

Emotional Intelligence and Perceptions of Economic Performance in Organizations in Serbia

Abstract: *The aim of this study is to examine the relationship between employees' emotional intelligence and their perceptions of the organization's economic performance. The findings indicate a statistically significant yet moderate association between emotional intelligence and economic performance, with distinct patterns of correlation observed across subsamples differentiated by the level of emotional competencies. The results confirm that emotional intelligence in organizations in Serbia provides a limited but meaningful contribution to explaining employees' economic assessments, with its influence contingent upon individual and organizational conditions.*

Keywords: *emotional intelligence; economic performance; employee perceptions; organizational outcomes; organizations in Serbia.*

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INTRODUCTION

The contemporary business environment is characterized by accelerated change, evolving market demands and an increasingly pronounced need for organizations to develop internal capacities that enable effective adaptation to such conditions (Yukl, 2013; Northouse, 2021). Within this context, psychological factors, particularly emotional intelligence, are increasingly recognized as important determinants of various organizational outcomes, including interpersonal relations, communication quality, collaboration and organizational effectiveness (Goleman, Boyatzis & McKee, 2002; Mayer, Salovey & Caruso, 2004). In such an environment, research in organizational sciences has become progressively oriented toward understanding how employees' individual psychological characteristics shape their behavior and their interpretation of the work environment. Special attention in the literature has been devoted to these individual psychological attributes, among which emotional intelligence stands out as a construct highly relevant to the functioning of both individuals and organizations (Weisinger, 1998; Dulewicz & Higgs, 2000). Emotional intelligence comprises the capacity to recognize, understand and regulate one's own emotions as well as those of others, and to apply emotional information adaptively in workplace situations (Weisinger, 1998). Numerous studies have demonstrated that higher levels of emotional intelligence contribute to more effective interpersonal relationships, improved communication, more constructive problem solving and more efficient stress management, positioning emotional intelligence as a meaningful determinant of employee behavior and work-related outcomes (Goleman, 1995; Carmeli, 2003; O'Boyle et al., 2011).

Emotional intelligence is most frequently examined in organizational research in relation to the quality of interpersonal relationships, communication, job satisfaction and organizational commitment (Carmeli, 2003; Ashkanasy and Daus, 2005; O'Boyle et al., 2011; Cote and Miners, 2006), while its association with performance and economic outcomes remains the subject of ongoing empirical examination. Although some authors suggest that emotional competencies may contribute to more effective organizational functioning, particularly through more efficient management of emotions and workplace relationships, the evidence indicates that their effect is generally limited and conditioned by broader organizational and contextual factors (Dulewicz & Higgs, 2000). At the same time, organizational performance, including economic outcomes, is increasingly considered through employees' perceptions rather than exclusively through objective financial indicators. Employees' subjective assessment of economic results, formed on the basis of their experience, communication and observations of organizational processes, can serve as an important indicator of the organization's strategic orientation, efficiency and adaptability (Tan & Litschert, 1994; Wang et al., 2011). In contemporary conditions of uncertainty and variable markets, such perceptions emerge as a valuable source of insight into how employees interpret the organization's stability, competitiveness and growth.

In studies conducted within organizations in Serbia, emotional intelligence has most often been examined in relation to organizational culture, communication and managerial

practices. The findings indicate that the emotional competencies of employees and managers play an important role in shaping preferences for organizational values and patterns of functioning, but do not operate as independent determinants of organizational outcomes (Hadžić, Nedeljković and Nikolić, 2014; Nikolić et al., 2014). These results show that the effects of emotional intelligence in the organizational context emerge predominantly indirectly, through its interaction with other individual and organizational variables. Although the cited studies confirm that employees with higher emotional competencies tend to assess organizational processes and outcomes more constructively, none of them examines the direct relationship between emotional intelligence and economic performance. A particularly important question therefore concerns the relationship between emotional intelligence and economic performance. Existing research in Serbia shows that the economic outcomes of organizations are strongly associated with organizational factors such as organizational culture, communication, leadership and employees' organizational commitment (Nikolić et al., 2012; Mali et al., 2022). These findings suggest that economic performance cannot be explained by individual psychological characteristics of employees, but rather reflects the result of complex organizational and contextual processes. Nevertheless, only a limited number of studies have examined the link between emotional intelligence and perceptions of economic performance, even though this aspect of organizational functioning is increasingly recognized as important under conditions of uncertainty and constrained resources.

In the national context of Serbia, characterized by transitional processes, fluid organizational structures and limited availability of objective financial data, employees' perceptions of the organization's economic condition may be strongly influenced by individual psychological characteristics. For this reason, examining the relationship between emotional intelligence and the way employees assess economic performance represents an important step toward understanding the broader mechanisms of organizational behavior. Building on this premise, the aim of this study is to examine the relationship between employees' emotional intelligence and their perceptions of the organization's economic performance. In doing so, the paper contributes to expanding scholarly knowledge on the psychological factors that shape employees' economic assessments under conditions specific to the business environment in Serbia.

In this regard, emotional intelligence is increasingly viewed as a factor that influences how employees interpret and evaluate the economic performance of the organization, rather than as a universal predictor of economic outcomes. Subjective assessments of economic outcomes represent an important dimension of organizational behavior, as they shape employees' attitudes, motivation and relationship with the organization, particularly under conditions of economic and institutional uncertainty characteristic of the Serbian economy. A specific contribution of this study lies in examining the differential patterns of association between emotional intelligence and perceptions of economic performance depending on employees' levels of emotional competencies, which enables a more precise understanding of heterogeneity within the sample and prevents drawing oversimplified conclusions about any universal effect of emotional intelligence in the organizational context.

LITERATURE REVIEW

In organizational research, emotional intelligence is conceptualized as a set of emotional and social competencies that enable individuals to recognize, understand and manage their own emotions, as well as the emotions of others, and to use them functionally in work and social interactions (Weisinger, 1998). However, the literature simultaneously emphasizes that emotional intelligence is a conceptually and measurably heterogeneous construct, whose empirically established relationships with various outcomes differ depending on the model and instrument employed, as well as the criteria used to evaluate outcomes (Dulewicz and Higgs, 2000). Some authors (Goleman, 1995; Carmeli, 2003) highlight the significant role of emotional intelligence in interpersonal relations, motivation, stress management and general psychological adaptability, which makes it relevant in work environments characterized by task complexity, high demands and interdependence. Emotional intelligence has been associated with a range of positive organizational outcomes, including job performance, team effectiveness, relationship quality and prosocial behavior, although its effects tend to be moderate and contingent upon how the construct is operationalized (O'Boyle et al., 2011). In this sense, emotional intelligence is understood as an individual competence that contributes to the perception and interpretation of organizational events.

Emotional intelligence encompasses the ability to recognize emotions, use them to support thinking, understand their meanings and manage them effectively, which may contribute to both personal and professional functioning in the workplace (Mayer et al., 2004). The literature highlights emotional intelligence as a relevant set of competencies in the organizational context, with its importance most frequently considered through its contribution to the quality of interpersonal relationships, communication and strategies for coping with work demands (Dulewicz and Higgs, 2000). Emotional intelligence refers to an individual's ability to recognize and manage their own emotions, as well as the emotions of others, both individually and within groups. As a transversal skill, applicable across different circumstances and adaptable to change, emotional intelligence can support the understanding of emotions, the regulation of behavior in social interactions and informed decision making (Fitsilis and Kokkinaki, 2021). Competencies associated with emotional intelligence, such as self awareness and self regulation, may be understood as abilities that facilitate the recognition, understanding and effective use of emotions, which to some extent may relate to improved work outcomes (Schutte et al., 2014). Emotional intelligence is closely linked to a range of positive outcomes in the workplace, including higher efficiency, greater job satisfaction and increased employee engagement, although the strength of these relationships may vary depending on context and measurement approach (Ashkanasy et al., 2002). In addition, employees with higher levels of emotional intelligence often demonstrate stronger interpersonal relationships, more effective conflict resolution and more successful communication within teams (O'Boyle et al., 2011). Similarly, some studies have linked emotional intelligence to work related attitudes such as organizational commitment and job satisfaction (Carmeli, 2003).

Emotional intelligence shows a statistically significant but moderate association with performance and various work outcomes, with instrumentation and the method of measuring criteria representing important sources of variability in effect sizes (Van Rooy and Viswesvaran, 2004). Furthermore, the theoretical logic underlying the subsample findings can be understood through the argument that emotional intelligence does not function as a uniform resource across all conditions, but that its utility depends on other individual capacities and on the ways in which employees process organizational information. In this sense, emotional intelligence may make a difference primarily in situations where other relevant capacities are less developed, whereas its contribution diminishes when cognitive and other individual resources are more pronounced (Cote and Miners, 2006). Finally, it is also important to consider that self report measures of emotional intelligence often encompass a broader set of dispositions and self perceptions, which may contribute to the observation that correlations with criteria tend to be stable, while in multivariate models the independent contribution of specific dimensions of emotional intelligence becomes weaker or disappears altogether (Joseph et al., 2015).

Research has confirmed the importance of emotional competencies in shaping organizational communication, culture and relationships among employees. Studies conducted in organizations in Serbia indicate that emotional intelligence influences communication satisfaction, perceptions of cultural values, interpersonal coordination and overall organizational dynamics (Nikolić et al., 2014; Hadžić et al., 2014). In this sense, emotional intelligence can be viewed as a relatively stable individual resource that affects how employees perceive and interpret the work environment. The emotional intelligence of employees and managers plays an important role in shaping organizational processes, with its influence not manifesting directly or autonomously, but primarily indirectly, through other organizational mechanisms such as communication and coordination (Hadžić, Nedeljković and Nikolić, 2014). Moreover, the findings suggest that emotional intelligence, in combination with communication satisfaction, contributes to the formation of organizational culture, highlighting the interdependence between emotional competencies and organizational practices (Nikolić et al., 2014). These results confirm that the effects of emotional intelligence in organizations emerge through complex relationships with other variables rather than through a simple linear influence.

Economic performance represents one of the key indicators of organizational success and encompasses elements such as productivity, profitability, growth, market position and competitiveness. In contemporary research, it is often operationalized as a multidimensional construct that includes both objective financial indicators and employees' subjective assessments. Subjective evaluations of economic performance are considered relevant because they reflect how employees interpret the organization's stability, success and future prospects, which may influence their attitudes, behavior and decisions (Tan and Litschert, 1994; Wang, Tsui and Xin, 2011). Empirical findings show that employees in organizations in Serbia form clear and relatively consistent assessments of strategic, communication related and economic outcomes in their organizations (Nikolić et al., 2012; Vukonjanski et al., 2016). Furthermore, research confirms that perceptions of organizational culture, job satisfaction and performance can serve as

an informative source of insight into organizational functioning, particularly in contexts where objective financial data are not fully available or are of limited reliability (Mali et al., 2022).

Theoretical findings indicate that emotional intelligence shapes how employees perceive and interpret organizational processes, particularly in the domain of evaluating interpersonal, communication related and performance related outcomes, including outcomes associated with the organization's efficiency, stability and development. Since perceptual economic performance reflects employees' experience of the organization's productivity, profitability, growth and competitiveness, it may be expected that employees with more developed emotional competencies provide more differentiated and better informed assessments of economic results. Based on these theoretical considerations, the following hypothesis is formulated:

- H1:** Employees' emotional intelligence is positively associated with their perceptions of the organization's economic performance.

METHODOLOGY

The research was conducted in 2025, and the data were collected using a questionnaire created in Google Forms, which enabled efficient distribution of the instrument and accessibility to a larger number of participants across different sectors and regions of Serbia. The sample consisted of 455 respondents employed in organizations in Serbia. Participation was voluntary and anonymous, and prior to completing the questionnaire, participants were informed about the purpose of the study.

Research Instruments

Emotional intelligence was measured using the Emotional Intelligence at Work (EIW) instrument (Weisinger, 1998). EIW comprises five dimensions of emotional competencies: self awareness, managing emotions, self motivation, empathy and social capability. Each dimension assesses abilities related to emotional perception, regulation and interpersonal functioning. The instrument has previously been applied in research in Serbia, where it demonstrated satisfactory reliability and a stable factor structure (Hadžić et al., 2014; Nikolić et al., 2014). Economic performance was measured using seven perceptual indicators. Five indicators, profitability, sales growth, asset growth, market share and competitive status, were taken from Tan and Litschert (1994) and Wang et al. (2011), where they were employed as subjective indicators of organizational financial performance. This set of indicators was conceptually extended with two additional items, productivity and employee salaries, to capture dimensions that allow employees to provide a relevant assessment of the organization's overall economic condition. Responses in both instruments were collected using a five point Likert scale, where the value 1 indicated a very low level and 5 a very high level of the assessed item.

RESULTS

Table 1 presents the descriptive indicators for the dimensions of emotional intelligence (EI1-EI5) and the economic performance dimension (EP). For each variable, minimum and maximum values, mean scores (M), standard deviations (SD) and reliability coefficients are reported. All scales show α values above .80, indicating satisfactory internal consistency of the instruments.

Table 1. Descriptive Statistics

Name	Abrv.	Min.	Max.	Mean	Std. Deviation	α
Self-awareness	EI1	1.00	5.00	3.5095	.79551	.864
Managing emotions	EI2	1.00	5.00	3.6264	.78038	.851
Self-motivation	EI3	1.00	5.00	3.6180	.76356	.862
Empathy	EI4	1.00	5.00	3.6897	.74127	.819
Social capability	EI5	1.00	5.00	3.6848	.71885	.810
Economic performance	EP	1.00	5.00	3.3014	.77102	.897

The highest mean values were recorded for EI4 and EI5, while EI1 shows the lowest average value among the EI dimensions. The EP variable has an average score of 3.30, indicating moderate assessments of the economic condition of organizations in Serbia. The standard deviations are uniform, ranging from .71 to .80, which confirms a stable dispersion of responses without pronounced deviations.

Table 2 presents the correlation coefficients between the dimensions of emotional intelligence (EI1-EI5) and economic performance, with individual EP indicators (EP_1 - Productivity, EP_2 - Profitability, EP_3 - Market share, EP_4 - Sales growth, EP_5 - Competitive status, EP_6 - Asset growth and EP_7 - Employee salaries) also included in the analysis. This structure provides insight into the patterns of association not only at the level of overall economic performance but also at the level of individual items (EP_1-EP_7). All reported correlations are statistically significant ($p < .05$ or $p < .01$), confirming the presence of reliable linear relationships between the EI and EP variables.

Table 2. Correlations

	EI1	EI2	EI3	EI4	EI5
EP_1	.272**	.312**	.302**	.313**	.282**
EP_2	.233**	.249**	.241**	.237**	.239**
EP_3	.194**	.253**	.227**	.251**	.216**
EP_4	.200**	.205**	.215**	.245**	.184**
EP_5	.230**	.242**	.200**	.193**	.179**
EP_6	.207**	.158**	.155**	.195**	.193**
EP_7	.209**	.141**	.142**	.140**	.104*
EP	.281**	.284**	.270**	.287**	.254**

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

The results show consistent positive relationships between all dimensions of emotional intelligence (EI1-EI5) and EP, as well as the individual indicators of economic performance (EP_1-EP_7). Most correlation values are within the range of $r = .15$ to $r = .31$, indicating stable associations of low to moderate intensity. The highest correlations are observed for EP_1, where EI2, EI4 and EI3 exhibit the strongest relationships. These findings indicate that EI2, EI3 and EI4 achieve the highest correlation coefficients with EP_1 compared with the remaining dimensions of emotional intelligence. Additionally, significant correlations were **observed** between the overall EP dimension and all EI dimensions. Based on these results, it can be concluded that each dimension of emotional intelligence contributes to the variability of overall economic performance. The lowest correlations with the EI dimensions were **observed** for EP_7, with values ranging from $r = .104$ to $r = .209$. The weakest, yet still statistically significant, correlation is observed between EI5 and EP_7. This pattern indicates that evaluations related to EP_7 are comparatively less associated with the EI dimensions than the other indicators within EP_1-EP_7. Overall, the correlation analysis reveals a clearly defined and stable pattern of positive associations between EI1-EI5 and EP_1-EP_7. The EP dimension demonstrates the most consistent and uniform relationships with all EI dimensions, indicating that emotional intelligence may be a relevant factor in shaping employees' perceptions of economic performance in organizations in Serbia.

The results of this study indicate the presence of a positive association between employees' emotional intelligence and their perceptions of the organization's economic performance, thereby confirming hypothesis **H1**. This finding suggests that emotional intelligence plays a role in shaping how employees evaluate the economic aspects of organizational functioning, primarily through their subjective assessments of success, stability and operational efficiency.

Table 3. Correlations

	EI1		EI2		EI3		EI4		EI5	
	L	H	L	H	L	H	L	H	L	H
EP_1	.129	.101	.193**	.137*	.130	.173**	.246**	.084	.173**	.095
EP_2	.114	.175**	.198**	.133*	.151*	.160*	.197**	.098	.210**	.095
EP_3	-.011	.156*	.107	.213**	.066	.169*	.170*	.141*	.133*	.084
EP_4	.040	.121	.044	.119	.090	.095	.215**	.059	.102	.017
EP_5	.161*	.144*	.221**	.111	.159*	.044	.177**	.002	.146*	.010
EP_6	.065	.177**	.045	.044	.025	.053	.166*	.042	.154*	.059
EP_7	.183**	.157*	.097	.042	.074	.066	.068	.075	-.046	.108
EP	.128	.186**	.172**	.143*	.132*	.136*	.235**	.090	.166*	.084

To facilitate a clearer understanding of the relationship between emotional intelligence and perceptions of economic performance, the sample was divided into two subsamples based on the median value of overall emotional intelligence (3.68): a lower EI group (L, $n = 227$) and a higher EI group (H, $n = 228$). The results of the correlation analysis are presented in Table 3. The analysis included the individual indicators of economic performance (Productivity, Profitability, Market share, Sales growth, Competitive status, Asset growth

and Employee salaries), enabling a comparison of association patterns across subsamples with differentiated EI levels.

In the EI_L subsample, a larger number of statistically significant correlations is observed between the EI dimensions and the indicators of economic performance. The coefficients are more stable and fall within the range of low to moderate values. The results indicate that employees in the EI_L subsample exhibit a more pronounced association between emotional competencies and their assessments of the organization's economic performance. In contrast, in the EI_H subsample most correlations are weaker in intensity and frequently not statistically significant. The findings for this subsample suggest lower stability of associations, implying that employees may rely on broader informational and cognitive inputs when evaluating economic performance, such that their assessments depend less on emotional competencies. The correlations between the EI dimensions (EI1-EI5) and the EP dimension further show that the associations are stronger within the EI_L subsample, whereas in the EI_H group they are weaker in magnitude and less frequently statistically significant. This pattern confirms that emotional intelligence exerts a stronger perceptual effect among employees with lower levels of EI.

Table 4 summarizes the outcomes of the multiple regression analysis in which the emotional intelligence dimensions (EI1-EI5) were modeled as independent variables, while economic performance (EP) was treated as the dependent variable. The table reports standardized regression coefficients, t values, levels of statistical significance, the coefficient of determination and the model F statistic.

The regression model explains 10 percent of the variance in EP. None of the EI dimensions demonstrates a statistically significant individual effect on EP. These results indicate that although EI1-EI5 jointly account for a statistically significant proportion of variance in EP, none of the individual EI dimensions attains statistical significance. This pattern indicates that the influence of EI on EP is diffuse and distributed across multiple dimensions, with none exerting a dominant direct effect on its own.

Table 4. Regression analysis

Dependent	Independent	β	t	Sig.	R ²	F
EP	E1	.112	1.460	.145	.100	.000
	E2	.088	.999	.318		
	E3	-.008	-.092	.926		
	E4	.133	1.572	.117		
	E5	.029	.390	.697		

DISCUSSION

Respondents evaluate their own emotional intelligence in a relatively uniform manner, reflected in moderately elevated mean values and low score dispersion. In contrast, assessments of economic performance display substantially greater variability. This pattern

indicates a difference in the distribution of the examined constructs within the sample: emotional intelligence emerges as an individual characteristic with more stable evaluations among respondents, whereas perceptions of economic performance are more differentiated. The observed variability in economic performance assessments may be associated with the heterogeneity of the organizations represented in the sample, given that respondents are employed across diverse organizations and sectors within the specific organizational and institutional context of Serbia.

The relationship between emotional intelligence and economic performance is statistically significant but of moderate strength. This finding indicates that emotional intelligence has a relevant yet limited role in explaining economic performance in the observed sample, and that its contribution should be understood within a broader set of organizational and contextual factors. The correlation analysis across subsamples differentiated by employees' levels of emotional intelligence further demonstrates that the relationship between emotional intelligence and economic performance is not uniform across the sample. The results suggest that several dimensions of emotional intelligence are significantly associated with economic performance in both subsamples, yet the frequency, strength and statistical significance of these associations differ depending on respondents' levels of emotional intelligence. In the subsample with lower emotional intelligence, statistically significant and moderate correlations between certain dimensions of emotional intelligence and various indicators of economic performance are observed more frequently. In contrast, in the subsample with higher emotional intelligence, these associations are less common, these associations are less common, weaker in strength and largely restricted to only a few specific combinations of EI dimensions and performance indicators. Such a pattern indicates that the correlations observed in the full sample do not fully reflect the differences in the strength and distribution of associations between emotional intelligence and economic performance that emerge only through subsample analysis. In this regard, the results may suggest that employees with lower levels of emotional intelligence rely more heavily on their emotional competencies when evaluating economic performance, which is empirically reflected in more frequent and more pronounced correlations. In contrast, among employees with higher emotional intelligence, the associations between emotional intelligence and economic performance are weaker in strength and less frequently statistically significant, indicating that emotional intelligence plays a less differentiating role in the assessment of economic outcomes within this group. These findings suggest that emotional intelligence plays a more pronounced explanatory role among employees with lower levels of emotional competencies not because it is highly developed, but because its relative deficit constitutes a limiting factor in the process of evaluating economic performance, which is empirically reflected in more frequent and more pronounced associations. In contrast, among employees with higher levels of emotional intelligence, its role in differentiating assessments of economic outcomes diminishes, indicating that evaluations in this group rely more heavily on other cognitive, informational and organizational sources, thereby reducing the relative importance of emotional intelligence as an individual factor.

The results indicate that the individual dimensions of emotional intelligence, considered collectively as a set of predictors, do not explain a statistically significant or substantively meaningful portion of the variance in perceptions of economic performance. In contrast to the correlation analysis, the regression model allows for an assessment of the joint contribution of multiple emotional intelligence dimensions, revealing that their overall effect on perceptions of economic performance remains limited. Accordingly, emotional intelligence demonstrates a statistically significant yet weak to moderate contribution to explaining the variance in economic performance, suggesting that its influence is not dominant, while a substantial share of the variance remains unexplained by this model and can be attributed to other organizational and contextual factors not included in the present study. The findings further indicate that economic performance in organizations in Serbia cannot be interpreted as the outcome of a single isolated factor, but rather as the result of a complex interplay of organizational and managerial determinants, which aligns with prior research on financial performance in transitional settings (Nikolić et al., 2015). In this context, emotional intelligence may be viewed as a relevant supplementary variable, but not as a primary or decisive predictor of employees' economic evaluations.

The findings of the study confirm that emotional intelligence contributes to employees' perceptions of economic performance, although this contribution is moderate and contingent upon employees' levels of emotional competencies. The results point to the presence of complex mechanisms through which emotional competencies shape organizational evaluations, thereby offering a deeper understanding of the multifaceted nature of economic outcome assessment. In this regard, the findings highlight the need for future research that incorporates a broader set of organizational variables, as well as their interactions, in order to achieve a more comprehensive understanding of the dynamics underlying the perception of organizational performance in contemporary organizations in Serbia.

Moreover, the findings indicate that emotional intelligence does not operate as a direct and autonomous predictor of economic outcomes, but rather as an indirect factor whose effects manifest through the quality of interpersonal relations, the organizational climate and leadership patterns. In this way, it is confirmed that the functional relevance of emotional intelligence emerges through its interaction with the structural and contextual characteristics of the work environment, which may amplify, weaken or modify its influence on organizational evaluations and outcomes, including economic performance.

CONCLUSION

The aim of this study was to examine the relationship between employees' emotional intelligence in organizations in Serbia and their perceptions of economic performance. The results indicate that there is a statistically significant but moderate association between emotional intelligence and economic performance, confirming that emotional competencies play a role in how employees evaluate the organization's economic

outcomes. At the same time, the findings clearly show that emotional intelligence, on its own, does not constitute a strong or universal predictor of economic performance, and that its contribution remains limited and contingent upon other organizational and contextual factors.

Although the correlations identified are predominantly low to moderate **in strength**, their consistency suggests that employees' emotional competencies in organizations in Serbia play a role in the interpretation and assessment of the economic aspects of organizational functioning. Additional insight is provided by the analysis of subsamples formed according to the level of emotional intelligence, which shows that the pattern of association between emotional intelligence and economic performance varies depending on employees' levels of emotional competencies. In the subsample of employees with lower emotional intelligence, more frequent and more pronounced associations were observed between the dimensions of emotional intelligence and evaluations of economic performance, whereas in the subsample of employees with higher emotional intelligence these associations were weaker and less consistent. Such findings suggest that employees with more developed emotional competencies base their evaluations of economic outcomes on a broader range of informational and cognitive inputs, thereby reducing the relative importance of emotional intelligence in shaping these assessments.

The dimensions of emotional intelligence do not make a statistically significant independent contribution to explaining the variance in employees' perceptions of economic performance, indicating that these evaluations cannot be accounted for solely by individual emotional competencies but rather reflect the influence of a broader set of organizational and contextual factors. This finding confirms that emotional intelligence plays a supplementary, but not decisive, role in shaping employees' perceptions of economic outcomes.

The findings of this study have important theoretical and practical implications. From a theoretical perspective, the contribution of the research **is reflected in providing** a more precise understanding of the contextual conditions under which emotional intelligence may have a limited explanatory role in organizational outcomes within the economic and organizational context of Serbia. This emphasizes the importance to consider emotional intelligence not as an isolated predictor but in conjunction with other organizational and individual variables, such as communication, organizational culture, job satisfaction and managerial practices. The results open avenues for future research that, through more complex research designs and analytical approaches, could examine in greater detail the mechanisms through which employees' emotional and cognitive characteristics indirectly contribute to the evaluation of organizational performance. From a practical standpoint, the findings suggest that strengthening employees' emotional competencies may represent a potentially valuable resource for improving organizational functioning, yet such interventions should be embedded within an integrated and contextually informed approach that also encompasses organizational, structural and institutional factors.

Acknowledgement

This paper is part of the international research project “*The Impact of Organizational Behaviour on Business Performance*” (No. 1000/2025), conducted within the Institute for Strategic Studies and Development “Petar Karić” and funded by Alfa BK University.

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Emocionalna inteligencija i percepcije ekonomskih performansi u organizacijama u Srbiji

Apstrakt: Cilj istraživanja je ispitivanje odnosa između emocionalne inteligencije zaposlenih i njihovih percepcija ekonomskih performansi organizacije. Rezultati ukazuju na statistički značajnu, ali umerenu povezanost emocionalne inteligencije i ekonomskih performansi, uz izražene razlike u obrascima povezanosti između poduzoraka formiranih prema nivou emocionalnih kompetencija. Nalazi potvrđuju da emocionalna inteligencija u organizacijama u Srbiji ima ograničen, ali relevantan doprinos u objašnjenju ekonomskih procena zaposlenih, pri čemu njen značaj zavisi od individualnih i organizacionih uslova.

Gljučne reči: emocionalna inteligencija; ekonomske performanse; percepcije zaposlenih; organizacioni ishodi; organizacije u Srbiji