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MHS

CASE STUDY

Emotional Quotient Inventory® 2.0 (EQ-i® 2.0)
and Individual Work Performance

About the ASSESSMENTS

EQ-i 2.0

Emotional Quotient Inventory® 2.0 (EQ-i® 2.0)

The EQ-i 2.0 is a self-report measure of a person's emotional and social skills which impact on how "we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way" (MHS, 2011, p. 13).

The EQ-i 2.0 has 5 composite scales that each comprises three subscales. All these scales provide us with a snapshot indication of an individual's emotional intelligence summed to form a Total Emotional Intelligence (Total EI) score.

Scores based on EQ-i 2.0: Only the Total EI score was used in the present case study. As a standard EQ-i 2.0 score it has a mean score of 100, which was used to divide the sample as above (Total EI > 100) and below (Total EI < 100) average scorers.

IWPR
A JVR Psychometrics Product

Individual Work Performance Review (IWPR)

The IWPR is a measure of the individual actions taken by employees to help organisations achieve (or hinder organisations from achieving) their goals. This review measures indicators of individual work performance that stay similar across organisational levels, functional specialities, industry sectors, and types of organisations (Van Lill & Taylor, 2021).

Scores based on IWPR: Standardised scores, namely stanines, are used in the present case study to report performance. Stanines typically range between 1 and 9 and have a mean of 5 and a standard deviation of 1.96. A score from 1 to 3 can be interpreted as low, 4 to 6 as mid, and 7 to 9 as high. Averages tend to reflect more central scores, which is why we expect most of the averages in this case study to range from 4 to 6.

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Beyond Assessments

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CONTEXT

Personality assessments are often thought of first when considering predictors that provide incremental predictive validity over cognitive ability. As such, emotional intelligence (EI) is not always first on our minds, even though trait-based measures of EI do display incremental validity over cognitive ability (Schmidt et al., 2016). Upon exploring the relationship between the Emotional Quotient Inventory 2.0 (EQ-i 2.0) and job performance amongst South African employees in this case study, we would like to show why EI might be worth considering at the onset of any employee selection or development process.

This case study includes research conducted by JVR Psychometrics, using a sample consisting of 108 employees from finance and professional service industries. Employees were asked to complete the EQ-i 2.0 (MHS, 2011), a world-renowned self-report measure of emotional and social functioning. They were also rated by their managers on the Individual Work Performance Review (IWPR), a job performance assessment developed by JVR Psychometrics that measures multiple factors of performance (Van Lill & Taylor, 2021).

Based on the standardised regression coefficient (β = 0.38*), there was a clear relationship between emotional intelligence and general job performance. Consequently, it revealed that Total EI is responsible for 38 per cent of the change in general performance scores. The following section shows how the ratings on the IWPR differed for individuals who had above and below average Total EI scores (using M=100 as the mean cut-off point).

EQ-i 2.0 & GENERAL PERFORMANCE

IWPR General Rating

5,53
Above Average

4,05
Below Average

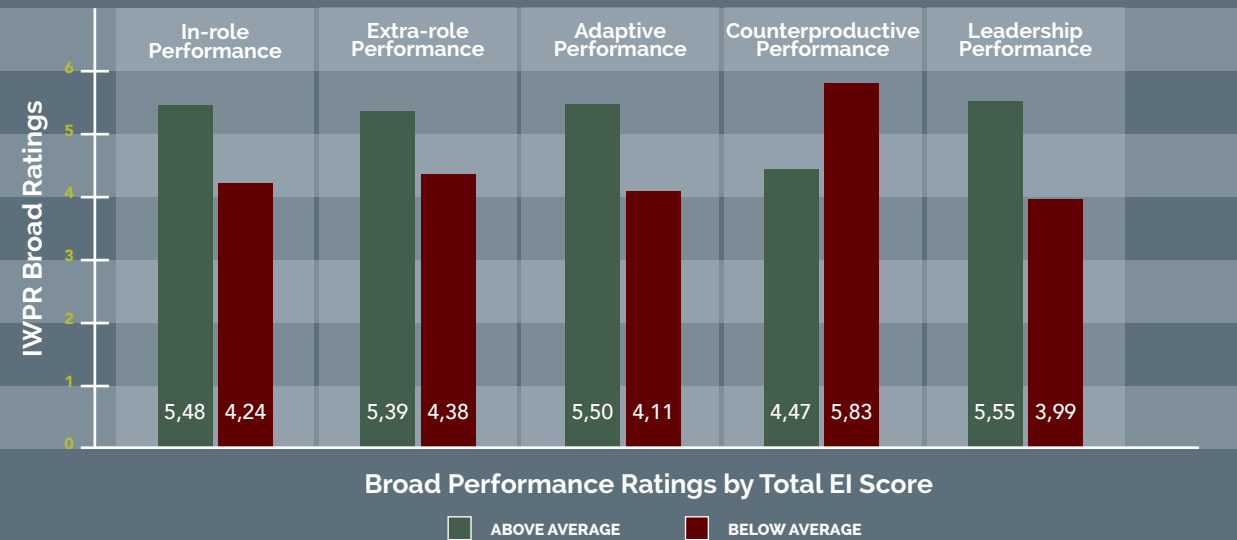**General Performance Rating by Total EI Score**
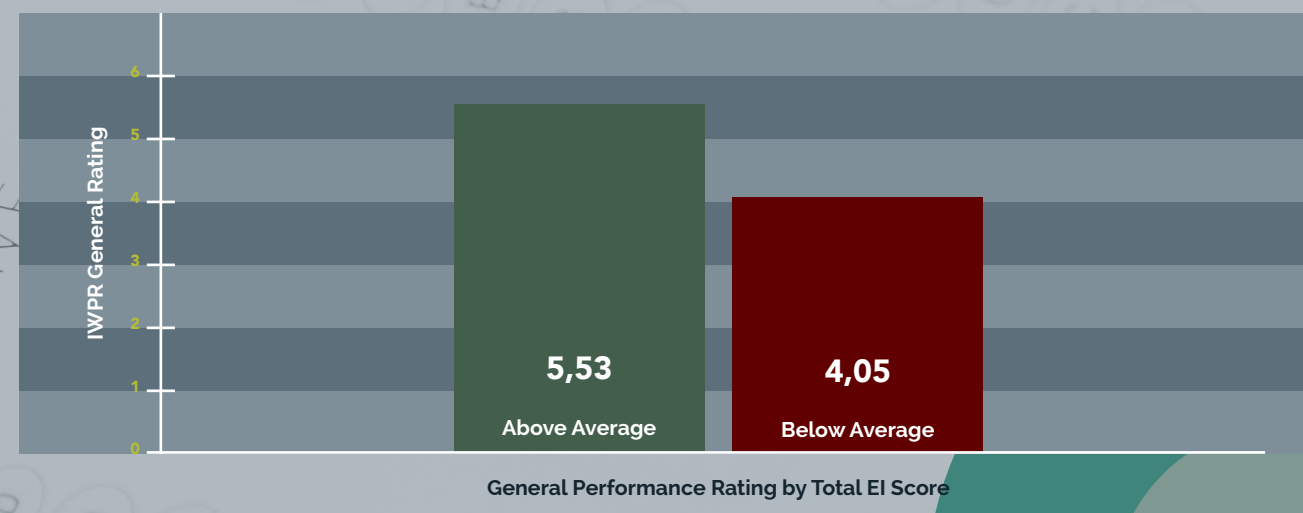
People who score above average on the EQ-i 2.0 Total EI scale received a **15 per cent higher rating on general performance**, suggesting that employees with higher emotional intelligence are more likely to engage in behaviours that add value to the organisation and help it to achieve its goals.

EQ-i 2.0 & BROAD PERFORMANCE DIMENSIONS

IWPR Broad Ratings

	In-role Performance	Extra-role Performance	Adaptive Performance	Counterproductive Performance	Leadership Performance
Above Average	5,48	5,39	5,50	4,47	5,55
Below Average	4,24	4,38	4,11	5,83	3,99

Broad Performance Ratings by Total EI Score

☐ ABOVE AVERAGE   ☐ BELOW AVERAGE

Employees who scored **higher** on Total EI **received more favourable** performance ratings from their managers on each factor in the IWPR[1].

More specific performance differences between the high- and low scorers on the EQ-i 2.0, including descriptions of each performance dimension are provided on the next page.

1 Counterproductive performance is the only performance dimension where, ideally, above average scorers should have lower scores than the below average scorers.

IN-ROLE PERFORMANCE

In-role performance refers to the effectiveness and efficiency with which employees perform core activities that are required by the job.

Higher scorers on Total EI received a:
- 13 per cent higher rating for ensuring accuracy in their work
- 8 per cent higher rating for achieving and exceeding work-related goals
- 11 per cent higher rating for championing the organisation's principles
- 11 per cent higher rating for demonstrating technical expertise at work

EXTRA-ROLE PERFORMANCE

Extra-role performance reflects voluntary acts aimed at benefitting co-workers and the team that are not part of existing work responsibilities.

Higher scorers on Total EI received a:
- 8 per cent higher rating for their willingness to assist their co-workers with tasks
- 8 per cent higher rating for being proactive and doing more than what is expected of them
- 10 per cent higher rating for taking charge of their own learning and development
- 9 per cent higher rating for spotting opportunities and generating new ideas

ADAPTIVE PERFORMANCE

Adaptive performance reflects employees' resiliency to perform when dealing with crises or uncertainty. It also reflects employees' interpersonal flexibility when working with co-workers that have different views.

Higher scorers on Total EI received a:
- 13 per cent higher rating for effectively managing stress and staying calm under pressure
- 14 per cent higher rating for dealing with unusual and/or complex situations
- 14 per cent higher rating for effective decision-making when confronted with a crisis
- 8 per cent higher rating for being open-minded towards others' views

COUNTERPRODUCTIVE PERFORMANCE

Counterproductive performance reflects intentional acts by an employee that could directly or indirectly undermine the effectiveness with which teams achieve their goals.

Higher scorers on Total EI received a:
- 9 per cent lower rating for being rude and inconsiderate to co-workers
- 9 per cent lower rating for lacking the motivation to complete their tasks
- 12 per cent lower rating for being opposed to constructive feedback
- 12 per cent lower rating for being unwilling to learn new skills

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LEADERSHIP PERFORMANCE

Leadership performance refers to the effectiveness with which an employee can influence co-workers to achieve collective goals.

Higher scorers on Total EI received a:
- 14 per cent higher rating for helping their teams to achieve their common goals
- 12 per cent higher rating for empowering team members
- 13 per cent higher rating for embracing change and encouraging new ideas
- 17 per cent higher rating for using networks to connect their teams

RECOMMENDATION

In the light of the above, we would like to make some recommendations, which, if taken into consideration, might assist practitioners to make better selection and developmental decisions.
People practitioners should:

1 Include a trait based EI measure in their selection assessment batteries, especially if predicting performance is of primary concern. EQ-i 2.0 explains 38 per cent of the variance in general job performance and, given that it has a small correlation with intelligence (r = 0.20) (Schmidt et al., 2016) could be meaningfully combined with a cognitive ability assessment to make inferences about applicants' future work behaviour.

2 Consider EI for selection processes if the industry they are working in is turbulent and characterised by uncertainty. EI demonstrates predictive validity for adaptive performance (β = 0.36*), which has an impact on how employees cope with and adapt to the uncertainty brought about by change.

3 Recognise the impact EI has on the current working conditions employees are faced with. Being able to influence co-workers to achieve collective goals has never been as challenging due to remote working conditions. This is important not only for people in leadership roles but any person who finds themselves working in a team. EI was again found to be a critical predictor of leadership performance (β = 0.42*), which can be attributed to the greater emotional labour associated with leadership roles (Glomb et al., 2004). If you are interested in selecting people who can influence others to achieve organisational objectives, carefully consider their EI results.

It is also important to recognise the contribution that EI can make to onboarding and development. EI as measured by the EQ-i 2.0 can be developed and improved on, which could translate into increased job performance (as seen in this study). The investment organisations make in measuring EI can be easily quantified to show the return of their investment not only for selecting the 'best candidate', but also developing current staff to better regulate their emotions in service of greater job performance.

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