

Emotional Intelligence on Career Development: A Systematic Literature Review

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ABSTRACT

Emotional intelligence (EI) is associated with career success, employee performance, and management skills. The purpose of this study is to investigate the relationship between Emotional Intelligence and Career Development. A systematic literature review was conducted in this study to get an answer to the research question, "What is the relation between emotional Intelligence and Career Development?". A literature search was conducted through the Scopus database with the keywords "emotional intelligence" and "career development" which resulted in 234 articles with their abstracts, and the final articles used in this study are seven articles. The results indicate that the development of emotional intelligence competencies can be improved through dedicated training or educational courses provided by universities or certified organizations and directed to students or practitioners. The relationship between career development and emotional intelligence is directly affected, also could mediated by organizational socialization. Employers workshops on emotional intelligence and the inclusion of specific courses in current curriculum to provide employee with interpersonal relationship skills could effectively enhance the development of emotional intelligence. Emotional intelligence affect how well a person performs in their work. Since its enhance their performance and career success, it also appears to directly impact their career development.

Keywords: *Emotional Intelligence, Career Development, Career Success.*

1. INTRODUCTION

Career development is a formal strategy used by organizations to guarantee the availability of human resources with the necessary training and experience to meet organizational needs according to (Panggabean, 2002) in (Amilin, 2016). An employee's career influenced by five factors: experience, education, achievements, fate, and the attitudes of peers, supervisors, and subordinates in the workplace. In contrast to the literature in the field of human resources, the literature in the field of psychology stated that an employee's mentality, attitude, and capacity to read oneself in relation to aspects of personal psychology in personality development are some of the factors that can support career success. This interpretation is referred to as Emotional Intelligence (EI) according to (Tohardi, 2002) in (Amilin, 2016).

Career success has been considered equally important for both personal and organizational development. Individuals should develop adversity quotient and emotional quotient-related skills when considering their career success (Zhao & Sang, 2023). Countries' economic growth is determined by how effectively their career development programs are implemented and developed. 35% of students at NJSC Toraihyrov University in the Republic of Kazakhstan have low emotional intelligence, according to research, which highlights the importance for career development programs that empower students and encourage them toward pursuing professional careers (Pshembayeva et al., 2022).

Emotional intelligence is the ability to recognize one's own feelings and those of others, the ability to motivate oneself and the ability to manage emotions in oneself and in relation to others according to (Daniel Goleman, 2001) in (Afni & Amar, 2019). According to a study, young adults believe that academic and technical achievements are the key components of successful employment. However, something they missed was that businesses expected candidates to demonstrate a high degree of emotional intelligence in addition to their technical and academic achievements. People tend to consider more about online communication than in-person contact, which could result in insufficient emotional intelligence abilities because people are not interacting. Being able to communicate and control your emotions are essential abilities that are advantageous to you in any line of career (Ashaye et al., 2023).

2. LITERATURE REVIEW

Emotional intelligence has gone from being a buzzword to a potential prospect for business success (Todorova & Antonova, 2023). Emotional intelligence is the capacity to identify one's own and other people's feelings, to inspire

oneself, and to effectively control emotions both inside oneself and in interpersonal connections. There are five indicators that can be utilized to measure an individual's level of motivation, self-awareness, self-mastery, emotional intelligence, and social skills according to (Daniel Goleman, 2001) in (Afni & Amar, 2019).

Emotional Intelligence affects career development at PT. Bank Pembangunan Daerah (BPD) Head Office and Main Branch, Padang. An employee with high emotional intelligence will be able to understand and manage both his own and other other people's emotions. He will therefore be able to choose, organize, and regulate his emotions as well as those of his coworkers in order to fulfill the tasks and responsibilities given by the company. High emotional intelligence workers will make an effort to complete their assignments and responsibilities as well as possible, which will advance their career development (Afni & Amar, 2019).

Professional life is impacted by emotional intelligence in addition to the workplace and career. Emotional intelligence require for both individual and organizational growth. According to the study, job performance is directly impacted by emotional intelligence (Lakshmi & Rao, 2018). Team performance has a positive relationship with emotional intelligence on the team; by fostering a culture of trust and reducing conflict, emotional intelligence on the team significantly increase the probability of successful teamwork. To provide individuals and team members with the necessary knowledge and skills, organizations should implement training methods that enhance emotional intelligence skills at the team level. This might lead in increased performance and could save both time and cost in large-scale construction projects (Rezvani et al., 2019).

A increasing body of studies focuses on emotionally intelligent leadership, which promotes creativity, open communication, and loyalty amongst individuals and organizations. The report's authors acknowledge that emotional intelligence has a significant positive relationship with career success and advancement (Todorova & Antonova, 2023). Individuals with a higher ability to utilize emotions might be more rational rather than emotional, which helped them rationally analyze the cost of leaving an organization. Organizations, and human resources personnel in particular, need to remain an eye out for these people because they could also be the types that suddenly leave the company when they discover better employment elsewhere (Zhao & Sang, 2023).

Career development can be defined as an endless race through which an individual constantly pursues personal development, acquires new skills and knowledge, and takes on challenges in unexplored territory according to (Hansen, 1976) in (Knezović & Greda, 2021). Career development concept was mostly observed through the lens of the organization. However, this definition can be conceptualized from the employees' perspective as well. When a career development program is implemented well, it can be a very effective instrument for increasing and sustaining organizational commitment, especially emotional commitment. On the other hand, a poorly implemented career development program may result in a lack of motivation in the first place, which then affects performance, reduces employee commitment, and increases employees turnover. (Knezović & Greda, 2021).

Career development is a vital aspect of improving work effectiveness and the best contribution of employees to the organization (Riyanto et al., 2023). According to a study, HRM practices on companies encourage their employees toward self-choice career development and growth, give them flexibility, and provide them opportunities to improve their capacity for independent learning so they may generate new knowledge and deliver it across different divisions and roles (Gope et al., 2018).

Career development is a personal improvement that is sought by a person to achieve a personal career plan. In summary, career development is a program designed to raise an individual's position or competence within an organization over a long period of time. As a human resource practice, career development primarily seeks to enhance and raise the efficacy of work implementation in order to be able to optimally contribute to the realization of the business goals of the company/organization (Novita Wahyu Setyawati et al., 2022).

3. RESEARCH METHOD

The systematic literature review to carry out this study is using PRISMA, a method for conducting systematic literature reviews by prioritizing clearly formulated research questions (Page et al., 2021). Scopus database is utilized to search for relevant articles. The literature review process consists of three stages : 1) Identification; 2) Screening; and 3) Determination. At the identification or the initial stage, researchers conducted a literature search through the database with the keywords "emotional intelligence" and "career development" which resulted in 234 articles with their abstracts.

The research question, “what is the relationship between emotional intelligence and career development?” is then used to examine the search results. The articles were analyzed based on the inclusion and exclusion criteria established in the study. The researcher’s inclusion and exclusion criteria are as follows.

Table 1. Criteria Inclusion and Exclusion of This Study

No	Inclusion Criteria	Exclusion Criteria
1	Only select article in English	Avoid articles that aren't in English
2.	Only select articles, reviews, and conference papers	Leave out non-research items (such as book, thesis, dissertations)
3.	Only look at articles with full text access	Leave out unavailable full text access
4.	Only select articles published between 2017-2023	Leave out articles published other than 2017-2023
5.	Only select relevant articles to the research question	Leave out irrelevant articles to the research question

At the screening stage, researchers developed inclusion criteria based on the needs of researchers in order to eliminate discussions that were not related to the research question. Inclusion of articles using English and articles with full text access was used to assist researchers in maximizing understanding the essence of the article. Inclusion of articles with a time span between 2017 and 2023 was used to obtain articles that were most relevant to current conditions within the last seven years. From the records according to inclusion criteria 1, 216 articles were obtained. Based on inclusion criteria 2, 145 articles were obtained. Based on inclusion criteria 3, 62 articles were obtained. Based on inclusion 4, 45 articles were obtained. Lastly based on inclusion 5, there are 7 articles obtained. At the determinant stage, researcher only found 7 articles as final result.

4. RESULT AND DISCUSSION

According to the research conducted using prisma method, the articles found for the final result indicates that research on these two variabel is still rare and were only increasing in 2023. Updating the Debate on Behavioral Competency Development: State of the Art and Future Challenges, from (Bonesso et al., 2020). This study investigated the developmental and learning processes of emotional, social, and cognitive intelligence competencies that occur after formal training or educational courses provided by universities or certified organizations and directed to students or practitioners. Development of cultural intelligence competencies, confirming that, as happens for emotional intelligence skills, cross-cultural cognitive and behavioral capabilities can be improved through dedicated training and development programs. A learning program's efficacy depends on participants' willingness to dedicate themselves toward developing particular competencies that align with their ideal career path. Career success and career satisfaction are positively impacted by the development of emotional intelligence competencies.

Current College Graduates' Employability Factors Based On University Graduates In Shaanxi Province, China, from (Jiang et al., 2023) examined the factors of employability and the factors that influence its improvement. The study's findings indicate that a student's employability is significantly impacted by their personal traits, social experiences, and workplace training. Important factors of employability that college students should possess include knowledge understanding and learning ability, self-management ability, emotional intelligence, generic skills, professional ability, and career planning capability. College graduates can also assess their own abilities objectively, creating their own ability framework and new employment requirements based on their own abilities, as well as undertake focused efforts to increase their employability, which allows them to find employment more easily and enter the market quicker.

Emotional Intelligence And Career Development Through Organizational Socialization: A Practical Study, from (Al-Haraisa, 2022). This study examined the impact of emotional intelligence on career development through organizational socialization in commercial banks in Jordan. One of the most significant findings is that organizational socialization has a mediating effect on the relationship between career development and emotional intelligence. The fact that emotional intelligence is one of the main factors influencing all organizational activities, particularly career development, adds to the study's significance. The study suggests that commercial banks focus more on their employees by encouraging and training them. It also suggests creating a new department that specializes in emotional intelligence, which encourages the employees to come up with fresh concepts and think outside the box to develop them on a regular basis.

Determinants of the Indonesian military's career development: Mediating role of performance and moderating role of objectivity of organizational commitment, from (Riyanto et al., 2023). At the Iskandar Muda Military Command, the purpose of this study is to investigate the factors that influence the career development of the personnel of the Indonesian National Armed Forces. The results demonstrate the relevance of the three constructs—work motivation, physical fitness, and emotional intelligence—in predicting the performance and career development of

Indonesian military personnel. Career development is directly impacted by emotional intelligence. However, emotional intelligence also affects how well a person performs in their work. Employees' career development might be impacted by their emotional intelligence since it can enhance their performance. It indicates that the Indonesian military would be more successful taking part in the ESQ training program if they intended to enhance their career development.

Determinants of Career Success: A Case Study of Male Teachers in Secondary Schools, from (SALAHUDIN et al., 2021). There is a shortage of male teachers in Malaysian secondary schools. This study aims to identify the factors that influence male teachers' career success in the hopes of identifying the factors that are exclusive to male teachers. The results indicated that while professional commitment is the only component that fails to sufficiently clarify teachers' career success, four out of five determinants—emotional intelligence, person-job fit, career adaptability, and work-life balance—can considerably explain teachers' career success. The results help policymakers set priorities and create more effective career development plans for teachers, with particular focus on issues related to hiring more teachers with emotional intelligence, maximizing person-job fit, and creating work-life balance in the workplace.

Emotional Intelligence: Predictor of Success and Career Advancement - A Survey of Bulgarian Digital Entrepreneurs, from (Todorova & Antonova, 2023). The results of the study categorically reveal that having strong emotional intelligence (EI) contributes to an individual's sense of success. This is especially relevant for female responders. Women are more talkative and optimistic and possess far higher levels of self-awareness, self-control, motivation, optimism, empathy, and social skills. However, several studies demonstrate that men remain preferred for leadership roles because of their gender. Therefore, in Bulgaria, a person's gender continues to be a better indicator of their career development than their emotional intelligence. The collected data categorically demonstrate that persons with greater levels of EI and its inherent competencies have a much more strong sense of their own success. This suggests that having strong emotional intelligence (EI) affects one's perception of success and that EI can be used to predict success.

Exploring Emotional Intelligence and Sociodemographics in Higher Education; the Imperative for Skills and Curriculum Development, from (Abouhasera et al., 2023). There is increasing interest in understanding the nature and impact of emotional intelligence (EI) in educational institutions and the workplace since EI is associated with academic performance, career success, job satisfaction, and management skills. The study conducted at Qatar University to measure the EI levels of employees and students. In general, people who were older had higher EI than those who were younger. Gender, marital status, or position of employment had no significant effects on EI. The results validate the importance of employees workshops on emotional intelligence (EI) and the inclusion of specific courses in current curriculum to provide students with interpersonal relationship skills that effectively enhance the development of EI. Developing interpersonal skills could support success in the workplace, in the classroom, and in personal life.

5. CONCLUSION

A high degree of employee's emotional intelligence is a factor that could support career success. Career success has been considered equally important for both personal and organizational development. The low quality of emotional intelligence leads to the importance of career development programs to empower people and encourage them toward pursuing professional careers. In order to get an answer to the research question "“what is the relationship between emotional intelligence and career development?”", a systematic literature review conducted in this study. To meet the parameters of this study, researcher assembled articles from scopus database and performed inclusion. Seven articles turned up as a consequence.

This study found that articles related to the variables of emotional intelligence and career development are still rare and further research is still of interest. The research found career success and career satisfaction are positively impacted by the development of emotional intelligence competencies. Only people who willing to dedicate themselves toward developing competencies could get maximum result of the development program. Emotional intelligence is one of the main factors influencing all organizational activities, particularly career development. Additionally, organization might need to create a new department that specializes in emotional intelligence, which encourages employee's by giving training. The results indicate that the development of emotional intelligence competencies can be improved through dedicated training or educational courses provided by universities or certified organizations and directed to students or practitioners.

Emotional intelligence affect how well a person performs in their work. Since its enhance their performance, It also appears to directly impact their career development. Followed by having strong emotional intelligence contributes

to an individual's sense of success. Other than emotional intelligence, variabels person-job fit, career adaptability, and work-life balance can considerably explain employee's career success. Employees workshops on emotional intelligence and the inclusion of specific courses in current curriculum to provide employee with interpersonal relationship skills could effectively enhance the development of Emotional intelligence. Employee should optimizing training as career development accompanied by high emotional intelligence to get to the ideal figure in this study.

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