

Emotional Intelligence And Ethics: A Descriptive Study

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ABSTRACT

Background: Emotional Intelligence (EI) and Ethics are crucial factors in organizational dynamics and individual performance. EI involves recognizing, understanding, and managing emotions, essential for decision-making and conflict resolution. Ethics provides a moral compass, guiding right and wrong conduct, contributing to positive organizational culture and sustained success.

Aim: This study examines EI and ethics. behavior in professional settings. It investigates how developing EI competencies fosters ethical decision-making and supports a conducive work environment for long-term organizational success.

Methods: Using a conceptual framework and extensive literature review, data were gathered from e-journals, newspapers, and reputable databases. Key hypotheses were formulated to test the association between EI and ethical behavior empirically.

Results: EI significantly impacts ethical behavior in professional environments. Studies confirm that EI attributes like self-awareness and empathy play critical roles in upholding ethical standards. Works by Holian (2006) and Zaki (2018) illustrate a strong correlation between EI and ethical decision-making.

Findings: Professionals with higher EI levels exhibit greater ethical behavior, integrating emotional awareness into decision-making. EI skills enhance understanding of diverse perspectives and promote consistent adherence to ethical standards. Integrating EI development in organizational practices fosters ethical behavior, teamwork, and effective leadership.

Keywords: Emotional Intelligence (EI), Ethics, Professional environments, Ethical decision-making, Organizational success.

1. Introduction

Ethics, emotional intelligence has gained significant attention in the field of research. A skill that has to be acquired, learned and utilized in an ethical way is emotional intelligence.[1] It allows ones to ethically use that intelligence to guide their behavior. Emotional intelligence and ethics both are important tools of human behavior. It is pertinent to study human values in various aspects of life. EI has received increased attention since 1995 Goleman publication. The term EI got popularized since then. EI is considered to be a predictive for performing successfully in every field dubbed EI.

as “the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions”. Goleman (1998, p.9) defined EI as ‘the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and others’. Goleman (1998, p.23) Defines emotional competence as ‘learned capability based on emotional intelligence which results in outstanding performance at work’. So, we can say that EI is a competency that consists of identifying, understanding and utilizing information about the self and also others resulting in superior performances. Goleman believed that competencies can be learned and thereby leading to superior performance.[2] It suggests that we have to learn EI if we want to enhance our performance. In simple words we can say that better performance is impossible without being emotionally intelligent. As people today are working in a very dynamic working environment and many times it leads to some stressful situations and for dealing with such situations, they need to be emotionally intelligent. After going through COVID-19 emotionality intelligence can be felt more and as we saw that during the pandemic some people took a negative advantage of this situation and they adopted some unethical practices.[3] Such people have the power to affect the society, and at the same time they are equally responsible for such unethical practices which can become a

serious threat to the society. We saw many such instances in the past. Therefore, there is a need to study the emotions behind such unethical practices that can impact the society adversely. So that such practices can be regulated at some scale. Some people try to indulge in unethical practices knowingly. During the pandemic countries all over the world came across a large number of unethical practices. That is why this is a serious concern for the study.

Students leaving schools should have ability to make reasonable life decisions and take responsibility for their acts in morality, ethics, and social justice. To enable student learning of this kind requires the caliber of school leadership excellence that can create the environment in which both the teachers and students can excel. When the school climate is positive, people working in it become energized and are ready to devote some extra efforts to their tasks, assignments or projects. And even their effectiveness in the classroom will be enhanced and they are likely to foster a motivating climate for their students. And as a result, students will also be more positively engaged with their studies. On the contrary if the climate is poor both the teachers and students will be demotivated and Consequently, teaching and learning quality will be adversely affected. We need to create a highly energizing climate for both personal and professional transformation. And for transforming ourselves there is a need understanding one's emotions and also other emotions as well. We can do wonders in life when we are ready and willing to make hard changes in ourselves and emotions play a vital role in this transformation. The key to such change lies in developing EI, 'the capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.' EI improves work performance.' Development of emotional competencies helps the school teachers to face the situations they face on a regular basis each and every day in their schools. And in this way Emotional Intelligence brings positive changes in the school environment. Teachers stress the importance of learning logical reasoning rather than emotions. This leads students to use their heads instead their hearts.

Workplace ethics education is very imperative and difficult at the same time. We can address this difficult situation by being emotionally intelligent. If a person is able to utilize his emotional intelligence ability to foster and encourage ethical behavior in organizations then he can make an organization a better place to work in.[4] Twenty-first-century organisations struggle to teach employees to make ethical judgements. Organisations must realise that they must teach their employees ethics in today's competitive environment. They can no longer simply hire smart, capable people and hope they'll act ethically when needed. It's important to teach workplace ethics.. And for that Emotional Intelligence is vital. Emotional Intelligence can foster and encourage ethical behavior in organizations.

Application Managing challenging situations requires emotional intelligence ethics. Emotional intelligence and ethical behavior both enhances positivity of a personality. Emotional intelligence can positively affect the ethical behavior of individuals.[5] This study will provide us with the evidence that both EI and Ethics are vital for the functioning of any organization.

1.1 Emotional intelligence

Understanding others is a huge asset. Perceiving, understanding, managing, controlling, and employing own and others' emotions is EI. Self-cognizance, self-administration, social responsiveness, and connection building show EI. EI helps people succeed in their careers and perform better. Positive emotional conduct by leaders boosts staff productivity and creativity.

EI involves separating understanding one's and others' emotions to affect thoughts and behaviors. Can EI provide individual with valuable competencies but the element of ethics sometimes goes missing and that requires the use of ethics in our behavior. EI also leads to positive thinking and a higher self-esteem.[6] Individuals who understand their emotions well are more likely to be ethical, and the more ethical they are then they are capable of regulating their emotions in a better way. By mastering emotional intelligence, we can make advancement in our careers. People who excel in emotional intelligence they strive to understand others perspective as well, improving communication and collaboration. others. By communicating with emotional intelligence, you can improve your individual performance and can support others as well. An emotionally intelligent person can influence others. and he is capable of resolving conflicts effectively. Emotional intelligence improves with age and maturity due to the experience we gain in our lives as we face life. But still Modern companies use group events, examinations, exercises, and seminars to boost employees' emotional intelligence.

1.2 What role does emotional intelligence play

Employees Emotionally knowledgeable people comprehend their own feelings and those of others as well. They are more motivated as compared to other employees. They are more prone to have a healthy communication with their colleagues. And such employees can create a positive environment at workplace. Emotionally intelligent workers manage stress better. They are capable of responding their co-workers with empathy. And even they are much capable of resolving conflicts effectively. When we are capable of understanding our own emotions then we can easily make the transition from reaction to response. With higher emotional skills we can respond to risk, stress and adversity in a positive way. Therefore, it is vital to cultivate emotional skills among people so that we can analyze our own behavior. Some people desire to avoid conflict, but concerns must be addressed. A lingering conflict can waste our time by indulging in some unproductive activities thereby

wasting our resources. If we want to be happy then it is imperative to have such tough conversations.[7] The employees who are emotionally intelligent embrace success and failure with equal vigor. Empathetic people inspire confidence. Emotions reduce stress in people and also help them in ethical decision making. In the current dynamic environment EI is considered to be a vital asset for all the organizations as it can assist them in dealing with all kind of situations prevailing at the workplace so it is important for individuals to acquire this trait so that it may help them in dealing with certain complex situations in life.

1.3 Identifying emotional intelligence deficits

Low emotional intelligence often manifests as trouble controlling emotions. Lacking emotional skills can lead to conflicts. Misunderstanding emotions causes misunderstandings. We relentlessly blame others when our tasks don't meet our expectations. We struggle with acknowledging other's opinion or thoughts. Even our conversations with others are strained due to lack of active listening skills.[8] When one lacks emotional intelligence then he or she is incapable of building strong relationships as they are more prone to anger issues. These are all signs that a person lacks emotional intelligence. If a person lacks emotional intelligence may have far-reaching effects. . If we are unable to collaborate and communicate with people then rest of our skills get overlooked.

1.4 How can we improve emotional intelligence

- By self-evaluating ourself, we can know various reactions to different situations.
- By improving the ability to express so that we can communicate better.
- By observing others vigilantly, we can analyze the feelings of others.
- By analyzing the impact of our actions over others, we can re-think of our actions before doing them.

1.5 Ethics

Ethics values define "good" and principles regulate human behavior . Morality guides behavior. Study and philosophy related to human behavior in determining right and wrong in performing daily tasks. In other words, ethics is all about good actions of individuals in daily life. Ethics are those values which every person should be obliged to inculcate in self-life. Every firm must to promote ethical behavior at their workplace.[9] Therefore, it is important to learn ethical behavior. Ethics is a virtue that needs to be developed in today's competitive era because society demands ethics from companies. Unethical behaviors by people can benefit in short term but harms organizations long-term run. Today the society has become more vigilant about the ethical behavior of organizations. But sometimes people believe that in order to compete, there is a need to compromise ethical standards. And they try to use unethical practices for achievement of success. But emotionally intelligent individuals do not feel the need to behave unethically to achieve success in today's competitive era. Ethics are the foundation of long-term prosperity and a positive public image. Respected organizations make ethical choices.[10] Ethics emphasises quality, production, and competition. Workplace ethics helps employees work together and solve company problems. Employee, customer, and shareholder treatment would be determined by values.

1.6 Ethical Behavior

In recent years individuals engaged in unethical activities are increasing. Research studies have confirmed significant effect of ethical behavior on diverse organizations and its outcomes. For instance, ethical behavior has been identified to have positive affect on individuals job outcomes[11]. Ethical behavior is missing due to malpractices of some individuals which do not practice ethical behavior at workplace. Unethical behavior negatively impacts an organization's image and its competitive ability in the long run. Therefore, there is a need to identify the causes behind the unethical behavior and EI can play a vital role in identifying such causes. This research study will investigate about the people who are emotionally intelligent can practice ethical behaviors and achieves the organizational goals which will in turn reduce unproductive and unethical behaviors. Some principles of ethical atmosphere and behavior are honesty, empathy, trustworthiness, ethical and moral values. The ethical behavior sets some moral benchmarks to enhance organizational productivity. The person having virtues will be able to feel all the emotions rationally at right time and with right people. In order to be ethically competent, we must link our moral reasoning with our actions and for that it is imperative to learn ethics. Orme and Ashton (2003) refer to ethics as a foundation competency, which suggests that ethics can also be learned and developed as a management competency. In order to be ethically competent individuals must be able to connect their actions with the moral reasoning and for that they need to have an understanding of ethics.[12] An individual must have the ability to judge the outcomes of an action for identifying the most ethical solution. In addition, we can say that our actions should be based on morality. So therefore, there is a need to practice ethical behavior in our lives. When we will practice ethical behavior regularly we will feel positively motivated and it will become quite natural and habitual to behave ethically. In conclusion we can say that emotions are intrinsic for behaving ethically and ethics is closely related to emotional intelligence. If staff is behaving ethically within an organization, then it would mean that their task performances are filled with honesty and integrity. Ethical behavior of individual is beneficial for the organizations in long run. But still it has been seen that even today some organizations are neglecting the workplace ethics and after facing some major unethical challenges at the

workplace they framed some new policies and rules related to the workplace ethics. After facing some tough challenges due to unethical behavior in the organizations a hot topic of discussion is framing of some tighter regulations for implementing ethics at workplace. However, studies shows that if some tighter regulations were taken timely then many unethical practices can be controlled. Therefore, organizations need to have a strict code of conduct for the workplace ethics. Anything unethical is affected by our values and beliefs.[13] Human values can be protected by learning ethical behavior. However as said earlier ethics is usually neglected at workplace and the consequences of such neglect are felt in the organizations many times.[14] Recurring incidents of unethical behavior are specifying the urgent need to be more aware about the need to implement ethical practices at workplace. Unethical practices are a matter of serious concern in the current dynamic environment.[15] It can reduce the stakeholder's interest in the integrity of business organizations. There is a much need to closely monitor such practices than ever before as it could resolve many serious problems at the workplace. But at the same time a question arises here that why people engage themselves in unethical activities. There could be many possible reasons for the same for example sometimes people believe that others are also engaged in some unethical practices so why they shouldn't. even sometimes people find such unethical practices relevant for surviving in this competitive era. This sometimes makes a negative perception among individuals that such practices help them in achieving success and till date no research has examined the reason behind these perceptions.

1.7 Ethics and EI

EI is known to be a vital tool for understanding the behavior of individuals in every field of work settings. EI may also help in knowing the reason of unethical behaviors at workplace.[16] High-EQ people are better at reasoning through use their own and others' emotional antecedents to direct their thinking and activity to better manage their emotions and react less aggressively. High EI people will understand others' ethical or immoral behaviour better than low EI people. EI is used in various areas for achieving success and performing better. Even EI provides a better working environment. It is important to realize the connection between EI and ethics. Ethics is very important for achievement of higher performance, success and even job satisfaction. And if a person is satisfied at job then he or she will also be satisfied with life. Hence there is a need to be emotionally intelligent for practicing ethical behavior. As individuals with high level of EI are able to achieve their goals[17] as they use their emotions in their daily life in a much better way. When an individual achieves his or her goals then this may positively contribute to their higher self-esteem. Persons with higher self-esteem are aware of their own skills, knowledge and competence and are more likely to achieve their goals. Such individuals are also capable of taking risk in their decisions making. And also, they are optimistic in their nature. Hence, we can say that ethics is very closely related to success. But some people believe that unethical behavior is a prerequisite for their success. At the same time ethical individuals are less likely to believe that success is based on unethical practices. Hence, we can say that people who thinks unethical behavior is necessary for success are less emotionally intelligent and people with high emotional intelligence are less likely to perceive that unethical practices can help us in achieving success. Even high emotionally intelligent individuals are more confident in their ability to perform and achieve the desired results and they are very much confident about the thought that they don't have to compromise their ethical standards for achieving success. With the passage of time, organizations do realize that the only solution for achieving growth in long term is ethical behavior. In today's era stress is being given by the companies to inculcate ethical virtues in their employees. In today's competitive era when individuals are facing difficulty in facing some situations it is vital to practice ethical behavior for attaining the best possible solutions. So, in order to get rid of some negative consequences it is imperative to practice ethical behavior in our daily lives. People in organizations having higher emotional intelligence will make more ethical decisions thereby building an ethical working environment. Even during recruitment, it is important to check the availability of these ethical skills among the applicants and even after recruitment it is vital to provide them training to learn such skills. Therefore, we can say that having ethical approach is imperative for the survival of business. For any successful performance ethics and emotional intelligence plays a vital role to achieve success. If a person is having high level of emotional intelligence, then they are more likely to be concerned about other opinions and beliefs and the impact of their decisions on themselves. Overall, we can say that the individuals with high moral maturity and high EI behave more ethically. If the relationships between ethics and EI are investigated this will help us in understanding the relationship between the two and even some measures can be taken to deal with this situation.

1.8 How to learn ethics

Ethical knowledge is sophisticated theory. It is imperative to keep our moral values in mind while performing any tasks. When we compromise morality there are major negative shifts in behavior and performance. When situations are becoming worse than disagreements and arguments within the team occur more often. And this will gradually weak the bonds between colleagues. The literature has long debated whether ethical behaviour can be taught. Literature debates persist. Students which are being taught to use their heads instead of their hearts. Students are asked to be critical thinkers and even they are asked to learn the use of logic and reason instead of emotions and intuition. Ethics education in organisations requires discernment, honesty, humanism, and courage.

Develop these abilities to improve organisational ethics. It becomes easy to address ethical issues once you develop all of these skills. Learning these skills will enhance the ethical decision making among individuals. Even acquiring these traits are helpful in overall performance of individuals. Therefore, it is important to learn EI for future benefits.

1.9 Why to learn Ethics and EI

1. It is imperative to learn ethics so that we can regulate ourself in any situation.
2. It helps us in gaining control of our thoughts and even our actions are performed in a controlled way.
3. It prevents us from making hasty decisions.
4. It helps us in dealing with chaotic situations in daily life.
5. It helps us in understanding others reactions and guides our behavior for a particular situation.
6. It helps us in making decisions that benefits everyone at workplace.
7. It helps us in achieving our goals.
8. It helps us in having positive interactions with others.
9. It can control our decision- making abilities. That can result in prevention from major damages.
10. It helps us in maintaining a balance between our actions and decisions.
11. It helps us in tackling some emergency situations by providing stability in our mind state.
12. It helps us in building relationships with colleagues and coworkers.

2. Review Of Literature

Research suggests that there are four critical areas of skill development: judgement, integrity, humanity, and courage is required for imparting ethical knowledge in the organizations[18].Development of these skills can increase the ethical decision making in the organizations.

Litvin and Betters- Reed suggests that emotional intelligence level of students can be enhanced by the use of the personal map. It not only enhances the emotional intelligence level but also provides potent team- building experiences, which results in more effective team performances and it can also help in creating a connection and an element of trust between members. This connectedness creates a criteria for decision making in ethical and moral reasoning.Litvin and Betters –Reed[19] stated that the skills of emotional intelligence can be developed in the students with the help of a personal map. It therefore can act as a powerful leadership development experience (2005).

Holian, 2006 stated that EI and Ethics can be improved by teaching, also capable of developing cognitive ideas and problem solving.

Carruso and Salovey (2004,p.171) suggests that ‘ a manager who is emotionally intelligent can manipulate employees using their emotions’. They also indicate that ‘ the moral perspective of emotionally intelligent managers is expected to be well developed’ [20].

Ethical competence is an important tool in order to deal with moral problems prevailing in business ethics and emotions are considered to be a vital contributor in ethical decision making in the organizations. The two vital components of EI first is empathy and other is cognitive can contribute a lot in understanding the behavior of self and others. Empathy helps in understanding the origin of emotions which can help us in minimizing the negative attributions towards others and cognition helps us in knowing about the perceptions behind their emotions[21]. Individuals with high EI are more likely to be more aware about reasoning their own emotions and behavior of others thereby utilizing this information for performing guided actions [22]. So, we can say that ethical thoughts and actions can be guided through high level of EI and this can even positively contributes towards the ethical behavior of an individual. Therefore, we can say that individuals with high level of EI would be able to behave properly with less aggression and this would automatically leads to high ethicality.

Some people believe that in order to compete they must compromise with their ethical standards [23]. This decreases ethicality among people. It seems that even the most ethical people justify their unethical behavior by saying that “everyone else is doing it” or “it is not as bad as what others are doing” [24]. In addition, research suggests that ethical decision making and even behaving unethically both involves an individual’s own ethical standards as well as their perception about the unethical behavior around them.

A study suggests people are indulged in unethical activities for achieving success and to compete in the working environment[25]. People behaving unethically confessed unethical behavior because they were having a perception that they need to do it for achieving success at personal and professional level (Terpstra et al., 1993). Research conducted by Schutte et al. (2002) found that people with high emotional intelligence are considered to be in a higher self -esteem and they are always considered to be in a positive mood.[26]

Research suggests that the employees high in EI are better team members, capable of performing better, more satisfied with their work, better in adapting to the changes in the work environment, more capable of engaging with the diverse workforce and are less likely to experience burnout[27].

Lenaghan, Buda and Eisner (2007) conducted a study in which a total of 205 people participated; the sample was collected from a large university including a large variety of jobs from unionized trade workers to executive managers.[28] The findings suggests that emotional intelligence is an important variable for one’s wellbeing while facing the work-family conflicts. The results concluded that high emotional intelligence creates a positive

impact on the well-being of individuals. In this study the individuals who had high level of emotional intelligence with low work-family conflict had the highest well-being. While those having low emotional intelligence and high work-family conflict had the lowest well-being.

Ayoko, Callan and Hartel (2008) found the dimensions of emotions and conflicts by merging features of team emotional intelligence climate, features of conflicts and reactions to conflicts.[29] They concluded through their study that teams having less emotional intelligence climate were related to increased relationships and task conflicts and enhanced conflict intensity. Teams having emotional intelligence climate, conflict management norms moderated the connection between conflicts and reactions to conflicts. They focused on this thought that members and team leaders need to be aware about their team members reactions to conflicts and in addition teams that are facing some destructive reactions to conflict needs to adapt training for enhancing skills in empathy, conflict management norms, and emotional management. Conflicts can be minimized and managed for better team performances and it will be beneficial for the team leaders if these skills are applied in the team performance.

Godse and Thingujam (2010) conducted a study among 81 technology professionals in India for examining the relation between emotional intelligence, personality and conflict resolution styles.[30] The study showed that conflicts resolution styles are positively correlated with high level of emotional intelligence. The study indicated that IT professionals having higher emotional intelligence skills adapts better conflict resolution styles for dealing effectively with the situations. This study draws our attention towards the fact that by using emotional intelligence skills individuals are capable of resolving conflicts at the workplace.

2.1 Research Gap

There is a need to develop emotional intelligence competencies among the individuals for enhancing their performance. This paper is conceptual but analytical paper may give us more accurate results. So, some quantitative studies can be done with the help of data collection in order to gather some additional information about the topic. Future research work can be done on how ethical behavior can impact the organizational productivity in long run. And even future research can be carried out in finding out how the ethical behavior can lead to enhance the level of job satisfaction. Management needs to develop emotional intelligence skills to enhance the ethical behavior at workplace. In research ethics is not given much emphasis so there is a need to explore this topic more. The topic of ethics is hardly found or very less represented. This is of utmost surprise as ethics in the current competitive era is a very crucial topic. These findings suggest that there is a need to increase awareness on ethics. It is hard to imagine that ethical decision making is a cognitive or rational process. As decisions are made with both the head and the heart. We receive critical information via our emotional gut reactions to decision making situations. This is not to say that our gut emotional reactions will always lead us to make good decisions because they feel right. Certain individuals may derive great pleasure from decisions that lead to the exploitation, cheating, duping or harming of others. that is why a better understanding of individual differences including both individual differences in cognitive and emotional processing will help inform our understanding of ethical and unethical decision making. However, there is much research to be done before we can truly inform practitioners about emotional factors that cause to behave ethically and responsibly. There is a need to examine further High-EQ people may understand ethical dilemmas' challenges and expectations. Researchers can use this study as a source of information, accumulating knowledge and transform this into a new study. Although studies that are related with EI and Ethics are few but still are capable to explain that people with high EI shows ethical behavior. Other researchers have also advised

that more research is to be done in this area so that these practices can be reduced up to a certain extent. Even some new courses related to ethics and EI should be introduced in educational curriculums. so that people may become more aware about each and every aspect of both these terms.

3. Research Methodology

This study examines EI and ethics.. Our research question is: "how does EI related to the ethical behavior of individuals?" and why ethical decision-making requires emotional intelligence ? To answer this research question, we will be using some of the previous researches being done in this domain. This study explains emotional intelligence and its effects on ethical behavior and examine how ethical behavior to work in a progressive way with the help of Emotional Intelligence. Conceptual research is built on past study. Research paper data was acquired from secondary sources such e-journals, newspapers, government publications, and online sites.

3.1 Hypothesis

Hypothesis 1: There is no significant relationship between emotional intelligence (EI) and ethical behavior in the workplace.

Hypothesis 2: Emotional intelligence (EI) does not influence ethical decision-making processes significantly.

Hypothesis 3: Emotional intelligence (EI) has no significant impact on ethical competence.

3.2 Objectives

- To study whether EI provides a positive impact on ethical behavior at workplace.
- To investigate the influence of emotional intelligence (EI) on the ethical decision-making processes.
- To analyze the impact of emotional intelligence on ethical competence.

4. Result Analysis

Objective 1 : To study whether EI provides a positive impact on ethical behavior at workplace.

Asim in 2016 state that Emotional EI is gaining popular in personal and professional lives. As workplace workloads rise, small groupings of aptitudes and abilities help employees improve work quality through values and ethics. An ethical workplace improves performance and satisfaction. It studies how emotional intelligence affects workplace ethics. The results indicate that emotional intelligence (EI) qualities including self-awareness, dedication, and emotional balancing are linked to workplace ethics in commercial companies.

Based on the literature review provided , suggests that emotional intelligence (EI) does have a positive impact on ethical behavior in the workplace. Studies consistently show that attributes associated with EI, such as self-awareness and emotional balance, contribute to maintaining ethical standards and values within organizations. This supports the conclusion that enhancing EI among employees fosters an ethical work environment and improves overall performance and satisfaction, rejecting the hypothesis that EI does not positively influence ethical behavior at work.

OBJECTIVE 2: To investigate the influence of emotional intelligence (EI) on the ethical decision-making processes

Holian, IN 2006 , implied emphasized that emotional intelligence affects ethical decision-making (EI) was intricately linked to ethical decision-making behavior among managers and consultants. The updated model included a new category of behavior, "Narcissism," and underscored how EI influenced skills like self-awareness and empathy, which were critical for ethical decision-making. This connection suggested that enhancing EI through training could significantly impact ethical outcomes in management practice and education. Similarly zaki (2018), found that implementing an emotional intelligence program for head nurses resulted in significant improvements in both their EQ and decision-making. The research stressed emotional intelligence showing how skills like self-awareness and empathy positively influenced nurses' ability to make effective decisions in their daily responsibilities. These findings suggested that ongoing emotional intelligence training could enhance nursing performance, and integrating such programs into nursing education could further develop students' decision-making competencies.

Based on the literature review provided, your hypothesis that "There is no significant relationship between emotional intelligence (EI) and ethical decision-making" is rejected. The studies by Holian (2006) and Zaki (2018) both indicate substantial link between emotional intelligence and ethics decision-making behavior in different professional settings.

Objective: 3 To analyze the impact of emotional intelligence on ethical competence.

Dangmei in 2017 states that emotional intelligence predicts morality. Emotions are crucial to ethical decision-making in businesses, and ethical competence is a key tool for addressing moral issues. Emotional Intelligence's cognitive and empathic components can reduce negative attribution about others (Hoffman, 1984). High-EQ people can reason their own emotions and others' and use this information to guide their thoughts and activity (Mayer & Salovey, 1990). Emotional intelligence may help them make ethical decisions. Individuals could discern ethical behavior and others' ethics with this skill. Thus, high-EQ people can moderate their emotions and respond less angrily to ethical behavior.

So , Based on the above findings, we can say that the hypothesis is rejected. The analysis and supporting literature indicate that emotional intelligence, specifically its cognitive and empathy components, significantly contributes to ethical competence. Individuals High-EQ people can better comprehend and manage their own emotions and those of others leading to more ethical behavior and decision-making. Consequently, Emotional intelligence strongly predicts ethical competence, opposing the initial hypothesis.

5. Conclusion

This study underscores the significant EI involvement in shaping ethical decisions and conduct within organizational settings. The exploration of literature has consistently shown that individuals with High-EQ people can handle difficult ethical challenges. maintain integrity, and foster a positive organizational culture. Attributes such as self-awareness, empathy, and emotional regulation have been identified as critical components that enhance ethical competence among professionals.

Moreover, the findings suggest practical implications for both educational institutions and organizational leaders. Integrating EI development programs can effectively cultivate these essential competencies from an early stage, equipping individuals with the skills necessary to uphold ethical standards throughout their

careers. For organizations, fostering a workplace environment that values emotional intelligence contributes not only to ethical decision-making but also to overall employee satisfaction and performance.

Moving forward, further empirical research is recommended to substantiate these conceptual findings with quantitative data, thereby strengthening our understanding of how EI influences ethical behavior longitudinally and across diverse organizational contexts. By bridging the gap between theory and practice, future studies can provide actionable insights that support the implementation of effective EI strategies aimed at promoting ethical excellence and sustainable organizational success.

In essence, nurturing emotional intelligence is not just beneficial for personal growth but also pivotal in cultivating ethical leadership and organizational integrity, ultimately contributing to a more harmonious and ethically grounded professional landscape.

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