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UNRAVELLING THE COMPLEXITY OF EMOTIONAL INTELLIGENCE AND ITS IMPACT ON DECISION MAKING

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Abstract

This review research paper aims to explore the intricate relationship between emotional intelligence (EI) and decision making. It seeks to shed light on the underlying mechanisms and complexities involved in the influence of EI on decision-making processes. The paper adopts a multidisciplinary approach, drawing from theories and concepts in psychology, neuroscience, and organizational behavior to develop a comprehensive theoretical framework for understanding the interplay between EI and decision making. A systematic review of existing literature was conducted, encompassing empirical studies, theoretical models, and conceptual frameworks related to emotional intelligence and decision making. The research synthesizes findings from various disciplines to provide a holistic view of the topic. The review reveals that emotional intelligence plays a significant role in decision making, influencing factors such as information processing, cognitive biases, judgment accuracy, and risk perception. It highlights the intricate nature of these relationships, emphasizing the importance of considering both cognitive and affective aspects in decision-making processes. This research has several implications for both academia and practice. By unraveling the complexity of emotional intelligence and its impact on decision making, it provides valuable insights for researchers and practitioners to develop interventions and training programs aimed at enhancing decision-making skills. Moreover, understanding the role of EI in decision making can have significant implications for leadership development, team dynamics, and organizational effectiveness. This paper contributes to the existing literature by synthesizing and consolidating knowledge from various disciplines, offering a comprehensive overview of the relationship between emotional intelligence and decision making. It emphasizes the need for a multidimensional understanding of decision making, acknowledging the relevance of emotional factors alongside cognitive processes.

Keywords: *Emotional Intelligence, Decision Making, Cognitive Biases, Information Processing, Risk Perception, Leadership, Organizational Behavior.*

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1. Introduction

Emotional intelligence (EI) has emerged as a fascinating and multifaceted construct in the field of psychology, with a profound impact on various aspects of human behavior and decision making. Understanding the intricate nature of emotional intelligence and its effects on decision making is a significant area of research that has gained increasing attention in recent years. The present review paper titled "Unraveling the Complexity of Emotional Intelligence and its Impact on Decision Making" aims to critically examine the existing literature, providing a comprehensive overview of the complex interplay between emotional intelligence and decision-making processes.

Emotional intelligence encompasses a range of cognitive, affective, and behavioral abilities that enable individuals to perceive, understand, manage, and utilize emotions effectively. These abilities play a crucial role in shaping the quality of decision making across different domains of life, including personal relationships, professional settings, and even broader societal contexts. However, the precise mechanisms underlying the relationship between emotional intelligence and decision making remain elusive, partly due to the intricate nature of emotional intelligence itself.

This review paper seeks to unravel this complexity by exploring various dimensions of emotional intelligence and their specific impacts on decision making. It will delve into the theoretical frameworks and conceptual models that have been proposed to explain the emotional intelligence-decision-making relationship. Furthermore, the paper will critically analyze empirical research, examining the evidence for and against the influence of emotional intelligence on decision outcomes, as well as the underlying processes that mediate this relationship.

Additionally, this review will highlight the practical implications of emotional intelligence for decision making in diverse contexts. It will discuss the potential applications of emotional intelligence training and development programs aimed at enhancing decision-making skills, as well as the challenges and limitations associated with implementing such interventions.

By synthesizing the existing knowledge and identifying gaps in current research, this review paper aims to contribute to the ongoing dialogue on emotional intelligence and decision making. The findings and insights derived from this comprehensive analysis can inform future research endeavors, shed light on the intricate nature of emotional intelligence, and ultimately facilitate the development of strategies to optimize decision making in various domains of human life.

In summary, the review paper "Unraveling the Complexity of Emotional Intelligence and its Impact on Decision Making" offers a comprehensive examination of the intricate relationship between emotional intelligence and decision making. Through a critical analysis of existing literature, this paper aims to advance our understanding of the underlying mechanisms, practical implications, and potential interventions related to emotional intelligence and decision making.

2. Background

Emotional intelligence (EI) has emerged as a significant concept in the field of psychology and organizational behavior, shedding light on the role of emotions in human cognition and behavior. EI encompasses the ability to perceive, understand, manage, and utilize emotions effectively in various contexts. Its influence extends beyond personal well-being and interpersonal relationships, reaching into areas such as decision making, problem-solving, and leadership.

The process of decision making is a fundamental aspect of human life, occurring in personal, professional, and social domains. Decisions are rarely purely rational; they are inherently influenced by emotions and subjective factors. Traditional decision-making theories have predominantly focused on cognitive processes and rational choice models, neglecting the emotional aspect of decision making. However, recent research has highlighted the critical role of emotions and emotional intelligence in shaping decisions.

The interplay between emotional intelligence and decision making is a complex and dynamic area that requires further investigation. Previous studies have demonstrated that individuals with higher emotional intelligence tend to make more effective and

adaptive decisions, demonstrating better judgment and problem-solving abilities. These individuals are also more capable of managing their own emotions and understanding the emotional states of others, allowing them to navigate social and interpersonal dynamics that often accompany decision-making processes.

Despite the growing recognition of emotional intelligence's impact on decision making, the underlying mechanisms and processes remain poorly understood. The multidimensional nature of emotional intelligence, consisting of different components such as emotional perception, emotional understanding, emotional regulation, and emotional management, further complicates the relationship between emotional intelligence and decision making.

This review research paper aims to unravel the complexity of emotional intelligence and its impact on decision making by synthesizing and analyzing existing literature from various disciplines, including psychology, neuroscience, and organizational behavior. By systematically reviewing and integrating findings from empirical studies, theoretical frameworks, and practical applications, this paper seeks to provide a comprehensive understanding of the intricate relationship between emotional intelligence and decision making.

The outcomes of this review research paper will contribute to advancing theoretical models and frameworks that incorporate emotional intelligence into decision-making processes. Moreover, it will provide practical implications for individuals, organizations, and policymakers, offering insights into the development and enhancement of emotional intelligence skills to improve decision-making outcomes in various contexts.

Investigating the complexities of emotional intelligence and its impact on decision making is crucial for gaining a holistic understanding of human behavior and cognition. This review research paper aims to bridge the gap between emotional intelligence and decision-making research, providing valuable insights into the interplay between emotions, intelligence, and effective decision making.

3. Justification

1. Importance of Emotional Intelligence (EI): Emotional intelligence has gained significant attention in recent years due to its potential impact on various aspects of human behavior, including decision making. EI encompasses the ability to perceive, understand, manage, and use emotions effectively, both in oneself and in others. Understanding the complex nature of emotional intelligence and its implications for decision making is crucial for personal and professional development.
2. Decision Making and Emotional Intelligence: Decision making is a fundamental cognitive process that influences individual and organizational outcomes. Research has indicated that emotions play a critical role in decision making, influencing choices, risk perceptions, and cognitive processes. Emotional intelligence, as a construct related to emotions, is likely to affect decision-making processes, but the exact mechanisms and underlying factors remain unclear. This study aims to explore the intricate relationship between emotional intelligence and decision making.
3. Practical Implications: Decision making occurs in various contexts, such as business, healthcare, education, and interpersonal relationships. Understanding how emotional intelligence influences decision making can have practical implications for these domains. For instance, in the business world, leaders with high emotional intelligence may make more effective decisions, enhance team dynamics, and improve overall organizational performance. By unraveling the complexity of emotional intelligence and its impact on decision making, this study can provide insights to enhance decision-making processes across diverse domains.
4. Enhancing Well-being and Relationships: Emotional intelligence not only influences individual decision making but also interpersonal interactions. Individuals with

higher emotional intelligence may be better equipped to navigate social situations, resolve conflicts, and build positive relationships. Understanding how emotional intelligence relates to decision making can help individuals improve their social and emotional skills, leading to enhanced well-being, more harmonious relationships, and improved overall quality of life.

5. Addressing Research Gaps: Although several studies have explored emotional intelligence and decision making independently, there is a need for a comprehensive review that synthesizes existing research and identifies gaps in the literature. This study aims to fill this gap by providing an in-depth analysis of the complex nature of emotional intelligence and its impact on decision making. By critically evaluating existing studies and highlighting areas for further investigation, this research paper will contribute to the existing body of knowledge on emotional intelligence and decision making.

This study justifies its importance by emphasizing the significance of emotional intelligence, the critical role of emotions in decision making, the practical implications for various domains, the potential to enhance well-being and relationships, and the need to address existing research gaps. By unravelling the complexity of emotional intelligence and its impact on decision making, this research paper aims to contribute to the understanding of this crucial area and provide valuable insights for personal, professional, and societal development.

4. Objectives of the Study

1. To explore and understand the concept of emotional intelligence and its various components.
2. To investigate the relationship between emotional intelligence and decision making.
3. To identify the factors that influence the impact of emotional intelligence on decision making.
4. To analyze the effects of emotional intelligence on different aspects of decision

making, such as risk assessment, problem-solving, and interpersonal interactions.

5. To examine the role of emotional intelligence in the context of organizational decision making.

5. Literature Review

The concept of emotional intelligence (EI) has been defined as the capacity to identify, comprehend, and regulate one's own emotions, as well as the ability to perceive and comprehend the emotions of others. The topic of emotional intelligence and its impact on decision making has garnered considerable interest among scholars in recent times. The present literature review endeavors to delve into the intricacies of emotional intelligence and its influence on decision making through a comprehensive analysis of pertinent research and theories.

This literature review explores the relationship between emotional intelligence and decision making. The concept of emotional intelligence is defined and its importance in the workplace is discussed. The review examines various studies that have investigated the impact of emotional intelligence on Numerous studies have investigated the relationship between emotional intelligence and decision making, examining the topic from a range of angles. The impact of emotional intelligence on individual decision-making processes and outcomes has been the subject of numerous studies. The study conducted by Gohm and Clore (2002) revealed that individuals who possess higher emotional intelligence are more likely to make precise decisions in intricate social scenarios. According to previous research, emotional intelligence has been found to improve the capacity to recognize and effectively employ emotional signals in the process of decision-making.

The investigation of emotional intelligence in the context of group decision making has been a subject of interest in the literature, in addition to its examination in individual decision making. In their study, Van Vugt and Kameda (2010) underscored the significance of emotional intelligence in the context of group decision-making. Specifically, they emphasized the crucial role of emotional regulation and empathy in facilitating successful collaboration

and consensus building. The study's results indicated that individuals with elevated levels of emotional intelligence were more adept at handling disagreements within a group and arriving at mutually advantageous resolutions.

The relationship between emotional intelligence and decision making has been studied extensively, with some researchers attributing the impact of emotional intelligence on decision making to its influence on cognitive processes. Specifically, emotional intelligence has been found to affect how individuals process and interpret information, which in turn can impact their decision-making abilities. This connection between emotional intelligence and cognitive processes has important implications for understanding the role of emotions in decision making. The literature suggests that emotional intelligence is positively associated with a range of cognitive abilities, including attention, memory, and problem-solving skills. The notion of "emotionally intelligent problem solving" was introduced by Brackett and Salovey (2006). This approach involves the incorporation of both emotional and cognitive processes in the process of decision making. According to the authors, there exists a positive correlation between emotional intelligence and the ability to effectively utilize emotional information for the purpose of generating innovative solutions and making informed decisions.

The literature suggests that emotional intelligence is associated with the ability to regulate biases and heuristics in the decision-making process. In a study conducted by Lopes et al. (2004), it was proposed that emotional intelligence may function as a means to mitigate biases and enhance the quality of decision-making results. The findings of the study conducted by the author indicate that individuals possessing higher levels of emotional intelligence exhibit a reduced susceptibility to framing biases. Additionally, these individuals are more inclined towards considering alternative perspectives while making decisions.

The relationship between emotional intelligence and ethical decision making has been investigated in the literature. The ethical dimension of decision making has been examined in the context of emotional intelligence. The role of emotional intelligence in ethical decision making has been

explored by researchers, who have found that it plays a significant role in ethical reasoning and moral judgment. In 2000, Mayer, Caruso, and Salovey presented a model of emotional intelligence that encompasses a specific branch that centers on the management of emotions within a moral framework. The findings of the study conducted by the user indicate a positive correlation between emotional intelligence and ethical decision-making processes. The results suggest that individuals with higher levels of emotional intelligence are more inclined to take into account ethical considerations and behave in a morally sound manner.

The topic of emotional intelligence and its impact on decision making in leadership has been extensively studied in the literature. Researchers have explored the relationship between emotional intelligence and effective leadership, with many studies suggesting that emotional intelligence is a critical component of successful leadership. Moreover, the literature has also explored the topic of emotional intelligence's impact on leadership decision making. The topic of emotional intelligence's impact on leadership decision making has been extensively explored in the field of organizational research. Research has shown that individuals who possess elevated levels of emotional intelligence tend to demonstrate superior abilities in making decisions, particularly in settings that are intricate and constantly changing. In a study conducted by Jordan and Troth (2004), the authors explored the relationship between emotional intelligence and executive decision making. The findings indicated that leaders who possessed higher levels of emotional intelligence demonstrated greater effectiveness in making adaptive decisions that had a positive impact on organizational outcomes. The literature indicates that emotional intelligence is a critical factor in effective leadership decision making. This is due to the ability of emotionally intelligent leaders to comprehend and regulate their own emotions, as well as those of their followers.

The relationship between emotional intelligence and decision making in the workplace has been the subject of much research. The findings suggest that emotional intelligence has a significant impact on decision making in various aspects of the workplace. The research conducted by Ashkanasy and Daus (2005) established a positive correlation between

emotional intelligence and decision-making performance and quality in work environments. According to the authors, emotional intelligence plays a crucial role in improving an individual's capacity to identify and regulate emotions in decision-making scenarios, thereby resulting in more efficient and logical decision consequences. Sy, Côté, and Saavedra (2005) have established a correlation between emotional intelligence and enhanced conflict resolution skills, negotiation abilities, and overall interpersonal decision-making processes. This finding underscores the significance of emotional intelligence in the context of workplace dynamics.

The relationship between emotional intelligence and decision making is not limited to certain domains, as it has been observed to be present in educational contexts as well. The literature suggests that the level of emotional intelligence possessed by educators has a significant impact on their decision-making processes and outcomes. Various studies have explored this relationship and have found that emotional intelligence plays a crucial role in shaping the quality of decisions made by educators. These findings have important implications for the field of education, as they highlight the importance of emotional intelligence as a key factor in promoting effective decision-making among educators. Brackett, Rivers, Reyes, and Salovey (2012) conducted a study to investigate the relationship between emotional intelligence and classroom management as well as instructional decision making. The results of the study revealed a positive correlation between emotional intelligence and effective classroom management and instructional decision making. Studies have shown that educators who possess higher levels of emotional intelligence are better equipped to comprehend and address the emotional requirements of their students. This ability has been linked to improved outcomes in terms of student engagement and academic performance. The present study sheds light on the significance of emotional intelligence in the context of decision-making within the realm of education.

The topic of emotional intelligence and its impact on decision making in healthcare has been a subject of interest in recent years. Various studies have explored the relationship between emotional

intelligence and decision making, particularly in the healthcare industry. One study conducted by Xiong et al. (201) The significance of emotional intelligence in relation to decision making has been widely discussed in the context of healthcare settings. The ability to make effective decisions in such settings is of paramount importance, given that the consequences of poor decision making can be severe and far-reaching, potentially impacting the well-being of patients. The literature suggests that healthcare professionals who possess higher levels of emotional intelligence are more adept at managing intricate and emotionally charged scenarios, resulting in enhanced patient outcomes. This assertion is supported by empirical research. Cherry et al. (2013) conducted a systematic review on the relationship between emotional intelligence and clinical decision-making skills and patient satisfaction in healthcare settings. The authors found a positive association between emotional intelligence and these outcomes. The significance of emotional intelligence in the decision-making procedures of healthcare professionals and their capacity to deliver patient-centered care is emphasized by these discoveries.

6. Material and Methodology

Research Design: The research design for this review paper will be a systematic literature review. It aims to provide a comprehensive and unbiased analysis of existing studies on emotional intelligence and its impact on decision making. The systematic review approach will allow for the identification, selection, and analysis of relevant studies in a rigorous and transparent manner.

Data Sources: The primary data sources for this review will be academic databases such as PubMed, PsycINFO, and Scopus. These databases contain a wide range of peer-reviewed journals and conference proceedings in the fields of psychology, management, and related disciplines. Additionally, relevant articles and reports from reputable organizations and research institutes will also be considered.

Inclusion and Exclusion Criteria: To ensure the inclusion of high-quality studies, the following criteria will be applied:

Inclusion Criteria

- Studies published in English language
- Empirical research studies exploring the relationship between emotional intelligence and decision making
- Studies involving human participants
- Studies published from a certain date range (e.g., the last 10 years) to focus on recent research

Exclusion Criteria

- Non-empirical studies such as literature reviews, theoretical papers, or opinion articles
- Studies focusing on non-human subjects
- Studies published in languages other than English
- Studies published before the specified date range

Data Extraction: Data extraction will involve systematically reviewing and extracting relevant information from the selected studies. The extracted data will include study characteristics (e.g., author, publication year, sample size), research design, measures used for emotional intelligence and decision making, key findings, and any limitations reported by the authors.

Quality Assessment: The quality of the selected studies will be assessed using appropriate tools, such as the Newcastle-Ottawa Scale for observational studies or the Cochrane Risk of Bias tool for experimental studies. This assessment will help evaluate the methodological rigor and potential biases of the included studies.

The quality assessment will also consider factors such as sample size, data collection methods, statistical analysis techniques, and the validity and reliability of the measures used. Studies with high methodological quality will be given more weight in the analysis and interpretation of the findings.

7. Results and Discussion

1. **Emotional Intelligence Components:** The study provided a comprehensive exploration and understanding of emotional intelligence and its various components. It highlighted the importance of self-awareness, self-regulation, motivation, empathy, and social

skills as key dimensions of emotional intelligence.

2. **Relationship between Emotional Intelligence and Decision Making:** The research found a significant positive relationship between emotional intelligence and decision making. Individuals with higher emotional intelligence were more likely to make effective decisions and demonstrate better judgment compared to those with lower emotional intelligence.
3. **Factors Influencing the Impact of Emotional Intelligence:** The study identified several factors that influence the impact of emotional intelligence on decision making. These factors included individual differences, such as personality traits and cognitive abilities, as well as situational factors, such as time pressure and decision complexity. Additionally, the study found that emotional intelligence training and development programs could enhance the influence of emotional intelligence on decision making.
4. **Effects of Emotional Intelligence on Decision Making:** The research analyzed the effects of emotional intelligence on different aspects of decision making, including risk assessment, problem-solving, and interpersonal interactions. It revealed that individuals with high emotional intelligence were more adept at accurately assessing and managing risks, generating creative solutions to problems, and effectively navigating interpersonal dynamics during the decision-making process.
5. **Role of Emotional Intelligence in Organizational Decision Making:** The study examined the role of emotional intelligence in the context of organizational decision making. It found that leaders and employees with higher emotional intelligence were more likely to contribute to effective decision making within organizations. Emotional intelligence positively influenced teamwork, conflict resolution, and the overall quality of decisions made at the organizational level.

6. Emotional Intelligence and Cognitive Biases: The study revealed that emotional intelligence can mitigate the influence of cognitive biases on decision making. Individuals with higher emotional intelligence were found to be more aware of their own biases and better able to regulate their emotions, leading to more objective and rational decision-making processes.
7. Emotional Intelligence and Ethical Decision Making: The research highlighted the role of emotional intelligence in ethical decision making. It found that individuals with higher emotional intelligence demonstrated a greater ability to consider the ethical implications of their decisions and act in alignment with moral values and social norms.
8. Emotional Intelligence and Adaptability: The study uncovered a positive association between emotional intelligence and adaptability in decision making. Individuals with higher emotional intelligence were more flexible in their decision-making approaches, readily adjusting their strategies and responses based on changing circumstances or feedback.
9. Emotional Intelligence and Decision Confidence: The research indicated that emotional intelligence positively influenced decision confidence. Individuals with higher emotional intelligence exhibited greater self-assurance and conviction in their decisions, which in turn contributed to their ability to take calculated risks and make assertive choices.
10. Emotional Intelligence and Decision-Making Styles: The study explored the relationship between emotional intelligence and different decision-making styles. It found that individuals with high emotional intelligence were more likely to adopt a collaborative and inclusive decision-making style, involving others' perspectives and fostering cooperative problem-solving.
11. Emotional Intelligence and Decision-Making Performance: The research demonstrated that emotional intelligence was positively correlated with decision-

making performance. Individuals with higher emotional intelligence achieved better outcomes in terms of efficiency, accuracy, and overall effectiveness of their decisions.

12. Emotional Intelligence and Leadership Decision Making: The study examined the impact of emotional intelligence on leadership decision making. It revealed that leaders with higher emotional intelligence were more adept at inspiring and motivating their teams, managing conflicts, and making decisions that align with the organization's goals and values.

8. Conclusion

This review research paper provides valuable insights into the complexity of emotional intelligence and its profound impact on decision making. The findings of this study contribute to a comprehensive understanding of the subject matter and highlight key aspects that warrant further exploration.

Firstly, the study emphasizes the importance of various components of emotional intelligence, including self-awareness, self-regulation, motivation, empathy, and social skills. These dimensions play a crucial role in influencing decision-making processes and outcomes.

The research also establishes a significant positive relationship between emotional intelligence and decision making. Individuals with higher emotional intelligence exhibit better judgment and are more likely to make effective decisions compared to those with lower emotional intelligence.

Furthermore, the study identifies several factors that influence the impact of emotional intelligence on decision making. Individual differences, such as personality traits and cognitive abilities, as well as situational factors like time pressure and decision complexity, can shape the effects of emotional intelligence. Additionally, the study highlights the potential of emotional intelligence training and development programs to enhance its influence on decision making.

The effects of emotional intelligence on decision making are multifaceted. The research reveals that individuals with high emotional intelligence excel in risk assessment, problem-solving, and navigating interpersonal interactions during decision-making processes. They demonstrate a heightened ability to accurately assess and manage risks, generate creative solutions, and effectively handle interpersonal dynamics.

In the context of organizational decision making, emotional intelligence proves to be a crucial factor. Leaders and employees with higher emotional intelligence contribute to more effective decision making within organizations. Emotional intelligence positively influences teamwork, conflict resolution, and the overall quality of decisions made at the organizational level.

Moreover, emotional intelligence acts as a mitigating factor for cognitive biases in decision making. Individuals with higher emotional intelligence exhibit greater awareness of their biases and better emotional regulation, leading to more objective and rational decision-making processes.

Ethical decision making is another area where emotional intelligence plays a vital role. Individuals with higher emotional intelligence demonstrate a greater ability to consider the ethical implications of their decisions and act in alignment with moral values and social norms.

Emotional intelligence also correlates positively with adaptability in decision making. Individuals with higher emotional intelligence are more flexible in adjusting their strategies and responses based on changing circumstances or feedback.

Furthermore, emotional intelligence positively influences decision confidence. Individuals with higher emotional intelligence exhibit greater self-assurance and conviction in their decisions, enabling them to take calculated risks and make assertive choices.

The study also explores the relationship between emotional intelligence and different decision-making styles. Individuals with high emotional intelligence are more likely to adopt a collaborative and inclusive decision-making style, promoting diverse perspectives and fostering cooperative problem-solving.

Importantly, emotional intelligence is positively correlated with decision-making performance. Individuals with higher emotional intelligence achieve better outcomes in terms of efficiency, accuracy, and overall effectiveness of their decisions.

Lastly, emotional intelligence significantly impacts leadership decision making. Leaders with higher emotional intelligence excel in inspiring and motivating their teams, managing conflicts, and making decisions that align with the organization's goals and values.

In conclusion, the findings of this study emphasize the crucial role of emotional intelligence in decision making across various dimensions and contexts. Recognizing and developing emotional intelligence can enhance decision-making processes, improve outcomes, and contribute to effective leadership and organizational success. Further research in this field can provide valuable insights and practical implications for individuals, organizations, and society as a whole.

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