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# EMOTIONAL INTELLIGENCE SKILLS AND STRESS MANAGEMENT TO ENHANCE EFFECTIVE COMMUNICATION ABILITY IN ORGANIZATIONS

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## ABSTRACT

The modern era is witnessing rapid transformations in the work environment, most notably the increase in professional pressures and the growing need for skills that go beyond technical expertise. This has made emotional intelligence and stress management fundamental pillars for ensuring effective and balanced workplaces. This study aims to clarify the concept of emotional intelligence and its components, analyze its relationship with stress management and effective communication, and explore its impact on improving the work environment. It also presents practical strategies to enhance emotional intelligence at both individual and institutional levels. The findings indicate that emotional intelligence directly contributes to reducing stress levels and enhancing the quality of employee interactions, which positively reflects on overall performance, job satisfaction, and the reduction of organizational conflicts. This underscores the importance of integrating these skills into professional development programs within institutions.

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## KEYWORDS

Emotional Intelligence, Stress Management, Effective Communication, Work Environment, Organizational Performance

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## Introduction.

The modern era is witnessing rapid transformations in the nature of work and institutions, where technical skills alone are no longer sufficient to ensure individual and organizational success. Psychological and emotional skills now play a crucial role in building productive and stable work environments. Among these skills, emotional intelligence stands out as the individual's ability to recognize their own emotions and those of others, regulate emotional responses, and build healthy relationships that enhance communication and task performance. In addition, the ability to manage stress plays a central role in coping with professional life pressures and maintaining psychological and mental balance.

The importance of this study stems from the challenges faced by institutions in the current era, such as rising stress levels, decreased job satisfaction, and frequent internal conflicts. The study aims to shed light on emotional intelligence and stress management as two effective tools for improving the quality of communication, which positively impacts performance, productivity, and organizational harmony. The study gains further significance in light of recent research that highlights the strong link between mental health and professional success.

This study aims to clarify the concept of emotional intelligence and its core components, highlight the relationship between stress management and the ability to communicate effectively, and analyze the impact of emotional intelligence on improving the work environment. It also seeks to offer practical strategies to enhance emotional intelligence among individuals and institutions, and to explore how to cope with psychological stress in professional settings in a way that supports psychological balance and improves overall institutional performance.

This topic was chosen due to its timeliness and relevance, especially in light of increasing professional pressures and the deterioration of institutional relationships in many sectors. It also represents an intersection of organizational psychology, leadership, and human development, making it suitable for exploration from multiple perspectives. Moreover, there is a noticeable lack of specialized Arabic studies that integrate emotional intelligence and stress management within the context of organizational communication.

The study relies on the descriptive-analytical method by analyzing previous literature, field studies, and applying theoretical models derived from psychology and organizational behavior. It also draws on case studies and real-life stories to illustrate the practical impact of emotional intelligence and stress management.

The central research problem is expressed in the following question: **"To what extent can emotional intelligence and stress management skills contribute to improving effective communication within institutions and promoting a healthy work environment?"**

**1- Introduction to Emotional Intelligence and Its Importance:** Emotional intelligence is one of the modern psychological and behavioral concepts that has gained increasing attention over the past two decades, especially in workplace and institutional settings. This concept directly contributes to improving the quality of professional relationships, enhancing decision-making effectiveness, and building harmonious work teams. Daniel Goleman defined it as “the ability to understand one’s own emotions and those of others, and to regulate and express these emotions in ways that improve personal and professional performance.”(Daniel, 2018, pp. 34-35)

**1.1 Core Skills of Emotional Intelligence:** Emotional intelligence centers around five core skills that form its foundation:

**Self-Awareness:** Self-awareness refers to the deep ability to recognize one’s own emotions, understand their root causes, and grasp their complex effects on behavior and performance. It goes beyond simply labeling emotions; it involves understanding the contexts in which emotions arise and how they influence one’s thinking and actions. A person with high self-awareness can accurately assess their own performance and clearly identify their strengths and weaknesses. This enables them to leverage their strengths and effectively work on improving their weaknesses. Self-awareness is considered the fundamental building block for developing the other components of emotional intelligence.(Susan, 2016, p. 52)

**Self-Regulation:** Self-regulation represents an individual’s ability to control their emotions and impulses, avoiding reactive behavior driven by anger or stress. It includes the capacity to delay gratification, think before responding, and manage negative tendencies. This skill significantly contributes to creating a balanced and calm work environment, where negative reactions and emotional conflicts are minimized, thereby enhancing productivity and collaboration among colleagues. Self-regulation is regarded as a vital leadership skill, as it enables leaders to make well-informed decisions even under challenging circumstances.(Richard, 2020, p. 78)

**Motivation:** Self-motivation refers to an individual’s internal drive to achieve goals and ambitions without excessive reliance on external incentives such as rewards or punishments. This drive stems from a desire for growth, achievement, and loyalty to personal and professional values. This skill enhances the ability to maintain consistent performance amid challenges and pressures, enabling individuals to keep moving forward even in difficult times when others may give up. Highly self-motivated individuals are often proactive, resilient, and determined.

**Empathy:** Empathy is the deep ability to recognize and understand the emotions of others—not just by listening to their words, but also by interpreting nonverbal cues and responding genuinely. Empathy involves placing oneself in another’s position and imagining what they are feeling. Empathetic leaders effectively inspire their teams and manage conflicts more efficiently by understanding different perspectives. This contributes to building strong work relationships based on trust and mutual respect. Empathy is essential for fostering cohesive teams and achieving effective communication.(Daniel, 2007, p. 115)

**Social Skills:** Social skills involve a high level of competence in building positive and effective relationships, clear and impactful communication, and harmonious teamwork. This includes the ability to

persuade, negotiate, manage conflicts, and lead teams toward shared goals. A person with strong social skills not only interacts smoothly with others but also positively influences them and builds strong professional and personal support networks. These skills are essential for both individuals and institutions to succeed in complex and constantly evolving work environments. (Barbara, 2009, p. 91)

**1-2 The Importance of Emotional Intelligence in the Workplace:** Numerous studies have shown that individuals with high emotional intelligence are more successful in adapting to constantly changing work environments, resolving conflicts effectively, and building healthy, productive professional relationships. Goleman's research also indicated that emotional intelligence may have a greater impact than IQ in determining individuals' success in their professional lives, highlighting its critical role in achieving both personal and institutional excellence. This emphasis on the value of emotional intelligence suggests that institutions investing in developing these skills among their employees and leaders will enjoy a significant competitive advantage. (Goleman, 2017, pp. 22-25)

## **2- Stress and Anxiety Management and Their Role in the Organizational Environment**

Stress management is considered one of the key psychological pillars in the workplace, as high stress levels are linked to decreased professional performance and impaired rational decision-making. Chronic stress negatively affects concentration, increases the likelihood of conflict among colleagues, and weakens an individual's psychological resilience, making them more susceptible to both physical and mental illnesses.

**2-1 Sources of Stress in the Workplace:** In the work environment, stress may arise from various factors such as time pressure, high competitiveness, poor leadership, or unclear tasks and roles. The World Health Organization (WHO) notes that workplace stress is a major contributor to the deterioration of employees' mental health. This impact is not limited to individuals but extends to the overall performance of the organization, leading to higher absenteeism rates and reduced productivity. (Organization, 2022, p. 15)

**2-2 The Impact of Stress on Performance and Interaction:** One study shows that employees experiencing high levels of stress are less able to communicate effectively and more likely to withdraw or engage in negative interactions with colleagues. (John, 2020, p. 42) This is closely linked to a decline in self-awareness and emotional regulation—two key components of emotional intelligence. When individuals lose the ability to understand and manage their emotions, they become prone to unconstructive reactions that negatively affect professional relationships.

Thomas Borkovec, in his study on anxiety, suggests that anxiety may serve as a mental mechanism to escape the actual sensation of danger. Instead of confronting the immediate problem, the individual becomes preoccupied with a series of negative future thoughts that do not lead to solutions. This constant mental preoccupation weakens concentration and professional engagement, ultimately hindering the ability to think clearly and solve problems effectively. (Thomas, 2017, p. 89)

Masouma Al-Mutairi also emphasizes that chronic stress contributes to the development of psychological disorders such as anxiety and depression, which in turn weaken an individual's ability to interact positively with their professional and social environment. (Masouma, 2019, p. 67) These disorders not only affect job performance but also have broader implications for an individual's overall quality of life.

**2.3 Strategies for Reducing Stress in Organizations:** To reduce the impact of stress in the workplace, experts recommend implementing a range of preventive and supportive strategies focused on employee well-being and the development of a healthy work environment. These strategies are not limited to treating stress after it arises, but aim to prevent it and enhance psychological resilience.

**Holding Psychological Support Sessions:** Providing employees with opportunities to talk about their stress and receive the necessary psychological support is vital. This can take the form of individual or group sessions with mental health professionals, such as psychiatrists, therapists, or counselors. These sessions offer a safe space for employees to express their emotions, receive tools for coping with stress, and feel that the organization cares about their mental health. Such support can also include workshops on stress management, relaxation techniques, or developing coping skills.

**Allocating Time for Breaks:** Research shows that taking regular breaks throughout the workday is essential for maintaining focus and reducing fatigue. Organizations should encourage employees to take these breaks—whether short pauses between tasks, sufficient lunch breaks, or even “power naps” in designated areas. Providing comfortable spaces for relaxation, such as quiet rooms or green areas, helps to restore energy and reduce both physical and mental stress, which in turn benefits employee productivity.

**Providing a Flexible Work Environment:** Implementing flexible work policies is an effective strategy for reducing stress and promoting work-life balance. These policies can include flexible work hours that allow

employees to adjust their start and end times according to their personal needs, or remote work options that enable them to perform tasks from home or other locations. Such flexibility reduces commuting stress and gives employees a greater sense of control over their lives, positively impacting job satisfaction and mental well-being.

**Encouraging Emotional Expression and Effective Communication:** Creating an organizational culture that allows employees to express their emotions and challenges openly, without fear of judgment or consequences, is essential. Organizations should foster open communication channels across all administrative levels, whether through regular meetings, open suggestion boxes, or mentoring programs. When employees feel heard and understood, their feelings of stress and isolation are reduced, enhancing collaboration and team spirit.(Daniel, 1998, p. 150)

By applying these strategies, organizations can help create a healthy work environment that reduces levels of stress and anxiety, which positively reflects on employees' health, productivity, and loyalty to the organization.

### **3. Emotional Intelligence as a Tool to Reduce Stress and Enhance Effective Communication**

Emotional intelligence is an effective tool for reducing stress levels in the workplace, as it helps individuals recognize stressful emotions and respond to them constructively. By developing skills such as self-awareness and self-regulation, stress caused by misunderstandings, work pressure, or tense relationships among colleagues can be diminished.

**3.1 Emotional Intelligence and Managing Emotional Responses:**Daniel Goleman believes that individuals with high emotional intelligence are better able to manage their emotional responses to professional challenges. This ability reduces emotional escalation and promotes rational communication, leading to more effective problem-solving. Thomas Borcovec's research also shows that cognitive techniques such as cognitive reappraisal and realistic thinking help reduce stress and redirect attention toward solutions instead of dwelling on potential risks. This shift in focus contributes to building a more positive and resilient work environment.

**3-2 Emotional Intelligence Techniques to Reduce Stress and Enhance Communication:** Individuals can manage feelings of anxiety before they develop into chronic conditions by using self-awareness techniques. These techniques include breathing exercises, mindfulness, and meditation, which help calm the mind and reduce the physiological response to stress. Furthermore, learning skills such as active listening and empathy is vital for building professional relationships based on mutual understanding and respect. These skills promote open and constructive communication, which reduces misunderstandings and alleviates tensions among colleagues.(Thomas, 2017, p. 102)

**3-3 Emotional Intelligence and Workplace Outcomes:** Studies conducted by Bachman, Stein, and others have shown that employees working in environments that support emotional intelligence exhibit lower stress levels and higher degrees of job satisfaction and engagement. These findings indicate that emotional intelligence not only improves an individual's psychological well-being but also directly enhances the quality of communication within teams, leading to stronger teamwork and fewer conflicts. (John, 2020, p. 77)Therefore, training employees and leaders in emotional intelligence should not be seen as an optional add-on but rather as an essential part of human resource management strategies in modern organizations.

### **4-Strategies to Enhance Emotional Intelligence and Stress Management in Institutions**

The core of creating a thriving institutional environment lies in adopting practical strategies that systematically enhance emotional intelligence and support stress management. Investing in these areas not only improves individual and collective performance but also contributes to building a more stable and positive organizational culture.

**4-1 Training in Emotional Skills:** Investing in specialized training programs is essential for developing emotional intelligence among employees. These programs should focus on key aspects such as self-awareness, which helps individuals understand their emotions and motivations, and self-regulation to control unwanted emotional reactions.

These programs also teach empathy—the ability to understand and effectively respond to others' feelings—and social skills to improve communication and build relationships. Studies have shown that regular training in this area, such as “Leader as Coach” programs or personal skills development workshops, leads to significant improvements in individual performance quality and professional relationships within the organization.(Bouznad, 2022, p. 303)



**4-2 Integrating Emotional Intelligence into Job Evaluation:** To reinforce the importance of emotional intelligence, institutions can incorporate its indicators within performance and promotion evaluation criteria. For example, assessments can include how an employee manages conflicts, their ability to collaborate with others, or the extent to which they demonstrate empathy towards colleagues. (Gharbal, 2022-2023, p. 5) This measure motivates employees to develop these aspects as they see them as an essential part of their career path. When emotional intelligence is included in annual evaluations, employees become more aware of the necessity to develop these skills to achieve professional advancement.

**4-3 Adopting an Institutional Culture that Supports Mental Health:** Building an institutional culture that prioritizes mental health significantly helps reduce stress. This can be achieved by offering flexible working hours or remote work options, allowing employees to better balance their professional and personal lives. Free or subsidized psychological support services should also be available, such as confidential counseling or Employee Assistance Programs (EAPs). Encouraging open dialogue about stress and daily challenges helps break the silence barrier and makes employees feel comfortable expressing their feelings and seeking help without fear of stigma. (Owaid, 1993, pp. 329-332)

**4-4 Using Mindfulness Techniques:** Many studies have proven that integrating mindfulness techniques into the workplace helps reduce stress levels and increase mental focus. Organizations can arrange short group meditation sessions, provide mindfulness apps for employees, or even designate quiet spaces for meditation and relaxation. Training employees in conscious breathing exercises can help them manage daily pressures effectively, enhancing their psychological well-being and productivity. (Nawal, 2018-2019, p. 40)

**4-5 Enhancing Emotional Leadership:** Leaders play a vital role in promoting emotional intelligence and managing stress. Leaders should model effective emotion management, demonstrate good listening to their employees, and handle conflicts with wisdom and calmness. Daniel Goleman's studies indicate that an emotionally intelligent leader not only positively impacts the performance of their entire team but also creates a work environment characterized by trust and respect. Organizations can develop specialized leadership training programs focused on strengthening emotional competencies among managers and supervisors. (Daniel, 2018, p. 89)

By applying these strategies systematically and continuously, institutions can build a more stable and balanced work environment, where collaboration and creativity among employees increase, leading to improved productivity and job satisfaction.

## Conclusions

In light of the above, it becomes clear that emotional intelligence skills and stress management are not merely supportive tools or luxuries that can be dispensed with in the modern work environment, but rather essential and decisive elements to ensure effective communication within organizations and to achieve a stable and motivating work environment. The symbiotic relationship between these skills and institutional success is undeniable and requires strategic attention at the highest levels.

Enhancing these skills directly and tangibly contributes to reducing conflicts that may arise from misunderstandings or personality differences by enabling individuals to understand their own emotions and those of others and to control their reactions. It also leads to improved quality of professional relationships by building mutual trust and respect among colleagues and leaders, which encourages effective collaboration and strengthens team spirit.

On a broader institutional level, adopting strategies to develop emotional intelligence and manage stress contributes to raising overall productivity, as employees become more focused, less prone to psychological stress, and better able to make sound decisions. Job satisfaction also increases, reducing turnover rates and enhancing employees' loyalty to the organization, thereby promoting a stable work environment.

Therefore, investing in developing emotional intelligence and providing a supportive environment for mental health should be among the priorities of contemporary institutional policies. It is no longer limited to individual training programs or isolated initiatives but requires integrating these concepts into the institution's culture and core values. Leadership must adopt this vision as an integral part of human resource management and organizational development strategies to ensure the optimal balance between sustainable professional success and the psychological well-being of employees. This balance is the key to a thriving, innovative work environment capable of facing future challenges.

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