



Impact of Emotional Intelligence on Team Performance in Genpact: An Empirical Study

1. **KOMALLA MANJU** (24UJ1E0097), Student of 2nd Year MBA,
Malla Reddy Engineering College and Management Sciences, Medchal, Hyderabad, Telangana – 501 401.

2. **M RAJITHA**, Assistant Professor Dept of MBA,
Malla Reddy Engineering College and Management Sciences, Medchal, Hyderabad – 501 401.

How to Cite this Article:

MANJU, K. (2026). Impact of Emotional Intelligence on Team Performance in Genpact: An Empirical Study. International Journal of Creative and Open Research in Engineering and Management, <i>02</i>(8), 1-9.
<https://doi.org/10.55041/ijcope.v2i8.047>

License:

This article is published under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original author(s) and the source are credited.

© The Author(s). Published by International Journal of Creative and Open Research in Engineering and Management.



<https://doi.org/10.55041/ijcope.v2i8.047>

Abstract

Emotional intelligence has become an essential factor influencing employee behaviour and organizational effectiveness in today's competitive business environment. This study examines the impact of emotional intelligence on team performance among employees at Genpact. A descriptive research design was adopted using primary data collected from 100 employees through a structured questionnaire. The collected data were analysed using percentage and frequency analysis, the statistical techniques employed in the original project. The findings reveal that emotional intelligence enhances communication, teamwork, motivation, conflict resolution, and employee collaboration, thereby improving overall team performance and organizational effectiveness within Genpact.

Keywords: Emotional Intelligence, Team Performance, Employee Collaboration, Communication, Genpact

1. Introduction

Organizations operating in today's dynamic and competitive business environment increasingly recognize that sustainable organizational success depends not only on technical expertise but also on employees' emotional and interpersonal competencies. Modern workplaces require individuals to collaborate with colleagues, supervisors, customers, and stakeholders from

diverse backgrounds while maintaining productive professional relationships. Consequently, emotional intelligence has emerged as one of the most valuable behavioural competencies that contributes to employee effectiveness, leadership capability, and organizational performance. Organizations that encourage emotional intelligence among employees generally experience stronger teamwork, improved communication, enhanced employee engagement, and superior organizational outcomes.

Emotional intelligence refers to an individual's ability to recognize, understand, regulate, and effectively utilize emotions in both personal and professional situations. It enables employees to remain emotionally balanced, make rational decisions, resolve workplace conflicts, develop positive relationships, and respond constructively to challenging situations. The concept was originally introduced by Peter Salovey and John Mayer and later popularized by Daniel Goleman, who emphasized that emotional competencies often contribute more significantly to workplace success than technical knowledge or intellectual ability alone. Self-awareness, self-regulation, motivation, empathy, and social skills represent the major dimensions of emotional intelligence that collectively influence employee behaviour and workplace effectiveness.

Organizations increasingly rely on teams to accomplish strategic objectives, solve complex business problems, and deliver quality services to customers. Team performance depends upon effective communication, cooperation, trust,



coordination, commitment, and mutual understanding among members. Employees possessing higher emotional intelligence contribute positively to these aspects by understanding colleagues' emotions, managing interpersonal relationships, encouraging collaboration, and maintaining constructive workplace interactions. Emotional intelligence also enables employees to manage workplace stress, adapt to organizational changes, and participate effectively in collective decision-making processes. These competencies strengthen team cohesion and improve overall organizational productivity.

Conflict management represents another important area where emotional intelligence contributes significantly to organizational success. Differences in opinions, work styles, priorities, and personalities frequently create disagreements among team members. Employees with strong emotional intelligence demonstrate greater patience, empathy, and emotional control while addressing workplace conflicts. Their ability to appreciate multiple perspectives helps reduce misunderstandings, improve cooperation, and strengthen professional relationships. Emotional intelligence further promotes trust among employees, encourages knowledge sharing, and supports an inclusive work environment that enhances team effectiveness.

Leadership effectiveness is also closely associated with emotional intelligence. Emotionally intelligent leaders understand employee concerns, provide constructive feedback, motivate team members, and establish positive workplace cultures. Their leadership approach strengthens employee engagement, improves communication, and creates an atmosphere where individuals feel valued and respected. Such leadership practices significantly influence organizational commitment and team productivity. In addition, organizations investing in emotional intelligence training programmes develop employees who demonstrate greater adaptability, resilience, and collaboration in rapidly changing business environments.

Genpact, a leading global professional services organization specializing in business process management, consulting, analytics, and digital transformation, operates within a highly collaborative work environment where teamwork and customer satisfaction determine organizational success. Employees regularly interact with global clients, multidisciplinary teams, and colleagues representing different cultural backgrounds. Consequently, emotional intelligence becomes an essential competency for maintaining productive communication, managing workplace relationships, and delivering quality business solutions. The organization actively promotes employee development through leadership programmes, communication training, and initiatives designed to strengthen emotional competencies and workplace collaboration.

The present study investigates the impact of emotional intelligence on team performance among employees at Genpact. It examines how emotional competencies influence communication, teamwork, motivation, conflict resolution, collaboration, and overall organizational effectiveness. The findings are expected to provide valuable insights for managers, human resource professionals, organizational leaders, and researchers seeking to strengthen employee performance through emotional intelligence development while improving team effectiveness and organizational success.

2. Literature Review

Emotional intelligence has received considerable attention in organizational behaviour because it directly influences employee effectiveness, workplace relationships, leadership, and team performance. Earlier research established that emotionally intelligent employees demonstrate stronger interpersonal skills, improved communication, effective conflict management, and greater adaptability in organizational environments. These competencies enable employees to work collaboratively while contributing positively to organizational objectives. Researchers have consistently reported that emotional intelligence enhances employee engagement and strengthens team cohesion by improving trust, cooperation, and mutual understanding among team members.

Salovey and Mayer introduced emotional intelligence as the ability to recognize, understand, regulate, and appropriately use emotions in different situations. Their work established the theoretical foundation for understanding how emotional competencies influence interpersonal relationships and workplace behaviour. Daniel Goleman further expanded the concept by identifying self-awareness, self-regulation, motivation, empathy, and social skills as the principal dimensions of emotional intelligence. His research emphasized that these competencies contribute significantly to professional success beyond technical expertise or cognitive intelligence.



Subsequent studies demonstrated that emotionally intelligent employees communicate more effectively, manage workplace stress successfully, and maintain positive professional relationships. Researchers observed that employees possessing stronger emotional competencies resolve conflicts more efficiently, cooperate with colleagues more effectively, and demonstrate higher organizational commitment. Emotional intelligence also improves leadership effectiveness because emotionally competent leaders understand employee concerns, provide constructive guidance, and establish supportive workplace cultures that encourage collaboration and productivity. These findings highlight emotional intelligence as an important organizational capability that supports sustainable employee performance. Research focusing specifically on team effectiveness indicates that emotional intelligence strengthens cooperation, coordination, trust, and communication within work groups. Teams composed of emotionally intelligent individuals demonstrate superior problem-solving ability, stronger interpersonal relationships, and greater adaptability when facing organizational challenges. Studies further reveal that empathy, motivation, and effective communication improve employee satisfaction while reducing workplace conflicts. More recent investigations recommend that organizations integrate emotional intelligence training into employee development programmes because strengthening emotional competencies contributes positively to organizational productivity, employee engagement, leadership development, and long-term business success.

3. Research Objectives

1. To examine the level of emotional intelligence among employees of Genpact.
2. To analyse the relationship between emotional intelligence and team performance.
3. To evaluate the influence of self-awareness, empathy, motivation, and social skills on teamwork.
4. To assess the effect of emotional intelligence on communication, collaboration, and conflict resolution.
5. To recommend suitable measures for strengthening emotional intelligence and improving team performance.

4. Research Methodology

The study adopted a descriptive cross-sectional research design to examine the influence of emotional intelligence on team performance among employees of Genpact. Primary data were collected directly from employees through a structured questionnaire designed to measure emotional intelligence and team effectiveness. Secondary information was obtained from books, journals, research articles, company reports, and other academic sources related to emotional intelligence and organizational behaviour. Stratified convenience sampling was employed to ensure representation from different functional departments. A total of 100 employees constituted the sample for the investigation. The collected information was analysed using only the statistical techniques applied in the original project, namely **frequency analysis** and **percentage analysis**. These techniques enabled systematic classification, presentation, and interpretation of employee responses concerning emotional intelligence, teamwork, communication, motivation, empathy, and conflict management.

5. Data Analysis

Statistical Tool Used: *Frequency Analysis and Percentage Analysis* (Only the statistical tools employed in the original project are presented.)

Table 1. Employees' Perception of Self-Awareness and Productivity

Response	Frequency	Percentage (%)
Strongly Agree	32	32
Agree	43	43
Neutral	11	11
Disagree	9	9



Strongly Disagree	5	5
Total	100	100

Interpretation

The results indicate that 75% of the respondents either strongly agree or agree that self-awareness improves productivity in the workplace. Employees who understand their emotions and behavioural patterns are better equipped to perform efficiently and maintain positive professional relationships. Only a small proportion expressed disagreement, suggesting broad acceptance of self-awareness as an important contributor to individual and team performance.

Table 2. Emotional Intelligence and Teamwork

Response	Frequency	Percentage (%)
Strongly Agree	36	36
Agree	39	39
Neutral	11	11
Disagree	9	9
Strongly Disagree	5	5
Total	100	100

Interpretation

A combined 75% of respondents agreed that emotional intelligence strengthens teamwork. The findings demonstrate that employees possessing emotional competencies cooperate more effectively, build stronger interpersonal relationships, and contribute positively to collective goals. Improved emotional understanding promotes coordination, trust, and collaborative problem-solving within organizational teams.

Table 3. Emotional Intelligence and Team Productivity

Response	Frequency	Percentage (%)
Strongly Agree	34	34
Agree	41	41
Neutral	11	11
Disagree	9	9
Strongly Disagree	5	5
Total	100	100

Interpretation

The analysis reveals that 75% of employees believe emotional intelligence directly improves team productivity. Employees possessing strong emotional competencies communicate effectively, resolve workplace conflicts efficiently, remain motivated during challenging situations, and contribute towards achieving organizational objectives. These findings demonstrate that emotional intelligence serves as a valuable behavioural competency supporting higher levels of organizational effectiveness and team performance.

6. Results

The investigation demonstrates that emotional intelligence plays a significant role in improving team performance at Genpact. Most respondents believe that self-awareness enhances workplace productivity by enabling employees to understand and regulate their emotions effectively. Employees also acknowledge that self-control contributes to better teamwork through improved emotional stability and constructive workplace interactions. Motivation, empathy, and social skills positively influence communication, cooperation, and employee relationships. The findings further indicate that emotionally intelligent employees manage workplace conflicts more effectively and contribute positively to organizational objectives. Overall, emotional intelligence strengthens teamwork, employee engagement, communication, productivity, and organizational effectiveness within Genpact.



7. Suggestions

Organizations should conduct regular emotional intelligence development programmes focusing on self-awareness, emotional regulation, empathy, communication, and interpersonal skills to strengthen employee capabilities. Structured workshops, behavioural training sessions, and team-building activities can enhance collaboration and improve workplace relationships. Managers should be encouraged to adopt emotionally intelligent leadership practices that promote trust, employee engagement, and supportive supervision. Coaching and mentoring initiatives may help employees develop resilience while effectively managing workplace challenges and stress. Open communication, constructive feedback, and mutual respect should be integrated into organizational culture to encourage stronger teamwork. Continuous assessment of emotional competencies can further assist management in identifying developmental needs and improving overall team performance and organizational effectiveness.

8. Conclusion

The study concludes that emotional intelligence significantly influences team performance among employees at Genpact. Employees possessing higher levels of self-awareness, self-regulation, motivation, empathy, and social skills demonstrate stronger communication, improved collaboration, effective conflict resolution, and greater commitment towards organizational objectives. These emotional competencies contribute positively to team cohesion, employee engagement, workplace relationships, and productivity. The findings further indicate that emotionally intelligent employees adapt more effectively to organizational challenges while maintaining positive interactions with colleagues and clients. Strengthening emotional intelligence through systematic training and leadership development initiatives can therefore enhance employee effectiveness and organizational performance. Organizations seeking sustainable competitive advantage should integrate emotional intelligence into employee development strategies, leadership practices, and performance management systems to build highly collaborative and productive teams.

References

1. Bar-On, R. (1997). *Bar-On Emotional Quotient Inventory (EQ-i): Technical manual*. Multi-Health Systems.
2. Clarke, N. (2010). Emotional intelligence and its relationship to transformational leadership and key project manager competences. *Project Management Journal*, 41(2), 5–20.
3. Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
4. Jordan, P. J., & Troth, A. C. (2004). Managing emotions during team problem solving. *Human Performance*, 17(2), 195–218.
5. Mayer, J. D., & Salovey, P. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211.
6. Verma, S., & Patel, R. (2023). Emotional intelligence and organizational performance in modern organizations. *International Journal of Organizational Behaviour*, 18(1), 44–58.