

EMOTIONAL INTELLIGENCE AND PERFORMANCE : BIBLIOMETRIC ANALYSIS



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ABSTRACT

This article uses a systematic literature review, which aims to summarize several studies regarding emotional intelligence and performance. Emotional intelligence is a factor in the performance of every company. This article uses the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method and bibliometric analysis using VOSviewer software. Data sources were obtained from ScienceDirect, Emerald Insight, and Taylor & Francis for the 2019-2024 period. The results obtained were 144,195 articles; then data reduction was carried out using exclusive and inclusive criteria to obtain 52 journals that were reviewed. Results for variables related to emotional intelligence and performance, job performance, project performance, team performance, self-efficacy, self-awareness, leadership, etc. Overall, the author hopes that this research can be used as learning material and written reflection in future research.

Keywords: *Emotional Intelligence; Performance; Prisma; Bibliometric*

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INTRODUCTION

Emotional Intelligence (EI) is recognized apart from the clinical psychology concept of management because of its important impact on the emotional intelligence ability model (Goleman, 2009). Mayer et al. (2000) first defined emotional intelligence as the ability to recognize emotions and use them to improve one's thinking, including the ability to obtain accurate perceptions of oneself and others' emotions based on experience, to use those emotions to guide thinking and behavior, to understand emotions and to regulate emotions to promote growth intellectual.

Emotional Intelligence attracted much scientific attention because of its significant implications for workplace outcomes, including related outcomes. A large number of empirical studies have shown that Emotional Intelligence has a positive impact on individual job performance (Karimi et al., 2020). For example, some researchers have found that specific attributes of Emotional Intelligence, including a person's understanding of his or her own and others' emotions, and the regulation and utilization of emotions, collectively improve task and contextual performance (Bozionelos & Singh, 2017). Positive emotions are taken as resources based on conservation of resources theory (Sun et al., 2019). However, other research finds that Emotional Intelligence only has a marginal or insignificant influence on employee performance (Tu et al., 2020). The inconsistent results suggest that the relationship between Emotional Intelligence and job-related performance may be subject to certain conditions. Knowledge of how Emotional Intelligence relates to performance yields different conclusions in each perspective (Macht et al., 2019). For example, while the influence of Emotional Intelligence on important work outcomes such as performance has been emphasized, both theoretically and empirically, some Emotional Intelligence researchers argue that the study of Emotional Intelligence is more appropriately located in specific contexts, especially when emotions tend to cause different feelings or psychological states undesirable (Miao et al., 2017).

While previous research has aided our understanding or estimation of the role of Emotional Intelligence in predicting various types of job performance, some areas require further research investigation. For example, a growing number of voices in the literature argue that the influence of Emotional Intelligence on performance is more indirect than direct (Ingram et al., 2019). In this opinion, the researchers argue the potential that the relationship between Emotional Intelligence and performance is not significant observed in previous research, for example, Tu et al. (2020), could be caused by the ambiguity of Emotional Intelligence's ability to explain more closely the support for work performance. This suggests the need to place focus on core, proximate indicators of individual performance to explore their variations attributed to Emotional Intelligence or similar emotional traits or abilities

This study aims to identify, map, and analyze the development of scientific literature on the relationship between Emotional Intelligence and Performance over the past six years, as well as to evaluate research trends, author collaboration, and thematic consistency in publications indexed in reputable databases such as Scopus. Through a bibliometric approach and the use of VOSviewer software, this study also aims to identify research gaps that have not been extensively studied, thereby providing direction and recommendations for future researchers. Thus, in addition to highlighting the importance of Emotional Intelligence in enhancing employee performance, this research specifically aims to contribute conceptually to the development of future research agendas, particularly by encouraging exploration of new relevant variables that remain understudied.

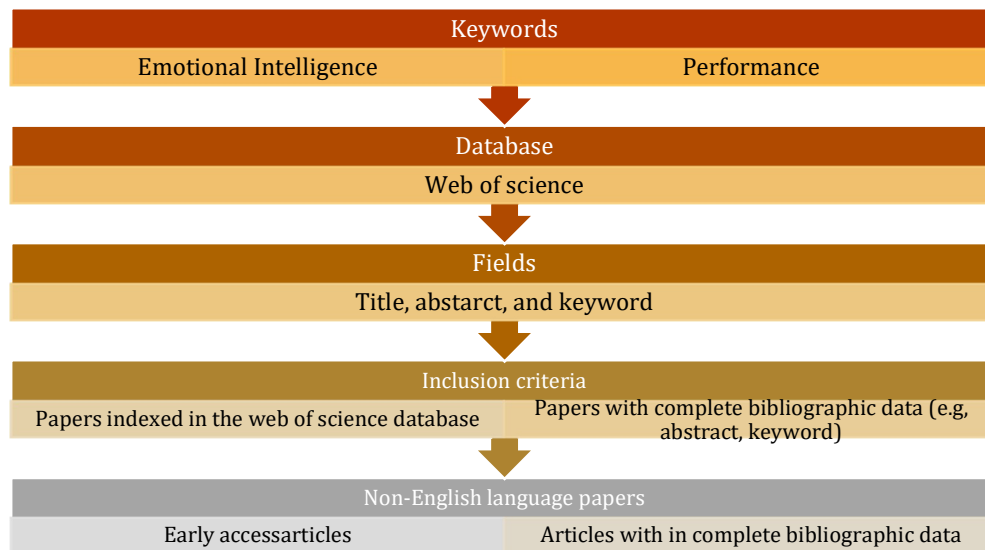
LITERATURE REVIEW

Rooted in early 20th century concepts social intelligence, Emotional Intelligence is essentially meant to address the pervasive role of emotions (Salovey & Mayer, 1990). Therefore, we focus on conceptualization Emotional intelligence is defined as the part of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate between them and to use this information to guide one's thinking and actions. Salovey & Mayer (1990) argue that Emotional Intelligence, which forms the basis of most scientific discourse, is defined as understanding and expressing emotions, assimilating emotions into thought, understanding and reasoning with emotions, and regulating emotions in oneself and others. Conceptualized like this, Emotional Intelligence has four components (Mayer et al., 2000): (1) emotional assessment of oneself, which includes an ability to feel and understand emotions; (2) emotional assessment of other people, which allows someone to perceive and understand other people's emotions another; (3) self-regulation of emotions discusses a person's ability to self-regulate or his emotions; and (4) use of emotions, which values a person's ability to use emotions constructive activities and performance.

Important in this approach is that Emotional Intelligence includes awareness other people's emotions, and adaptation to those emotions observation (Salovey & Mayer, 1990), and contains a cognitive component, because Emotional Intelligence requires use emotions and emotional knowledge to improve thinking (Mayer et al., 2000). Therefore, we propose that it be capability-based approach to Emotional Intelligence promises to address this the interconnection of emotions and deep cognition performance.

METHOD

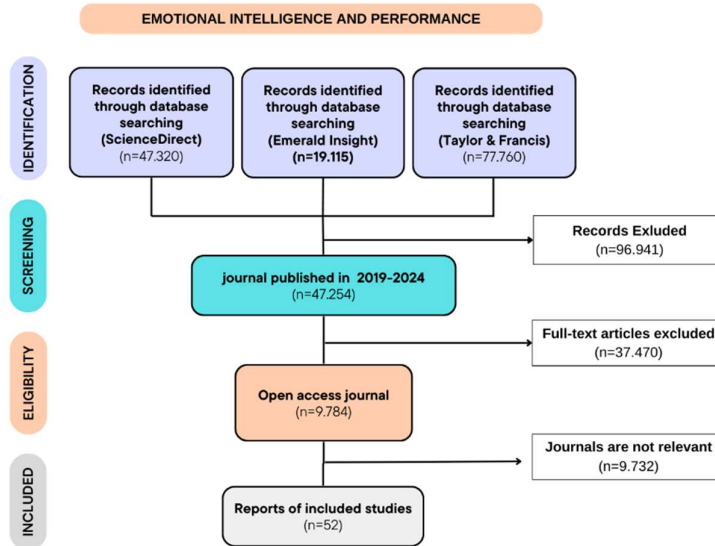
This study focuses on "Emotional Intelligence and Performance". This article uses Systematic Literature Review (SLR) as a data search instrument, this article uses the filter stage in the research procedure (Rejeb et al., 2022) which can be described as follows:



Source : Rejeb et al., 2022

Figure 1
Research Procedures

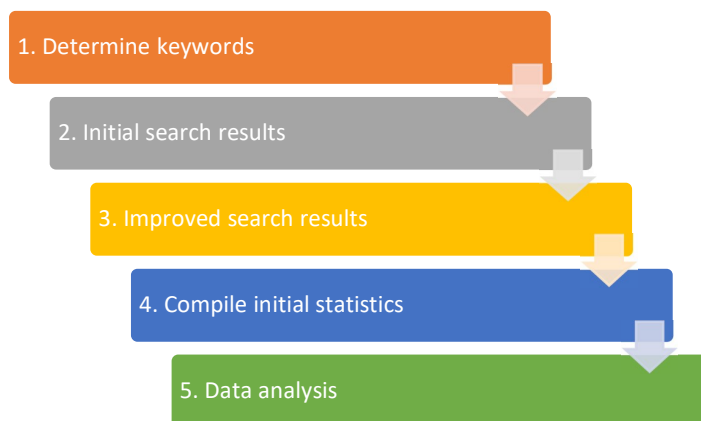
Next, a filtering stage is carried out on the data in Figure 2, which is in the form of a prism chart, where the chart is a database filtering process that has been obtained from the data. ScienceDirect, Emerald Insight, and Taylor & Francis, then analyzed and it can be concluded that the results of the chart are a screening in the first to fourth stages and can be analyzed in detail, with the aim of being a database search instrument as a reference source to strengthen the article.



Source : Result of Prism procedures by authors, 2024

Figure 2
Prism Chart Shape

Then it was analyzed using bibliometric literature to map data on the use of detailed systematic methods (Garza-Reyes, 2015). The article uses five stages which are used according to Setyaningsih et al. (2018) can be summarized as follows:



Source : Setyaningsih et al., 2018

Figure 3
Five stages of the Bibliometric Literature Study Method

1. Determine keywords

The keywords used in this article are "Emotional Intelligence" or "Performance" for the period 2019-2025, were searched for in the Scopus database as a reliable and high-quality reference source for the theme of this article (Baas et al., 2020)

2. Initial search results

Sequence search on articles, only "title words" and "year" are spread across three journals "ScienceDirect, Emerald Insight, and Taylor & Francis." From each journal, ScienceDirect got 47,320, Emerald Insight 19,115, Taylor & Francis 77,760. the results were filtered again to 47,264 journals.

3. Improved search results

Open access is used in the process of refining the results and themes that are equivalent and indexed in the Scopus database are selected first, with the aim of selecting topics sourced from "journals" and "proceedings". Simultaneous updates to the data are saved in Excel format for further analysis.

4. Compile initial statistics

The collection of materials is put in Excel format. In the first level, the elements of the journal theme and abstract posing correspond to (issue, volume, page, number, year, etc.). Then it is corrected again to convey the required information if imperfect evidence is found. A search for evidence is carried out so that topics can be grouped according to year according to the researcher's publication source.

5. Data analysis

Software used in this article uses VOSviewer which is part of an artificial intelligence program that works with monitoring, mapping and scientific data control technology which makes it possible to simplify data from large amounts to smaller amounts that are relevant to the theme to be analyzed. The analysis approach is based on Pearson's measure of similarity and relatedness, where distance indicates the relationship and strength between elements, i.e. in graphical representation, smaller distances indicate stronger relationships (Waltman & van Eck, 2010). Using VOSviewer can make it easier for researchers to analyze various literature networks consisting of publications, journals, authors, organizations and countries.

RESULTS AND DISCUSSION

Emotional Intelligence and Performance become keywords for analyzing literature sources obtained for analytical purposes. ScienceDirect, Emerald Insight, and Taylor & Francis English language journal databases are used as article references. This study took articles from the last 6 years, from 2019 to 2024. The aspects that are the focus of this analysis include co-authorship and co-occurrence, which are analyzed using VOSviewer software as a bibliometric visualization tool (van Eck & Waltman, 2010). These two aspects were selected because they can reveal the structure of researcher collaboration and the thematic connections between keywords in the analyzed literature (Donthu et al., 2021). In this study, the analysis was limited to one author for each category of co-authorship and co-occurrence, to clarify individual contributions within the scientific network formed. VOSviewer software was used to classify co-authorship and co-occurrence. The following is an explanation of the analysis:

Development of Emotional Intelligence and Performance Research Publications

The results of document research with the keywords "Emotional Intelligence" and "Performance" on ScienceDirect, Emerald Insight, and Taylor & Francis obtained 144,195 articles. To get results that are in accordance with the scientific discipline, it is necessary

to carry out a filter or screening that can focus on the study to be analyzed, namely the time span. Time period 2019-2024 with access type: open access.

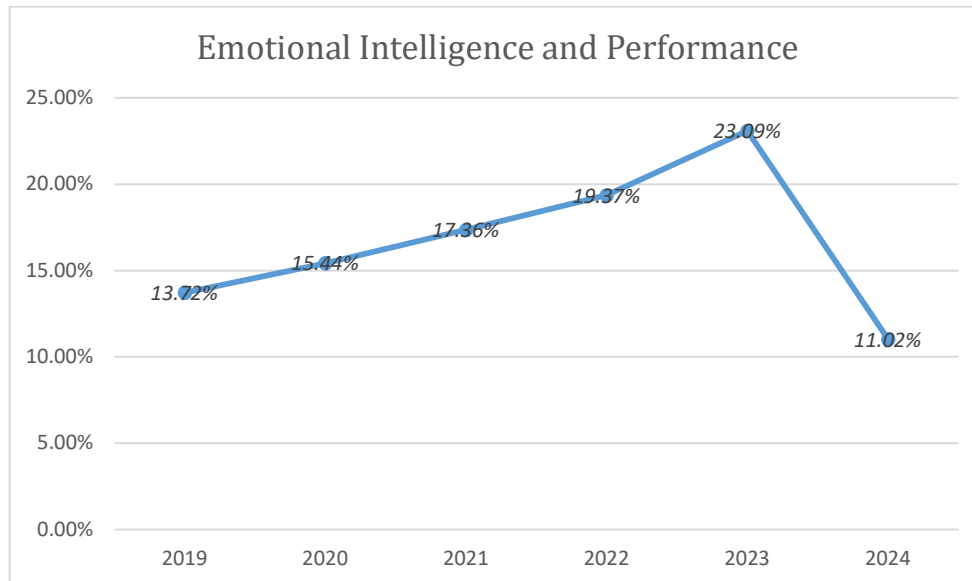
The growth of publications on the topic of Emotional Intelligence and Performance in the last 6 years (2019-2024) has experienced a significant increase every year, the most increase occurred from 2022-2023 at 23.09%, this explains that research related to Emotional Intelligence and Performance is a topic that is still ongoing, interesting and continues to develop in the world of research.

Table 1
Emotional Intelligence and Performance Research Publications

Year of Publication	Number of Documents (Articles)			Total	Percentage
	ScienceDirect	Emerald Insight	Taylor & Francis		
2019	2260	1277	2948	6485	13.72%
2020	2634	1479	3181	7294	15.44%
2021	3096	1668	3440	8204	17.36%
2022	3401	2202	3548	9151	19.37%
2023	4066	3032	3815	10913	23.09%
2024	2449	1369	1389	5207	11.02%
Amount	17906	11027	18321	47254	100.00%

Source: Analyzed from ScienceDirect, Emerald Insight and Taylor & Francis (2024)

The Table 1 above data on research developments regarding Emotional Intelligence and Performance which continues to increase every year. The detailed growth of publications regarding Emotional Intelligence and Performance sourced from ScienceDirect, Emerald Insight, Taylor & Francis can be seen in the Figure 4.

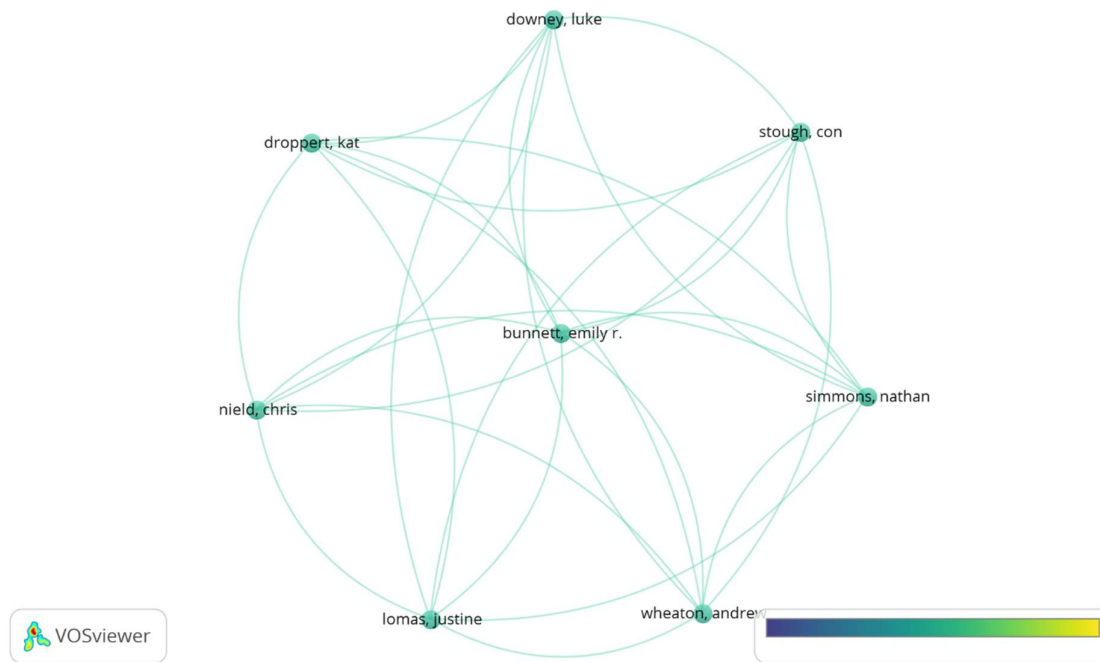


Source: Analyzed from ScienceDirect, Emerald Insight and Taylor & Francis, 2024

Figure 4
Emotional Intelligence and Performance Research Publications

Co-Authorship

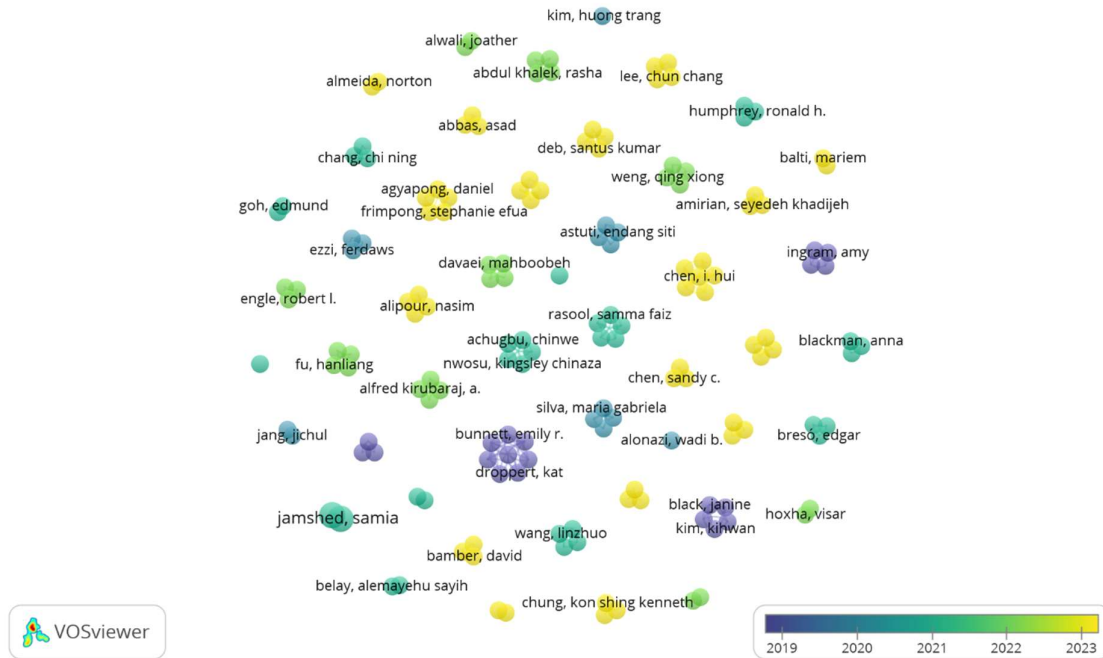
Co-authorship analysis is one of the bibliometric approaches used to evaluate the structure of scientific collaboration among researchers in a particular field of study. This concept represents the relationship between individuals based on their joint involvement in scientific publications, as well as indicating the frequency and strength of the collaboration formed. Research identifies key actors in collaborative networks (central authors), maps the intensity and patterns of connections between authors, and assesses the extent of collaboration dissemination. Additionally, co-authorship analysis is useful in uncovering potential scientific synergies and researchers' contributions to the development of knowledge within relevant disciplines (van Eck & Waltman, 2010).



Source: Data analyzed using VOSviewer, 2024

Figure 5
Co-Authorship Network Visualization Connected

Figure 5 shows a visualization of the co-authorship network generated using VOSviewer software. Each node (circle) represents a single author, while the connecting lines between nodes indicate collaboration in joint publications. The size of the nodes indicates the level of involvement or frequency of collaboration of the author, while the density and number of lines indicate the intensity of the relationship between researchers. In this figure, "Bunnett, Emily R." appears to be the center of collaboration, with a wide network extending to other authors such as Stough, Con, Downey, Luke, and Simmons, Nathan, indicating her dominant role in the related research network. Out of 52 or 158 items, the largest connected item cluster consists of 8 items.



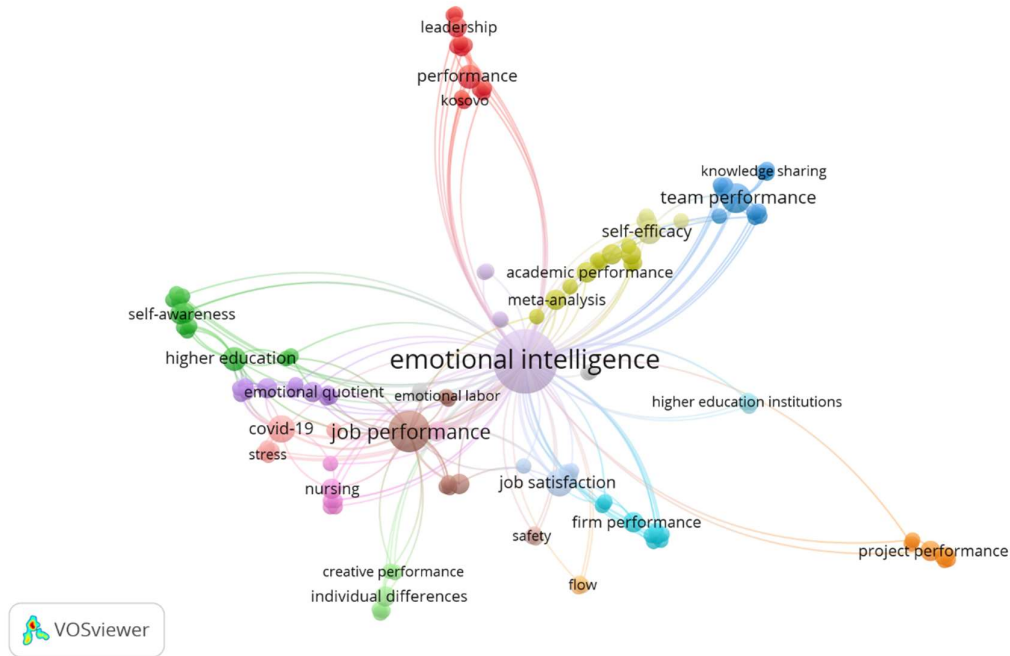
Source: Data analyzed using VOSviewer, 2024

Figure 6
Co-Outorship Network Visualization Not Connected

Figure 6 shows a network visualization of Co-Outorship with keywords in the subject Emotional Intelligence and Performance which is not connected. Figure 5 explains that the authors are not connected to each other and are not networked. In this image, the author chooses a topic that is related to, but not tied to Emotional Intelligence and Performance. Of the 52 journals, there are 158 networks that are not connected to each other.

Co-Occurrence

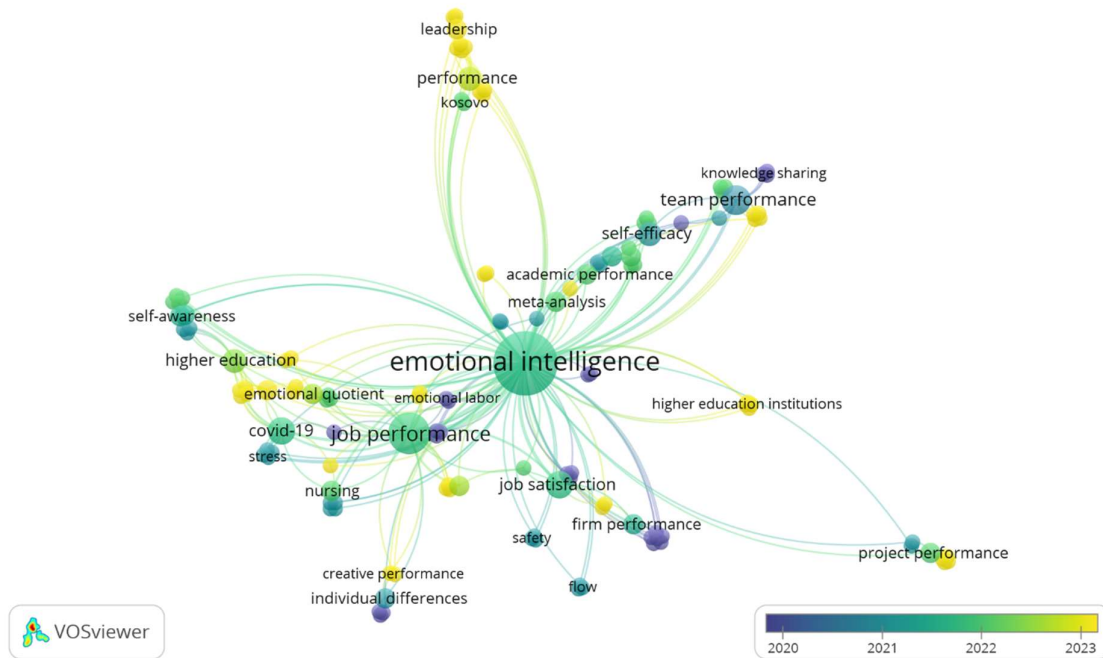
Co-occurrence analysis is a bibliometric approach that aims to identify conceptual relationships between keywords in a collection of scientific literature. This method is based on the frequency of co-occurrence of two or more terms in the title, abstract, or keywords of scientific articles. The fundamental assumption of this approach is that the co-occurrence of terms reflects thematic proximity and intellectual structure within a field of study. As such, co-occurrence analysis enables the mapping of major research trends, thematic clustering, and the cognitive structure of a scientific discipline (Zupic & Čater, 2015).



Source: Data analyzed using VOSviewer, 2024

Figure 7
Co-Occurrence, Network Visualization, Connected

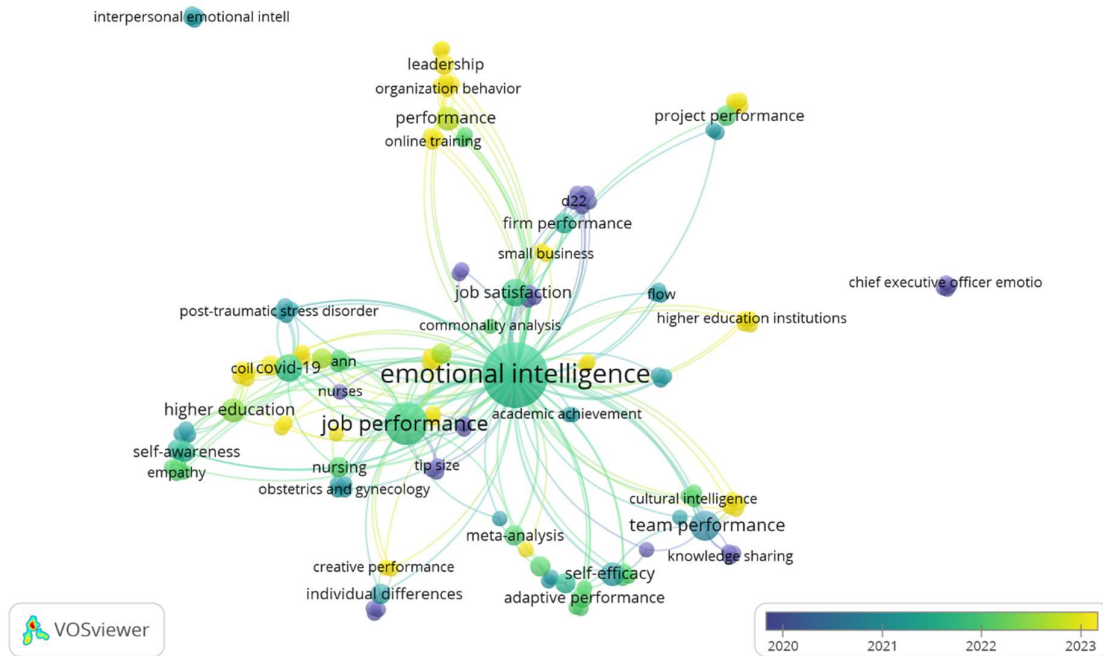
Figure 7 shows a network visualization of co-Occurrence with keywords in the subject Emotional Intelligence and Performance. The results obtained show that there are other keywords that are related, the keywords that appear most often are: Job Performance, Project performance, Team performance, Self Efficacy Self Awareness, leadership, etc. This shows that further researchers can make a connection Emotional Intelligence and Performance with other variables.



Data analyzed using VOSviewer, 2024

Figure 8
Co-Occurrence, Overlay Visualization, Time

Figure 8 shows Overlay Visualization on co-Occurrence shows the results of keyword coverage increasing from year to year. The results show that there are more blue clusters the longer the research is carried out. Apart from that, the group said that the yellower the keyword means the newer the research. In figure 7 shows that the variable about Emotional Intelligence and Performance which are interconnected will occur in 2020-2023.



Data analyzed using VOSviewer, 2024

Figure 9
Co-Occurrence, Network Visualization, Not connected

Figure 9 shows a network visualization of co-Occurrence with keywords in the subject Emotional Intelligence and Performance which is not connected. There are 140 keywords, for each keyword, the total link strength of co-occurrence with other keywords will be calculated. The keyword with the greatest total link strength will be selected. Some of the 140 items in the network are not connected to each other. The largest set of connected items consists of only 132 items. As shown in the picture, the variables are not connected, such as: Chief executive officer emotion, diversity strategy, corporate social responsibility, research and development investment, self-directed learning, pre-university science program, interpersonal emotional intelligence, intrapersonal emotional intelligence.

Citation

The study of data regarding the highest citations in the theme Emotional Intelligence and Performance aims to understand which essays present the greatest capacity for developing insight into the field of research. Of the 52 journals obtained using SLR analysis, 10 journals will be selected that have the most connections and are ranked by the most citations. Citation analysis is used to find out how many times someone's work has been quoted by other people (Aini et al., 2019). The more often an article or journal is cited, the greater the document's contribution to information, and the greater its influence on the research results in the citing document.

PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis)

PRISMA is a set of guidelines developed to improve transparency and completeness in the preparation of systematic reviews and meta-analyses. PRISMA aims to assist

researchers in producing systematic, clear, and replicable reports, particularly in the context of selecting and presenting data from various sources of scientific literature (Moher et al., 2009) The procedures in PRISMA consist of several main stages, namely identification, screening, eligibility, and inclusion of articles. The primary objective of PRISMA analysis is to reduce the potential for selection bias, enhance the validity of data synthesis, and ensure the traceability of the systematic process conducted in the literature review (Page et al., 2021) The results of PRISMA are presented in Table 2.

Table 2
List of Journal Names Resulting From The Prism Method

No	Writer	Title	Year	Citation	Publisher
1	Samia Jamshed and Nauman Majeed	Relationship between team culture and team performance through the lens of knowledge sharing and team emotional intelligence	2019	179	Emerald Insight
2	Janine Black, Kihwan Kim, Shanggeun Rhee, Kai Wang and Sut Sakchutchawan	Self-efficacy and emotional intelligence Influencing team cohesion to enhance team performance	2019	156	Emerald Insight
3	Wadi B Alonazi	The Impact of Emotional Intelligence on Job Performance During COVID-19 Crisis: A Cross-Sectional Analysis	2020	139	Taylor & Francis
4	Amy Ingram, Whitney Oliver Peake, Wayne Stewart & Warren Watson	Emotional Intelligence and Venture Performance	2019	112	Taylor & Francis
5	Javed Iqbal, Naima Qureshi, Muhammad Azeem Ashraf, Samma Faiz Rasool & Muhammad Zaheer Asghar	The Effect of Emotional Intelligence and Academic Social Networking Sites on Academic Performance During the COVID-19 Pandemic	2021	111	Taylor & Francis
6	Nurdin Sembiring, Umar Nimran, Endang Siti Astuti and Hamidah Nayati Utami	The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance	2020	109	Emerald Insight
7	Max Sadovyy, Martin Sanchez-Gomez, Edgar Bresó	COVID-19: How the stress generated by the pandemic may affect work performance through the moderating role of emotional intelligence	2021	101	ScienceDirect
8	Emmanuel Nkemakolam Okwuduba, Kingsley Chinaza Nwosu, Ebele Chinelo Okigbo, Naomi Nkiru Samuel, Chinwe Achugbu	Impact of intrapersonal and interpersonal emotional intelligence and self-directed learning on academic performance among pre-university science students	2021	69	ScienceDirect
9	Fangwei Zhu, Xinnan Wang, Linzhuo Wang, Miao Yu	Project manager's emotional intelligence and project	2021	56	ScienceDirect

		performance: The mediating role of project commitment			
10	Joather Alwali, Wafaa Alwali	The relationship between emotional intelligence, transformational leadership, and performance: a test of the mediating role of job satisfaction	2022	53	Emerald Insight

Sources: Data analyzed from ScienceDirect, Emerald Insight and Taylor & Francis, 2024

Table 2 shows that there are 10 articles with the highest citations in first place (Jamshed & Majeed, 2019) from the University of Malaya, Malaysia. This article has been cited in April 2024 by 179. This article discusses the relationship between team culture and team performance through the mediating role of various knowledge and team emotional intelligence. The findings in this study significantly show that various knowledge and emotional anxiety of the team influence team work. Furthermore, this research confirms the strong relationship between team culture and performance through the lens of various team knowledge and emotional intelligence. These results also provide observational evidence of health services familiarizing workers with emotional intelligence skills and encouraging them to share knowledge to improve team performance.

Furthermore, the second most cited number is an article written by Black et al. (2019) from Kean University, Union, New Jersey, USA. As of April 2024, this article has had 156 citations. This article discusses the influence of team emotional intelligence, as calculated based on the average of individual emotional intelligence measurements of all team members, on team cohesion, and the influence of team members' perceived self-efficacy on the relationship between emotional intelligence and team cohesion. As well, certain financial indicators are analyzed to evaluate team performance. The results of this article show that team cohesion reaches its highest point when TM members show better emotional intelligence performance. Self-efficacy also has a positive influence on team cohesion. High self-efficacy was found to be an important mediator of the relationship between emotional intelligence and team cohesion. High emotional intelligence encourages the development of self-efficacy, thereby increasing team cohesion. Increasing team cohesion results in increased team performance and participation.

Lastly, number three with the most citations is an article written by Alonazi (2020) comes from Saud University, Ryadh Saudi Arabia. In April 2024, this article had 139 citations. This article discusses the impact of emotional intelligence on job performance among nurses during the management of the Covid-19 crisis in Saudi Arabia. The results of this study indicate that nurses reported satisfactory levels of Emotional Intelligence, and that most of their practices were satisfactory in line with national standards during COVID-19, however, further research is needed to understand the greater impact of stressors that influence Job Performance on health. where the level of Emotional Intelligence is no longer satisfactory.

Of the three findings, these findings can have the highest influence, in terms of the most citations. The remaining seven articles provide search relevance for the high number of citations obtained to be used as references in searching for reference sources on the theme Emotional Intelligence and Performance.

CONCLUSION AND SUGGESTION

This study applies SLR (Systematic Literature Review) focusing on the topics of Emotional Intelligence and Performance. This approach utilizes bibliometric methods as an instrument for processing literature data, with the help of VOSviewer software used in analyzing articles from reputable and indexed Scopus databases. The analysis process generates various bibliometric maps such as co-authorship, co-occurrence, and citation analysis, which are then used to identify trends and conceptual relationships between publications. Based on searches using the keywords “Emotional Intelligence” or “Performance,” it was found that there was a significant increase in the number of related publications, particularly between 2019 and 2024, with a peak contribution of 23.09% of articles. This indicates that this topic is highly relevant and a serious concern in the academic world. From the co-authorship analysis, it was found that out of the 52 articles analyzed, there were 158 unconnected author networks, and only one large cluster consisting of 8 connected items. Meanwhile, co-occurrence analysis of 140 keywords produced the largest set consisting of 132 interconnected keywords, indicating strong thematic proximity among the analyzed studies. These findings confirm that Emotional Intelligence has a proven impact on employee performance, as it can enhance situational awareness and interpersonal skills that support work effectiveness.

However, the results of this SLR also reveal that the Emotional Intelligence variable has been extensively studied in the context of performance, leaving ample room for exploration of new variables. Some articles suggest that future research should explore other variables such as organizational commitment, resilience, job engagement, or psychological safety, which are related to performance but have not been extensively examined empirically in the context of their relationship with emotional intelligence. Thus, the primary benefit of this study lies not only in mapping publication trends but also in identifying research gaps that can serve as a foundation for developing future research agendas. It is recommended that further studies adopt both quantitative and qualitative approaches to delve deeper into the mediating or moderating roles of these variables, thereby contributing more broadly to the theoretical and practical literature in human resource management and organizational psychology.

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