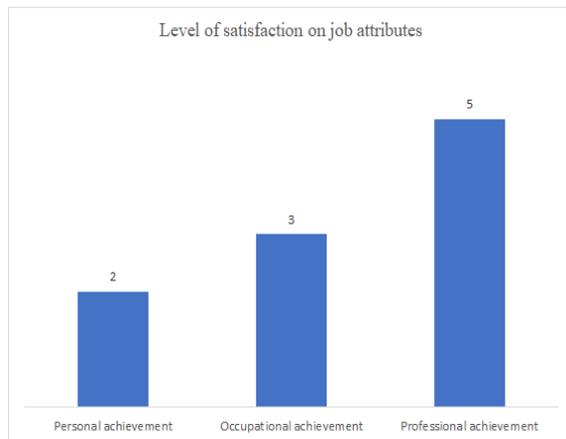


Figure 4. Ranking of the most prevailing factors for employees at current company



Note: 1=Highly dissatisfied; 2=Dissatisfied; 3=Neutral; 4=Satisfied; 5=Highly satisfied

Figure 5. Level of satisfaction on job attributes

Initially, the measurement model included the correlation analysis for testing the validity. The relation between the variables of occupational stress and emotional intelligence was investigated through the use of Pearson correlation coefficient. The data collected from 350 participants is used here to identify if there exists any relationship between EI and variables of occupational stress. For these two variables of occupational stress is considered and correlation with EI is calculated. The results are shown in Table 2.

Table 2. Correlation between Emotional intelligence and Occupational stress

	Role Overload	Role Ambiguity	Role Conflict	Political & Group Pressure	Strenuous Working Conditions
Self-Awareness	0.02	-0.23	0.34	0.05	-0.55
Empathy	-0.12	-0.11	0.12	0.32	0.34
Self-Motivation	0.62	-0.23	-0.42	0.41	0.15
Emotional Stability	-0.34	0.11	0.71	0.49	-0.11
Managing Relations	0.01	0.056	0.60	0.65	0.21

As seen in the table, the variables Self-motivation and Role overload (correlation value: 0.62) and Emotional Stability and Role conflict have the strongest correlation (correlation value: 0.71). As a result, it can be inferred that respondents who have a high level of emotional intelligence and self-awareness can cope with their work load without feeling stressed. Respondents who were emotionally stable were also better at handling position conflict tension.

Now take a look at the strongest negative correlations observed between the variables Self-awareness and Strenuous working environments (correlation value: -0.55) and Self-motivation and Role conflict (correlation value: -0.42). (correlation value: -0.55). According to the findings, there is a strong connection between emotional wellbeing and coping with position conflict as a stressor (0.71).

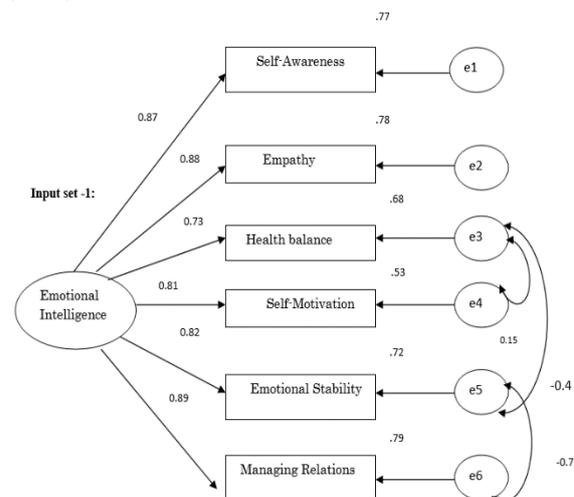


Figure 6. Block diagram for Managing emotions through emotional Intelligence

The diagram above illustrates the emotional factors can be effectively managed by emotional intelligence. The graph depicts an unknown relationship between an individual's wellbeing and self-motivation (0.5), health and emotional stability (-0.4), and maintaining relationships and emotional stability (-0.7).

Analysis of the Structural Model

Following testing the measurement model by using reliability and validity criteria, the current study uses SEM with the AMOS 24.0 software to test the relationships between emotional intelligence and occupational stress, while how they create work performance in a positive direction. The research uses the model fit indices, including degree of freedom ($\chi^2/d.f$), Tucker-Lewis index (TL), root mean square error for approximation (RMSEA), and comparative fit index (CFI) (Hair et al., 2006). The findings show that the structural model creates a good fit of the proposed model (see Table 3).

Table 3. Model fit indices

Index of Model fit	Result	Recommended threshold
$\chi^2/d.f$	1.823	< 3.0
TLI	0.938	>0.9
RMSEA	0.042	<0.08
CFI	0.951	>0.9

The results of the structural model testing shows positive linkages between the variables of emotions management, emotional intelligence, occupational stress and the outcome being characterizing the work performance of employees at workplace (see Fig. 7).

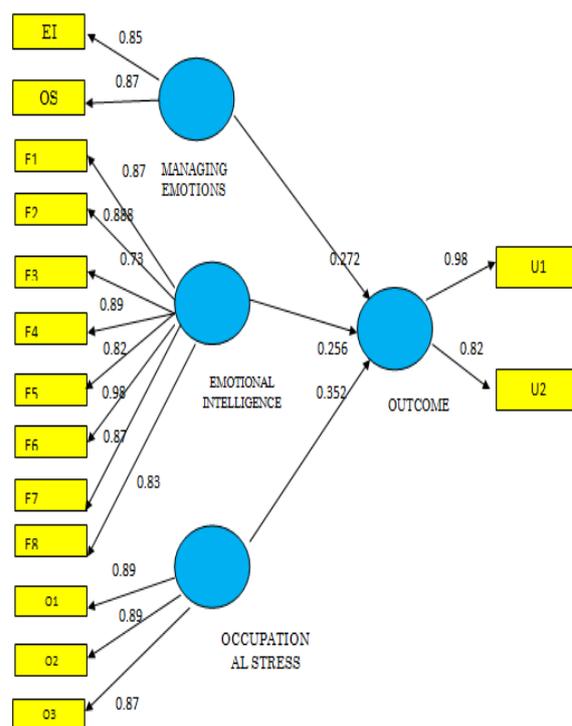


Figure 7. Overall Emotional Intelligence analysis using SEM

The study observed that emotional intelligence (0.98) and emotional management have the strongest correlation (0.82). As a result, emotional intelligence has a positive effect on handling feelings and, as a result, has the potential to manage workplace stress indirectly. According to L. Dar et al. (2011), workers with high stress levels in the workplace often have weak decision-making skills. H. Darvish and A. Nasrollahi (2011) concluded that the ability to regulate emotions aids in the rationing of personal and organizational development in their study. EI also improves decision-making by accurately perceiving one's own feelings. According to the results, through the nature of emotional intelligence, the understanding of an individual's/employee's and others' emotions and the ability for regulating and managing them will create buffering impact on the work-related stress at workplace. Henceforth, the management of one's emotions is highly related to the tendency for maintaining induced mood at positive level that has significant impact on stress prevention (Satija & Khan, 2013). At workplace, collaboration and interpersonal interaction of employees reflecting ability of

them with others must not be over-emphasized. Thus, skill of managing others' emotions would help individuals regulating their moods in positive direction for establishing intimacy with their colleagues (Schutte et al., 1998). Moreover, this act of employees could create better friendship and socially support them and create benefits for them in psychological context, such a stress and crisis management at workplace. Therefore, emotional intelligence together with management of emotions would create a positive impact in preventing occupational stress, where emotional well-being of employees would become the strongest determinant of work performance of employees as well.

IV. CONCLUSION

Based on the findings, self-motivation and emotional health are critical factors in dealing with stress in high-performing organizations. Methods or methods to improve this skill will improve a person's ability to manage and regulate emotions in stressful situations while having a lower negative effect. D. Ruiz-Aranda et al., 2014, discovered that people with high EI have less tension and are happier and more satisfied at work. It is the responsibility of educational institutions to include these coping mechanisms in order to educate the younger generation in emotional intelligence at a young age. EI programs may have a direct impact on how much people understand, perceive, and use emotions, as well as cause positive psychological changes. However, the number of variables included in this research is restricted, and the study only looked at a small sample from a particular sector of the population, leaving room for potential studies to look at a larger population.

The current study's findings are based on a limited sample of workers from high-performing companies, so they should be viewed with caution. While a large number of studies around the world support the results of this inquiry, there are also many studies that draw contrary conclusions. As a consequence, in order to minimize the experience of workplace stress among workers, all potential

facets of the phenomenon must be addressed. For example, employee feelings of workplace stress and emotional intelligence should be studied separately in each company or genre of occupation, so that the industry can create working environments that meet the individual needs of their workers. Finally, such surveys should be conducted at a national level in order to better understand and reduce the phenomenon of workplace stress among Greek workers in general.

To minimize the negative effects of workplace stress, politicians, staff, and company managers should work together to create a comprehensive strategy that includes stress management services for all employees. Such systems should be based on continuous monitoring of progress and performance evaluation, and should be implemented on realistic goals and by specially qualified personnel. As a result, they will have less workplace tension and will be able to enforce all facets of emotional intelligence.

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