

# Inferring how Emotional Intelligence could improve Mental Toughness thus Happiness consequentially improving employee Performance.

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## Abstract

Potential optimisation found as a concomitant of mental-toughness, however productive internal activities distinguishes this potential and such activities are governed by emotions. This studies aim was identifying connections of this sort proposing how emotional-intelligence can facilitate our nation's workforce to meet, with enhanced happiness their professional potential.

## Introduction

Can we all take control of our professional performance, can those good days become great days, can those great days become more frequent. (Neck et al., 2016; O'Boyle jr. & Anguins, 2012).

Those who appear to do so are individuals who contently perform at the upper end of their capabilities regardless of the circumstances.

Such individuals are considered

Top Performers  
(Connaughton, Hanton, & Jones, 2010)

Such abilities possessed by these top performers are facilitated by the adaptive trait;

Mental toughness (MT) → 4-Dimensional trait



(Clough, Earle & Sewell, 2002)

All abilities conducive to high performance, but all of which are said to be

emotionally-based  
(Cowden, 2016)

Henceforth abilities that would appear to benefit from a performance concomitant Emotional Intelligence (EI).

An ability successfully trained my many, via training programs that derive results that appear to mirror that of MT. Such as:

- Improvements in work morale (Groves et al., 2008),
- Lower stress (Saadi et al., 2012),
- A more apt ability to succeed in the face of challenge (Schutte & Malouff, 2002)

Although such connectedness prior to this study have not been made known. Henceforth the following hypothesis were formulated for testing

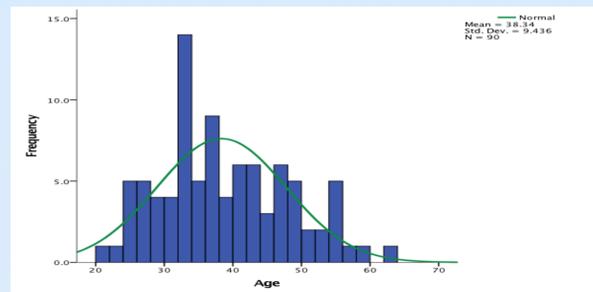
- H1-MT levels will differ significantly across the three performance categories.
- H2-Employees engaging in more EI behaviour will report higher MT.
- H3-Employees with higher MT will report higher happiness levels.
- H4-Significant differences will exist in the mean EI of males and females.
- H5-There is a positive correlation between MT and age.

## Method

**Design:** - Quantitative, cross-sectional and correlational, utilising purposive sampling to access multinationals 'Ireland's largest recruiter' ("Central Statistics Office", 2017).



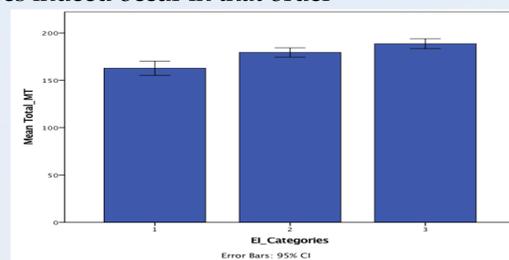
Sample consisting of 51 males and 58 females, where the age ranged from 21-62 ( $M=38.34$ ,  $SD=9.43$ ). As visually depicted below majority participants fell within the estimated range of 30-40 years, the age professional development is of high concern (Innocenti, Profili, & Sammarra, 2013).



**Materials:** Each volunteered, unidentified, briefed and debriefed participant completed; Mental-toughness MTQ48 (Clough et al., 2002) Genos EI-inventory (Palmer, Manocha, Gignac, & Stough, 2003) and Subjective-Happiness (Lyubomirsky & Lepper, 1999).

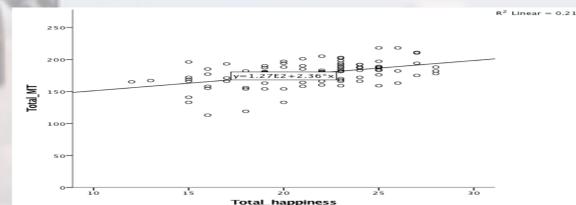
## Results

- MT was associated with an increase in **performance**, with an odds ratio of .034, 95% CI [1.009, 1.060], Wald  $\chi^2(1) = 6.94$ ,  $p < .008$ .
- The ability to perform at high level due to the consequences of being **mentally tough** increases across how frequently **emotional intelligent behaviour** is engaged in.
- Evident from the low ( $M = 162.70$ ,  $SD = 19.22$ ), to average ( $M = 179.36$ ,  $SD = 12.55$ ), to high ( $M = 188.63$ ,  $SD = 14.46$ ) EI group scores and the apparent rises indeed occur in that order

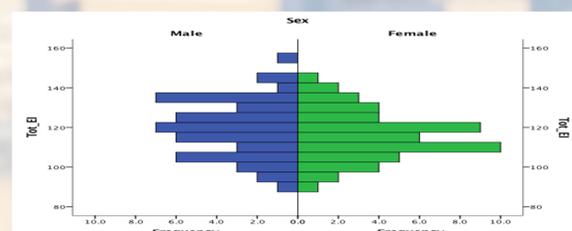


MT significantly predicted level of **happiness**,  $F(1, 89) = 24.66$ ,  $p < .001$ ,

In fact, increasing MT by just one unit, holds the potential to cause a .09 increase in happiness levels. A relationship illustrated below.



Distributions of EI amongst sexes were similar, henceforth no statistical difference existed.



Although a moderate positive correlation existed between employee age and MT level,  $r(88) = .30$ ,  $p < .008$ .

## Discussion

- MT encompassing adaptive underlying attributes facilitating high performance (Connaughton et al., 2010)
- A concept primarily applied in sports contexts (Clough et al., 2002) although as the positive correlation (**H1**) suggests its applicability in professional life is evident and therefore if trained, holds potential to bring with it many invaluable performance benefits.
- MT is grounded in the ability to successfully utilise emotions and as **H2** revealed the more frequently EI was engaged in the higher those individuals totalled on MT.
- Happiness in the workplace is related to the perceptions of individuals' work life and job role experience (Neck et al., 2016), perceptions influencing emotions (Cowden, 2016), and as proven by **H2** the more intelligent one is at utilising their emotions the higher the MT level, and as result the expectation as per **H3** would be enhanced happiness.
- Henceforth a further consequence of high MT and with EI holding the potential to improve upon it, it is a benefit that **H5** suggests can:
- Assist the youth of the workforce to perform at higher level instead of performance improvements being left to the passage of time, in addition a form of training both sexes can equally benefit from (**H4**)

## Conclusion and Future Direction

The studies aim was to demonstrate the propensity of fostering high performance, via variables like MT known to determine it, and through the observation of patterns throughout the literature it appeared EI is a potential method of achieving this goal and such an observation is one this study significantly supports.

With the primary benefits of enhanced performance and the secondary benefits varying from enhanced happiness proposed by this study, to a more apt ability to succeed in the face of challenge (Schutte & Malouff, 2002), all indicate concomitants of a happier individual which assuredly sets the conditions fitting to high performance.

Such propositions provide a solution for employers and employees to compete more effectively in the 21st Century work environment, and retire having completed a well spent professional journey.

## More Information

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