

# The Role of Emotional Intelligence on Workplace Bullying and Individuals' Work Performance

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## Abstract

Even though emotional intelligence has been proposed to mitigate the adverse effects of stressful situations such as workplace bullying, previous studies have yet failed to explain as to how emotional intelligence affects the relationship between workplace bullying and individual work performance. Accordingly, this paper aims to explain the effect of emotional intelligence on the relationship between workplace bullying and work performance. A survey was conducted among 230 managerial level employees and their supervisors in the fast-moving consumer goods industry. Emotional intelligence and workplace bullying were measured through a self-administered questionnaire while their performance was assessed by supervisors. Data was analysed using structural equation modelling (SEM) with AMOS software. The empirical data supported the negative relationship between workplace bullying and an individual's work performance. Study also finds that person-related bullying was the most influential form of bullying that affects an individual's work performance. Furthermore, study revealed that the negative relationship between workplace bullying and work performance is weaker for those with high EI and stronger for those with low EI. Theoretical contribution of this paper is the extension of our understanding of workplace bullying on individuals' work performance by bringing emotional intelligence as a moderator. The paper recommends to managers to use emotional intelligence as a strategy to mitigate the adverse effects of workplace bullying on individuals' work performance.

**Keywords:** Emotional Intelligence, Individual's Work Performance, Person-related bullying, Workplace Bullying, Work-related bullying.

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