Colegio de Estudios Superiores de Administración

Emotionally Intelligent Organizations: Exploring the Impact of Self-Regulation, Distress Tolerance, and Others' Emotion Appraisal on Workplace Success

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Abstract

This study examines the impact of emotional intelligence on operational effectiveness, focusing on three key components: self-regulation, distress tolerance, and others' emotion appraisal. In today's business environment, organizations need employees who can manage their own emotions and understand those of others to face challenges and maintain high levels of productivity. However, there is a gap in the literature regarding how these emotional competencies influence organizational performance.

The research uses structural equation modeling (SEM) to analyze data collected from professionals across various industries in Colombia. The findings reveal that self-regulation enhances distress tolerance, which positively impacts operational effectiveness. Additionally, the ability to appraise others' emotions fosters collaboration and optimizes organizational outcomes. These results highlight the importance of developing emotional competencies as part of business strategies to improve overall performance.

This study contributes to both academia and industry by providing a foundation for future research and practical recommendations for business leaders. It suggests that organizations invest in emotional development programs to cultivate a collaborative and resilient work environment, thereby maximizing operational effectiveness in complex and dynamic contexts.

Keywords: *Workplace Performance, Employee Resilience, Organizational Success, Collaborative Efficiency, Leadership Impact.*

1. Introduction

In contemporary business, there is a concentrated effort to enhance operational effectiveness to boost competitiveness and thrive in an ever-changing and volatile market landscape. To achieve this objective, organizations must strategically optimize their processes, including every facet of the company, such as individual work performance, to lead the market. This underscores the importance of exploring whether employees possess the essential abilities and capacities to regulate their emotions effectively and understand others, thereby positively impacting operational effectiveness. Organizations are established by individuals who uphold connections with their colleagues through emotional intelligence, competence, and skill. Employees with high emotional intelligence contribute to the organization's shared objectives by appropriately managing their roles and responsibilities (Santa et al., 2023).

Tolerating uncomfortable feelings and navigating challenging situations with emotional resilience are also crucial components of fostering a productive work environment. Employees who can effectively manage their emotions are better equipped to handle stressors, communicate clearly, and collaborate efficiently with their peers (Magnano et al., 2015). Research supports the idea that positive emotional leads to higher performance outcomes, while negative emotional experiences correlate to deficient scenarios for organizations (Conroy, 2017). Additionally, individual's well-being significantly influences job satisfaction and impacts productivity and absenteeism (Di Castro, 2018). Furthermore, according to the document "Emotional Intelligence in Organizations: A Conceptualization", emotions shape people's actions and thoughts, affecting the work environment, including teams, relationships, productivity, responsibility, and organizational culture (Abraham, 1999).

Emotional intelligence encompasses the self-regulation of emotions and motivation, which enables individuals to adapt and pursue personal, group, and organizational goals. It is directly linked to individual advancement and success within organizational environments, as well as individual performance. Furthermore, emotional intelligence provides the foundation for resilience and the ability to tolerate uncomfortable feelings, equipping individuals with the necessary skills to address circumstances that impact operational effectiveness. A high level of emotional intelligence encourages discretionary behavior, whereby employees assist colleagues with specific tasks or relevant organizational issues. This fosters a sense of mutual support, leading to collaborative efforts that exceed basic requirements (Magnano et al., 2016).

Given these dynamics, is relevant and necessary a methodical investigation into the research question “What is the impact of regulating emotions within oneself, tolerating uncomfortable feelings and understanding others emotion appraisal on operational effectiveness?” Understanding these factors is crucial for enhancing decision-making, building resilience, promoting effective leadership, and ultimately maximizing organizational performance in dynamic and demanding settings. Understanding these factors is crucial for enhancing decision-making, building resilience, promoting effective leadership, and maximizing organizational performance in dynamic and demanding environments.

This research employs Structural Equation Modeling (SEM) to address the research question. It begins with an introduction and theoretical framework, proceeds to outline the methodology, and presents the findings from data analysis, concluding with a discussion of results.

2. Research question

What is the impact of regulating emotions within oneself, tolerating uncomfortable feelings and understanding others emotion appraisal on operational effectiveness?

2.2 Investigation objectives

General Objective: This study aims to comprehensively investigate and understand the interplay among three key variables: tolerance for uncomfortable feelings, operational effectiveness, and self-regulation of emotions. Through rigorous analysis, the study seeks to clarify the relationships between these variables, with a particular focus on how to tolerate discomfort and the skill of regulating emotions within oneself influence operational effectiveness across various contexts.

Specific Objectives:

3. **Specific Objective 1**

   Investigate the influence of self-regulation on the ability to tolerate uncomfortable feelings.

1.2.2 Specific Objective 2

Examine the relationship between the regulation of emotion in the self and operational effectiveness.

1.2.3 Specific Objective 3

Evaluate the impact of tolerating uncomfortable feelings on operational effectiveness in various contexts.

1.2.4 Specific Objective 4

Explore the effect of others' emotion appraisal on tolerance for uncomfortable feelings and regulate emotion in the self.

2 Theoretical Background

4. 1 Operational effectiveness

Operational effectiveness is a fundamental aspect of an organization's performance, involving practices that maximize inputs, reduce mistakes and accelerate product development. It encompasses performing similar processes better than competitors or carrying out multiple activities in unique ways. Thus, efficiency and effectiveness combine to help companies maintain a competitive position, achieve outstanding performance and exceed customer expectations. Key indicators of operational effectiveness include cost, quality, agility, flexibility, and reliability, all working together to achieve positive outcomes for the organization (Porter, 1996). Operational effectiveness reflects how goals are met, customer needs are fulfilled, adaptability to change is managed, and how promptly the company responds to clients' requests (Santa et al., 2013).

Specifically, cost efficiency refers to productivity in areas like purchasing and product development. Reducing inefficiencies positively impacts costs and helps achieve organizational objectives (Tegethoff, 2019). In terms of quality, operational effectiveness means meeting the individual demands for goods or services and exceeding clients' expectations, encompassing factors like response times, delivery, service, and accountability (Santa et al., 2023).

Agility reflects how quickly and creatively a company adapts to market shifts, ambiguities, and opportunities, often requiring internal operational changes (Okotoh, 2015). Besides, flexibility is an organization's capacity to reconfigure value offerings and adapt resource management to meet market needs (Swafford, 2008). Lastly, reliability ensures consistent customer satisfaction by delivering products as expected within precise timelines and conditions (Santa et al., 2023).

From another perspective, research from the Cranfield School of Management highlights that customers prioritize ease of doing business and receiving promised value over aspects like

price and quality, framing operational effectiveness as an ability to cultivate loyal relationships based on understanding client needs and positive communication (Baker & Clark, 2007).

As a result, the first hypothesis statement is:

- **H1:** The understanding of regulating emotions in the self, enhances operational effectiveness.

2.2 Tolerating uncomfortable feelings

The capacity to tolerate uncomfortable feelings, often called distress tolerance, involves accepting, being mindful of, and remaining self-aware of negative emotions and physical discomfort. This tolerance varies among individuals and is shaped by emotional reactivity and adaptive capabilities in cognitive, emotional, and behavioral domains. Reaction to distress can include avoidance, anxiety, perseveration, sensitivity, or suppression of emotions (Zvolensky et al., 2011).

Research like “Emotion Regulation Difficulties, Distress Tolerance and Psychopathological Symptoms” indicates that low distress tolerance is linked to maladaptive coping strategies and mental health challenges (del-Valle et al., 2022). Moreover, studies by Hülsheger et al. (2013) and Kotsou et al. (2017) emphasize the role of emotional resilience in handling workplace stressors and achieving high performance. Salovey and Mayer’s foundational work on emotional intelligence further highlights the importance of self-awareness and emotional management in creating positive workplace cultures (1990).

By synthesizing these findings, it becomes evident that individuals who possess the ability to navigate and tolerate uncomfortable emotions are not only better equipped to handle the dynamic nature of workplace interactions but also excel in clear communication and efficient collaboration with their peers. This, in turn, leads to heightened operational effectiveness and ultimately contributes to the overall success of the organization.

In this way, the second hypothesis proposed is:

- **H2:** If an individual has the capacity of tolerating feelings that he/she doesn't like, it improves the operational effectiveness in the work.

2.3 Regulation of emotion in the self

Emotion regulation involves intrinsic and extrinsic processes that individuals use to adjust their emotional experiences, aiming to control their intensity, duration, and expression to achieve specific goals. It also reflects a person's capacity to manage emotional responses, even in distress, which is crucial for adapting to diverse scenarios (Berking & Whitley, 2014). In this way. Self-regulation includes facing emotional challenges with persistence and effectively using strategies to adapt (del-Valle et al., 2022).

According to Berking and Whitley (2014) clinical model, Emotion Regulation has six challenges: "nonacceptance of emotional responses, lack of emotional awareness, lack of emotional clarity, difficulties engaging in goal-directed behavior, impulse control difficulties, and limited access to ER strategies" (del-Valle et al., 2022).

Moreover, emotional regulation is essential for psychological functioning, specifically due to its huge implications for individual well-being and social dynamics (Grewal et al., 2006). There are several studies that focus on the importance of effectively managing one's emotional experiences, by the recognition, understanding and regulation for constructing strong relationships and overall positive life outcomes. Additionally, Goleman (1995) defines emotional intelligence as: "The capacity to recognize our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships." This author reveals also another idea emphasizing the emotional intelligence as a key for organizational development and people's growing, as it contributes to the understanding and assessment of working attitudes and improvement of companies' areas. Regarding, this theoretical background, the third hypothesis is:

- **H3:** The understanding of regulating self-emotions has a positive impact on tolerating non comfortable emotions.

2.4 Others' Emotion Appraisal (OEA)

Others' emotion appraisal (OEA) refers to the ability to recognize, understand, and interpret others' emotions. As a crucial component of emotional intelligence, it involves perceiving, using, understanding, and managing emotions. OEA enables individuals to interpret emotional expressions and respond effectively, fostering stronger relationships and enhancing interpersonal interactions.

Salovey and Mayer's (1990) theory on emotional intelligence posits that emotional intelligence comprises skills in perceiving, facilitating, understanding, and regulating emotions. OEA aligns with the initial two skills, focusing on the external dimension of emotional intelligence: recognizing and interpreting the emotions of others.

The relevance of OEA is evident in both social and organizational settings. Individuals with strong OEA skills can interpret emotional cues from others—whether through verbal communication, facial expressions, or body language—and adjust their behavior accordingly. This adaptability improves interactions and strengthens teamwork, making OEA a crucial element in leadership and collaborative work. Studies by Daniel Goleman (1995), one of the most influential authors in the field of emotional intelligence, emphasize that understanding the emotions of others enhances empathy, a key leadership trait that drives trust, motivation, and group cohesion.

In social psychology, OEA is often linked to the broader concept of empathy, which involves not only understanding others' emotions but also sharing them. This concept was further explored by Hoffman (2000), who argued that individuals who possess high empathy are better equipped to understand and respond to the emotional states of those around them.

OEA, while distinct from empathy, is an essential part of it, allowing individuals to cognitively assess and process emotional information.

Research by Schutte et al. (1998) built on the work of Salovey and Mayer to further develop tools for measuring emotional intelligence, including OEA. Their Emotional Intelligence Scale includes items that assess individuals' ability to recognize emotions in others, such as "I always know my friends' emotions from their behavior" or "I am sensitive to the feelings and emotions of others." These measures show that OEA is more than just the ability to observe emotions—it is also about actively understanding and responding to them.

From an organizational perspective, strong OEA skills have been shown to positively influence job performance and leadership effectiveness. For example, a study by Côté et al. (2010) demonstrated that leaders who scored high on emotional intelligence, particularly in areas related to OEA, fostered better team dynamics and overall performance. Employees were more engaged, conflicts were better managed, and the work environment became more cohesive.

Others' emotion appraisal (OEA) is closely linked to the ability to regulate one's own emotions, particularly when navigating challenging or uncomfortable feelings. When individuals are adept at recognizing and understanding the emotions of others, they are often better equipped to manage their own emotional responses in social interactions. For instance, in situations where someone else's emotions may provoke discomfort—such as anger, frustration, or sadness—those with strong OEA skills can remain composed and regulate their own emotional state. This capacity is critical in fostering resilience and maintaining emotional balance, as it allows individuals to empathize without becoming overwhelmed by the emotional intensity of others.

This connection between OEA and emotional self-regulation has been explored in emotional intelligence literature. Mayer and Salovey (1997) highlight that a key aspect of

emotional intelligence is not only understanding emotions (both in oneself and others) but also being able to use this understanding to manage and navigate emotions effectively. By accurately appraising others' emotions, individuals can identify the emotional triggers that may arise within themselves and use this insight to regulate their reactions. Moreover, those with strong OEA are often better at tolerating uncomfortable emotions—both in themselves and others—because they understand the underlying causes of these feelings, which helps them approach emotionally charged situations with greater empathy and patience.

In conclusion, others' emotion appraisal (OEA) is a vital component of emotional intelligence, encompassing the ability to accurately perceive, interpret, and respond to the emotions of others. Beyond facilitating effective communication and collaboration, OEA plays a crucial role in regulating one's own emotional responses, particularly when faced with challenging or uncomfortable emotions. By linking the understanding of others' emotions with emotional self-regulation, OEA helps individuals navigate complex social dynamics with empathy and emotional resilience. As highlighted by foundational research from Salovey and Mayer (1990), Daniel Goleman (1995), and subsequent studies, OEA is essential not only for fostering strong interpersonal relationships but also for enhancing leadership, teamwork, and overall emotional well-being in both personal and professional spheres.

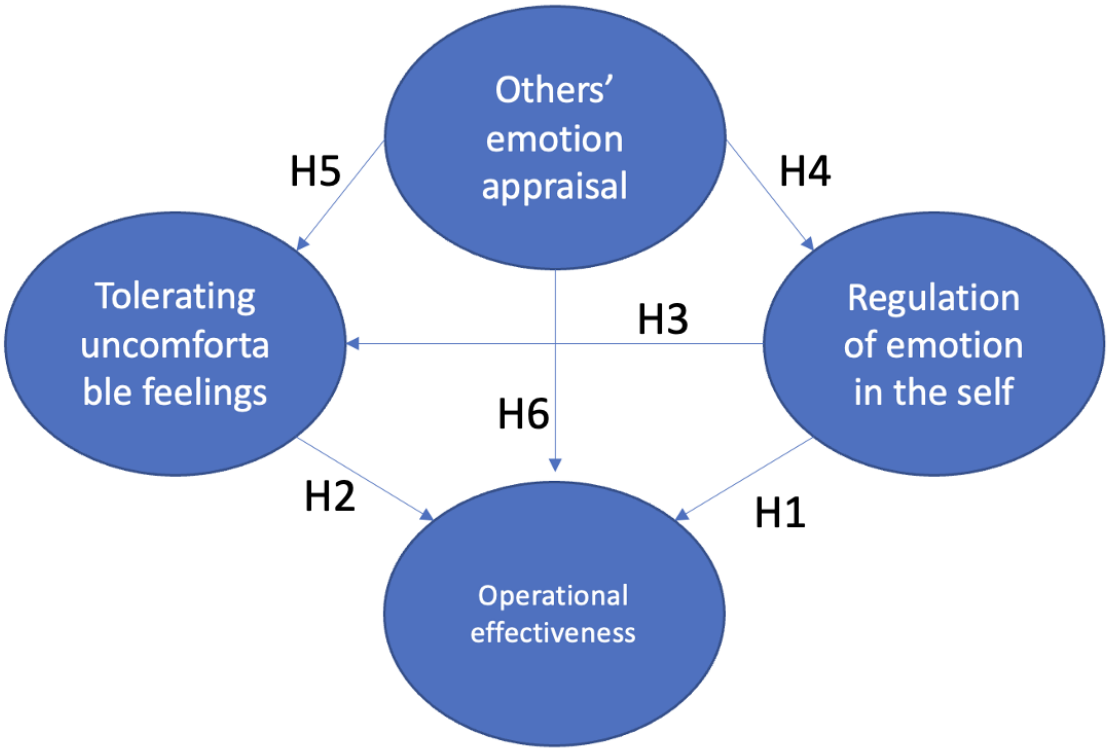
Therefore, the explanation of the variable others emotion appraisal, leads us to the development of three hypothesis:

- **H4:** Recognizing how others perceive emotions can significantly influence one's ability to regulate their own emotions.
- **H5:** Awareness of how others interpret emotions affects one's capacity to tolerate intense or overwhelming feelings.

- **H6:** Acknowledging others' emotional judgement directly impacts operational effectiveness.

Figure 1

Research Model with Hypothesis



Note: Own elaboration

3 Methodology

The aim of this study was to explore and analyze the relationships between the ability to regulate emotions, tolerate uncomfortable feelings, and understand others' emotion appraisal, in relation to operational effectiveness. Although there was limited evidence regarding these specific variables, similar research had been conducted in other countries (Santa et al., 2023; Magnano et al., 2015; Zvolensky et al., 2011).

3.1 Type and Research Design

To accomplish this objective, a structured methodology was adopted, comprising three phases: theoretical design, data collection, and analysis leading to conclusions. A non-experimental, correlational research design was employed, correlational research design to explore the relationships between emotional intelligence components—self-regulation, distress tolerance, and others' emotion appraisal—and operational effectiveness. Non-experimental design was chosen because it allowed the observation of existing relationships without manipulating variables, making it suitable for studying natural behaviors in workplace settings. The correlational aspect aimed to identify the degree of association between emotional competencies and operational outcomes, enabling an understanding of how emotional intelligence impacts work performance. This approach was quantitative, using statistical analysis to test hypotheses and validate the proposed model, which provided empirical insights into the dynamics of emotional intelligence within organizational contexts.

3.2 Population and Sample

The population for this study consisted of professionals from various industries in Colombia who worked in roles that required emotional interaction, collaboration, and decision-making. Given the study's objective of examining emotional intelligence in diverse organizational settings, the sample included individuals from different departments such as marketing, management, finance, and project management.

The sample was selected using convenience sampling, focusing on accessibility and availability, which enabled the collection of data from 78 participants across several sectors. While convenience sampling may have introduced certain biases, it provided a practical way of collecting data from professionals in various industries within the given timeframe and resources. The diversity within the sample aimed to capture a range of workplace experiences, enhancing the study's relevance across different organizational contexts.

3.3 Data Collection Instrument

A self-administered questionnaire was used to gather insights from business professionals in Colombia. The survey instrument, measurement constructs, and optimal model were developed in accordance with the guidelines set forth by Hair et al. (2010). Convenience sampling was employed, whereby respondents were selected based on their accessibility and availability, rather than through a random sampling approach, facilitating quicker data collection (Casal et al., 2003).

Data were collected through a self-administered questionnaire, designed specifically to assess emotional intelligence competencies and operational effectiveness. The questionnaire included sections covering three primary emotional intelligence components: self-regulation, distress tolerance, and others' emotion appraisal, along with questions about perceived operational effectiveness. It consisted of a demographic section—including industry, company size, company classification, education, and occupation of the respondents—followed by a series of conceptual variables tailored for the structural equation model. A five-point Likert scale (ranging from "strongly disagree" to "strongly agree") was used for responses, allowing participants to express their level of agreement with each statement. The questionnaire was based on validated scales for emotional intelligence and organizational performance, ensuring reliability and construct validity. Before distribution, the instrument underwent a pilot test to confirm clarity, relevance, and alignment with the study's objectives.

3.4 Procedures

The research process began with the design and validation of the questionnaire, followed by the recruitment of participants from the defined population. The survey was distributed electronically to ensure accessibility and confidentiality, giving participants the flexibility to complete it at their convenience. Upon collection, the data were subjected to statistical analysis using Structural Equation Modeling (SEM) to test the relationships between emotional intelligence components and operational effectiveness. SEM was selected due to its ability to model complex relationships and assess the fit of the proposed theoretical model. The analysis process included data cleaning, reliability checks, and validity assessments to ensure the robustness of the findings.

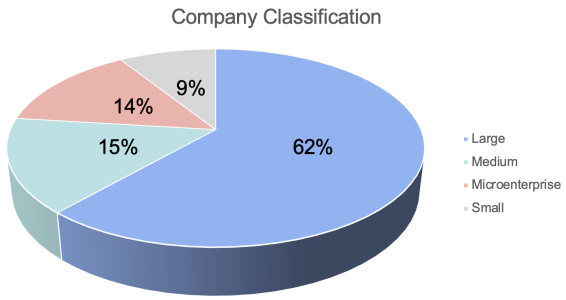
Emotional intelligence is framed by the work of Santa et al. (2023), which investigates the influence of emotional intelligence, cross-functional teams, and inter-organizational networks on enhancing operational effectiveness. Operational effectiveness itself is informed by strategic insights presented by Tegethoff et al. (2023), emphasizing the significance of integrating additive technologies and innovation. Lastly, the concept of compassion is rooted in the principles outlined by Gu et al. (2020), who developed the Sussex-Oxford Compassion Scale, providing a validated measurement of both self- and other-oriented compassion.

4 Demographic Results and Analysis

Demographic data provides valuable insights into the workforce composition, which can greatly influence organizational behavior and operational effectiveness. Understanding key factors such as company size, industry classification, and area of responsibility contributes to the identification of patterns in leadership styles, work environment, distribution of resources and organizational challenges. According to Robbins and Judge (2019), demographic factors such as these are critical in shaping employee's behavior and organizational outcomes, as they influence communication, decision-making processes, and culture. By analyzing the following results, we could understand the context that may influence the results of this investigation on How being emotionally intelligent about others' emotions appraisal, regulating emotions within oneself and tolerating uncomfortable feelings impact operational effectiveness.

Figure 2.

Company Classification



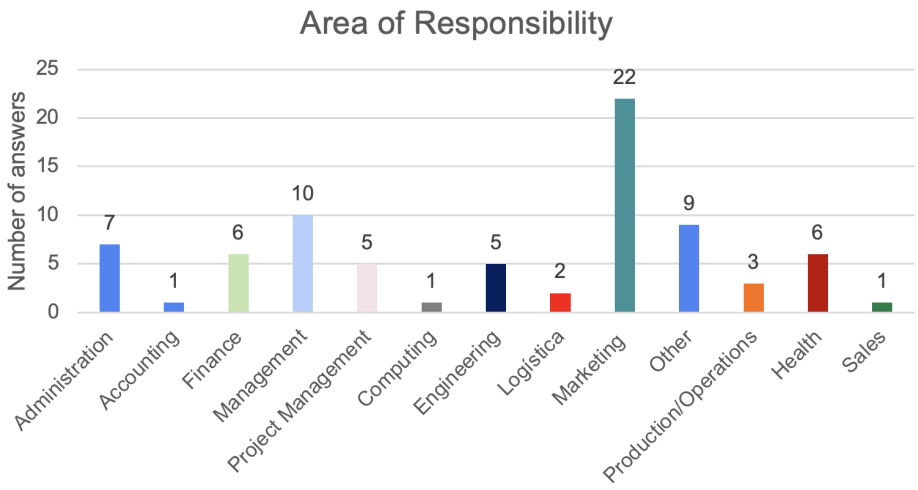
Note. Own elaboration

The pie graph presents the distribution of respondents based on their organization size. Most interviewees, 62%, are employed in large companies, this suggests a higher representation work possibly in multinationals, companies with a great trajectory or well-established brands in the industry. A smaller portion, 15%, are part of medium-sized companies, while 14% work in micro-enterprises, and 9% in small organizations. This indicates that while large companies dominate the sample, there is also a significant representation of other company's

classification. These reflect a diverse range of organizational contexts that may provide insights on operational effectiveness based on organizational structure.

Figure 3.

Area of responsibility



Note. Own elaboration

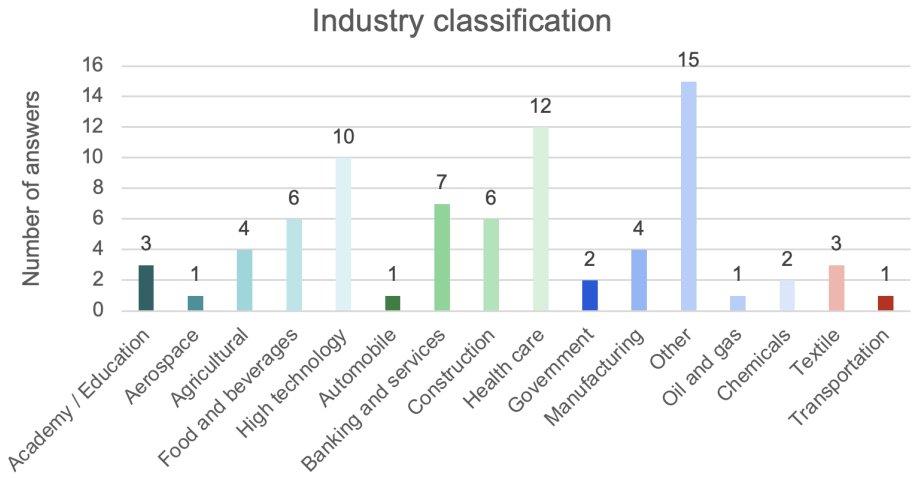
The bar chart highlights the distribution of respondents across various areas of responsibility within their organizations. Marketing stands out as the largest category, with 22 respondents, suggesting that a significant portion of participants are engaged in promotional, branding, or customer-facing roles. This may reflect the growing importance of marketing in driving organizational growth and visibility.

Management is the second most represented area, with 10 respondents, indicating a strong presence of individuals in leadership or decision-making positions. Other key areas include Administration (7 respondents), Finance (6 respondents), Health (6 respondents), Project Management (5 respondents), and Engineering (5 respondents), showing a well-rounded representation of operational and technical roles. Areas such as Logistics and Production/Operations are less represented, with 2 respondents each, along with Accounting, Computing, and Sales, which have just 1 respondent each. This indicates that while most of

the respondents hold roles that involve strategic or operational management, there is also a small but notable presence of employees in more specialized or technical fields.

Figure 4

Industry Classification



Note. Own elaboration

The bar chart illustrates the distribution of individuals across various industries, providing insight into the multiple backgrounds considered in this study. The largest group of respondents, 15, are from the "Other" industry category, indicating a broad range of sectors that may not fit into traditional classifications. Following this, Health Care has a strong presence with 12 respondents, suggesting that this industry is well-represented in the sample. High Technology is also prominent, with 10 respondents, reflecting the increasing importance of tech-driven sectors in the modern workforce. The Banking and Services industry ranks next, with 7 respondents, followed closely by Construction and the Food and Beverages sectors, each contributing 6 respondents. Several industries, such as Manufacturing and Agriculture, each have 4 respondents, showing a moderate representation. The Textile and Academy/Education industries account for 3 respondents each, while smaller sectors like Chemicals, Government, Oil and Gas, Transportation, and Aerospace are represented by just 1 or 2 individuals. This distribution highlights the variety of industries included in the study, with certain fields. This mix of industries provides a comprehensive

view of the different operational environments and challenges that may influence how employees perceive and manage operational effectiveness within their respective sectors.

Data Analysis

Various software tools, including SPSS and Amos, were utilized to validate the conceptual model presented in Figure 1. This involved estimating predictive relationships between the model's variables, assessing the fit indices, and evaluating the confidence level. Multiple indices were applied to explore the relationships between continuous latent variables and observed variables, as well as to evaluate the overall fit of the measurement model. Furthermore, internal consistency was tested through Cronbach's alpha coefficient and item-total correlation, with all constructs scoring above 0.7, the threshold for fundamental research (Nunnally & Bernstein, 1978).

Table 1

Cronbach Alpha

Variable	Number of Items	Cronbach Alpha
Tolerating Uncomfortable Feelings	4	0.819
Regulation of Emotions	4	0.887
Operational Effectiveness	11	0.879
Other's Emotion Appraisal	4	0.889

Note: Own elaboration

This chart presents the Cronbach's Alpha values for four variables used in the study: Tolerating Uncomfortable Feelings, Regulation of Emotions, Operational Effectiveness, and Use of Emotions (UOE).

Cronbach's Alpha is a measure of internal consistency or reliability of a set of items, with a value closer to 1 indicating higher reliability. Typically, the following thresholds are used to interpret Cronbach's Alpha: above 0.9 is excellent, 0.8 - 0.9 is good, 0.7 - 0.8 represents acceptable, and below 0.7 is questionable.

1. Tolerating Uncomfortable Feelings (0.819): This variable has a Cronbach's Alpha of 0.819, indicating a good level of internal consistency. The items used to measure this construct are reliably assessing the same underlying concept.
2. Regulation of Emotions (0.887): With a Cronbach's Alpha of 0.887, this variable also shows good internal consistency. The measurement items are strongly aligned, making this a robust construct in the study.
3. Operational Effectiveness (0.879): This variable has a Cronbach's Alpha of 0.879, reflecting a good reliability level, which ensures that the 11 items are consistently measuring operational effectiveness.
4. Use of Emotions (UOE) (0.889): With the highest Cronbach's Alpha of 0.889, this variable exhibit’s good reliability, indicating that the items used in this scale are highly consistent and robust.

All four variables demonstrate **good internal consistency**, as their Cronbach's Alpha values fall between **0.8 and 0.9**, indicating a reliable measurement framework for the constructs being analyzed. These values suggest that the questionnaire items are robust and that the study's findings based on these variables are likely to be reliable.

Table 2

CMIN Model

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	46	249.014	164	.000	1.518
Saturated model	210	.000	0		
Independence model	20	1151.727	190	.000	6.062

Note: Own elaboration

The robustness of a structural equation model can be evaluated through several fit indices, each providing a unique perspective on the model's performance. **CMIN** (Chi-square Minimum Discrepancy) tests the discrepancy between the observed covariance matrix and the one predicted by the model, with lower values indicating a better fit. However, as noted by Schermelleh-Engel et al. (2003), CMIN is sensitive to sample size, often leading to significant values even with minor model misfit in large samples.

This table presents the goodness-of-fit results (CMIN) for three models: the Default model, Saturated model, and Independence model. The CMIN/DF (Chi-square divided by degrees of freedom) is key in evaluating model fit. Typically, a value close to 1 indicates a good fit. The Default model has a CMIN/DF of 1.518, suggesting a reasonably good fit to the data, although there is room for improvement. The Independence model, with a CMIN/DF of 6.062, indicates poor fit, as a value this high suggests the model does not represent the data well. The Saturated model shows a perfect fit with a CMIN of 0, but this is expected since it is a fully parameterized model. Overall, the Default model appears to offer the best balance between parsimony and adequate fit.

Table 3

RMR, GFI Model

Model	RMR	GFI	AGFI	PGFI
Default model	.059	.780	.718	.609
Saturated model	.000	1.000		
Independence model	.325	.292	.218	.264

Note: Own elaboration

The **PGFI** (Parsimony Goodness-of-Fit Index) adjusts the Goodness-of-Fit Index (GFI) by considering model complexity, rewarding simpler models (Mulaik et al., 1989). A higher PGFI suggests a more parsimonious model, balancing goodness-of-fit with model simplicity.

In this analysis of the relationships between self-regulation, distress tolerance, and emotion appraisal in the workplace, we utilized RMR (Root Mean Square Residual) and GFI (Goodness-of-Fit Index) to evaluate the robustness of the models under consideration: the Default model, the Saturated model, and the Independence model.

The RMR for the Default model is 0.059, which indicates a reasonably good fit. RMR values closer to zero are preferred as they represent smaller discrepancies between the predicted and observed data. A value of 0.059 suggests that the Default model makes accurate predictions and closely approximates the actual data, making it a robust option in terms of residuals. As expected, the Saturated model has an RMR of 0.000, meaning it perfectly fits the data; however, this model's usefulness is limited due to its complexity. On the other hand, the Independence model has an RMR of 0.325, which reflects poor fit. This high value suggests a significant mismatch between the model's predictions and the observed data, confirming that the Independence model fails to adequately represent the relationships being investigated.

Turning to the GFI, the Default model's value is 0.780. While this is slightly below the commonly accepted threshold of 0.80, it still indicates that the model explains a substantial

portion of the variance in the data, though there is room for improvement. A GFI above 0.80 would have been more desirable for a stronger fit. The Saturated model, with a GFI of 1.000, fits the data perfectly, but as noted before, such a model lacks practicality due to its overfitting. The Independence model's GFI, at 0.292, is extremely low, further confirming that this model poorly captures the underlying structure of the data and fails to explain much of the variance in emotional intelligence factors as they relate to workplace success.

Table 4

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.784	.750	.914	.898	.912
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Note: Own elaboration

In addition, **CFI** (Comparative Fit Index) assesses the model's fit relative to a null or baseline model, with values closer to 1 indicating better fit (Bentler, 1990). A CFI above 0.90 is generally considered acceptable (Hu & Bentler, 1999), demonstrating that the model significantly improves over the null model.

The chart presents several model fit indices for three models: the Default model, the Saturated model, and the Independence model, focusing on the Comparative Fit Index (CFI). The Default model has a CFI value of **0.912**, indicating a strong fit with the observed data, while the Saturated model achieves a perfect fit (CFI = 1.000). A CFI above **0.90** is generally considered indicative of a good fit, reinforcing the robustness of the Default model's representation of the relationships among the study variables.

In summary, the Default model's CFI of **0.912** reflects a strong alignment with the data, suggesting that the relationships among regulating emotions, tolerating uncomfortable

feelings, and understanding others' emotional appraisal are effectively captured. This robust fit provides confidence in the model's conclusions regarding operational effectiveness.

Table 5

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.863	.677	.787
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Note: Own elaboration

The **PCF** (Proportion of Covariance Fit) measures the proportion of covariances explained by the model. A higher PCF indicates a model that captures a greater share of the observed relationships among variables (Kline, 2015).

The chart presents three fit indices: PRATIO, PNFI (Parsimony Normed Fit Index), and PCFI (Parsimony Comparative Fit Index) for the Default, Saturated, and Independence models. The PCFI value for the Default model is 0.787, which indicates a good level of fit when accounting for model complexity. This value approaches the commonly accepted threshold of 0.80, suggesting that the model not only fits the data well but also does so efficiently by balancing goodness of fit with parsimony. In contrast, the Saturated model shows a PCFI of 0.000, indicating a perfect fit but at the cost of parsimony, while the Independence model has a PCFI of 0.000, reflecting its poor fit.

Additionally, the PRATIO for the Default model is 0.863, further emphasizing the model's effectiveness in capturing the relationships among the variables. The PNFI value of 0.677 is also noteworthy, indicating that the model maintains a reasonable degree of parsimony while fitting the data. Overall, the PCFI of 0.787 for the Default model highlights its robustness, suggesting that it provides a reliable representation of the underlying constructs related to

emotional regulation and understanding, while also being efficient in its complexity. This reinforces the model's validity in drawing meaningful conclusions about the relationships among the study variables.

Table 6

NCP

Model	NCP	LO 90	HI 90
Default model	85.014	46.435	131.556
Saturated model	.000	.000	.000
Independence model	961.727	858.490	1072.444

Note: Own elaboration

Hoelter's Index (**HI**) estimates the minimum sample size required for the model to fit adequately, with values above 200 suggesting the model is robust even in large samples (Hoelter, 1983).

The chart provides values for the Non-Centrality Parameter (NCP), as well as the lower (LO 90) and upper (HI 90) bounds of the 90% confidence interval for three models: the Default model, the Saturated model, and the Independence model. Notably, the HI 90 value for the Default model is 131.556, indicating a relatively low upper bound for the confidence interval. This suggests that the fit of the Default model is statistically significant and robust, effectively capturing the relationships among the variables related to emotional regulation and understanding others' emotional appraisals.

In contrast, the Saturated model has a HI 90 value of 0.000, reflecting a perfect fit, while the Independence model shows a HI 90 of 1072.444, indicating a wide range of potential outcomes. The HI 90 value of 131.556 reinforces the Default model's robustness, suggesting that its representation of the underlying data is reliable. Overall, these findings highlight the

critical role of emotional intelligence in enhancing operational effectiveness and provide confidence in the conclusions drawn from the Default model.

Table 7

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	3.234	1.104	.603	1.709
Saturated model	.000	.000	.000	.000
Independence model	14.957	12.490	11.149	13.928

Note: Own elaboration

The chart includes several important indices for assessing model fit. FMIN (Minimum Fit Function) measures how closely the model predictions align with the observed data, with lower values indicating a better fit. F0 (Fit Index) provides a summary statistic that compares the model fit to a baseline model, where higher values signify improved performance. The LO 90 and HI 90 values represent the lower and upper bounds of the 90% confidence interval for the fit index, respectively. These values help gauge the uncertainty surrounding the model's performance, with values close to zero for LO 90 suggesting less certainty and higher HI 90 values indicating greater variability. Together, these indices offer a comprehensive evaluation of the model's effectiveness in capturing the relationships among the observed variables.

The chart displays the values of FMIN and F0 for the Default model, Saturated model, and Independence model. For the Default model, the FMIN value is 3.234 and the F0 value is 1.104, indicating that the model maintains a reasonable level of fit to the data. The LO 90 value of 0.603 and the HI 90 value of 1.709 suggest that the confidence interval around the F0 statistic is relatively narrow, reflecting a consistent and reliable model fit. In contrast, the Saturated model shows all values as 0.000, which is expected as it represents a perfect fit. The Independence model, however, presents much higher values, with an FMIN of 14.957 and an F0 of 12.490, indicating a poor fit to the data.

The values for the Default model indicate a solid level of fit, which reinforces the robustness of the relationships captured in the study. The relatively low FMIN and F0 values compared to the Independence model further emphasize the Default model's effectiveness in modeling the underlying constructs related to emotional regulation and understanding. The HI 90 value of 1.709 also suggests that there is a good level of certainty regarding the model's performance. Overall, these findings highlight the importance of emotional intelligence in enhancing operational effectiveness and provide confidence in the conclusions drawn from the Default model.

Table 8

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.082	.061	.102	.009
Independence model	.256	.242	.271	.000

Note: Own elaboration

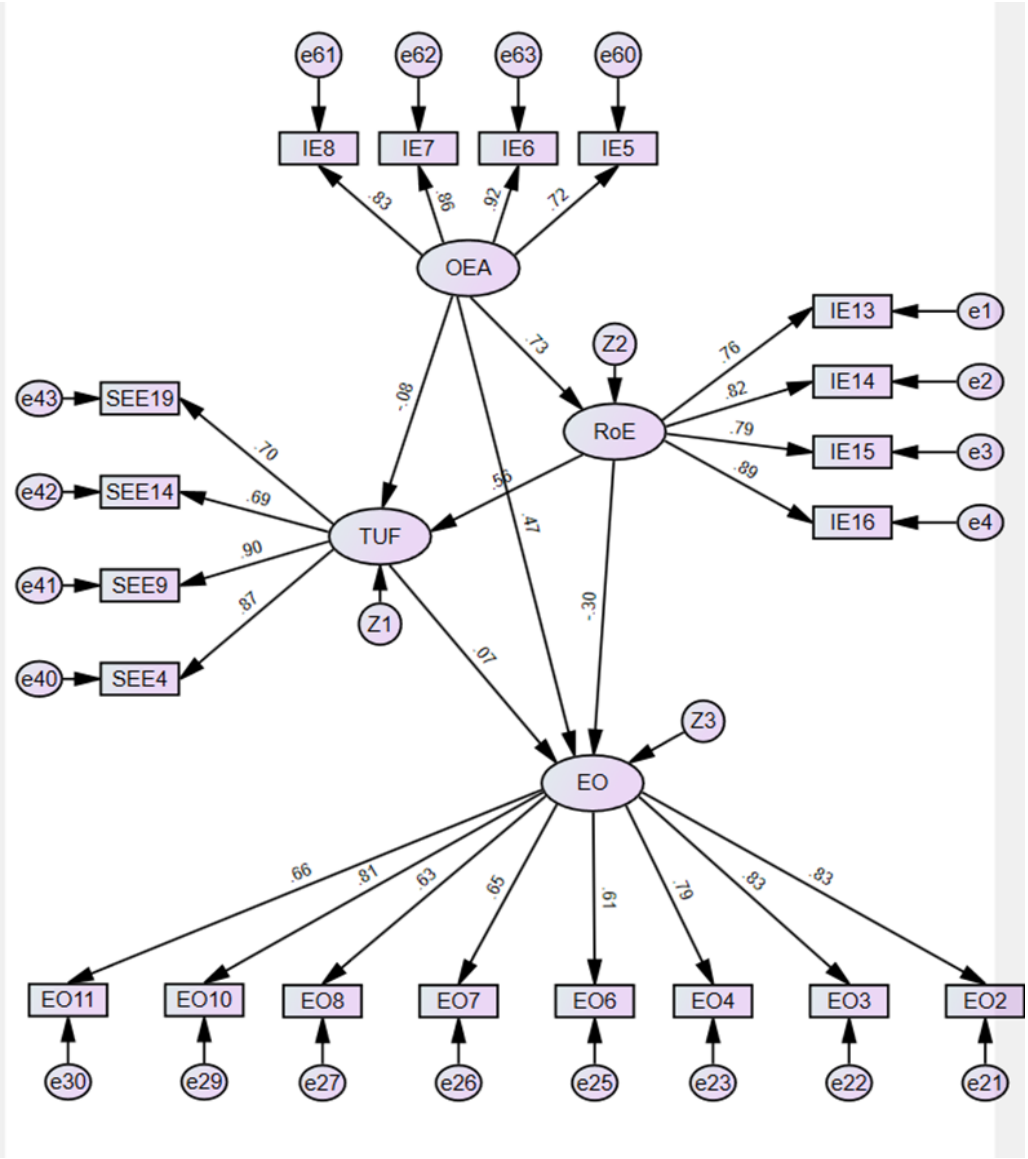
PCLOSE (p-value for Close Fit) evaluates whether the model's fit is close to a perfect fit, with p-values greater than 0.05 indicating that the model fits the data well enough (Browne & Cudeck, 1992).

The chart presents the Root Mean Square Error of Approximation (RMSEA) along with its 90% confidence interval bounds (LO 90 and HI 90) and the PCLOSE index for the Default and Independence models. The RMSEA value for the Default model is 0.082, which is below the commonly accepted threshold of 0.08 for a good fit, suggesting that this model adequately represents the data. The LO 90 value of 0.061 and HI 90 value of 0.102 indicate a narrow confidence interval around the RMSEA estimate, reinforcing the reliability of the model's fit. In contrast, the Independence model shows a much higher RMSEA value of 0.256, reflecting a poor fit to the data, along with a confidence interval of 0.242 to 0.271.

The RMSEA of 0.082 for the Default model suggests a robust model fit, as it is well within the acceptable range, indicating that the model effectively captures the relationships among the variables related to emotional regulation and understanding. Additionally, the PCLOSE value of 0.009 indicates that there is a statistically significant probability that the RMSEA is less than 0.05, further supporting the model's robustness. Overall, these findings demonstrate the Default model's effectiveness in representing the underlying constructs and provide confidence in the conclusions drawn from the analysis.

Figure 5.

Overall Results



LOADING FACTORS: ENTRE MAYOR MEJOR, HAY TENDENCIA

Estimates (Group number 1 - Default model) - Scalar Estimates (Group number 1 - Default model)- Maximum Likelihood Estimates-Regression Weights: (Group number 1 - Default model)

Table 9

Estimates

			Estimate	S.E.	C.R.	P	Label
EO	<---	RoE	-.246	.181	-1.363	.173	H1: Rejected
EO	<---	TUF	.064	.136	.475	.635	H2: Rejected
TUF	<---	RoE	.500	.171	2.929	.003	H3: Partially confirmed
RoE	<---	OEA	.649	.117	5.574	***	H4: Confirmed
TUF	<---	OEA	-.060	.142	-.423	.672	H5: Rejected
EO	<---	OEA	.341	.146	2.337	.019	H6: Partially confirmed

Note. Own elaboration

The structural model diagram illustrates the relationships among four key constructs: Regulation of Emotions (RoE), Others' Emotion Appraisal (OEA), Tolerating Uncomfortable Feelings (TUF), and Operational Effectiveness (EO). The arrows indicate the hypothesized pathways, with varying strengths and directions. For instance, the relationship from OEA to RoE is significant, with a strong estimate of 0.649, suggesting that individuals' ability to appraise others' emotions positively influences their emotional regulation. The significance of this relationship is underscored by a critical ratio (C.R.) of 5.574 and a p-value marked as ***, indicating statistical significance.

In contrast, the relationship between TUF and OEA shows a non-significant estimate of -0.060 (C.R. = -0.423, p = 0.672), implying that the ability to tolerate uncomfortable feelings does not have a meaningful direct effect on how individuals appraise others' emotions. The relationship from RoE to TUF is more pronounced (estimate = 0.500, C.R. = 2.929, p =

0.003), suggesting that better regulation of emotions enhances the capacity to tolerate discomfort. However, the path from RoE to EO has a negative estimate of -0.246 (C.R. = -1.363, p = 0.173), indicating that while regulation of emotions is crucial, its direct impact on operational effectiveness may be complex and not straightforward. The positive relationship from OEA to EO (estimate = 0.341, C.R. = 2.337, p = 0.019) further emphasizes the role of understanding others' emotions in enhancing operational effectiveness. Overall, these results illustrate the intricate interdependencies among emotional constructs and operational outcomes, highlighting the importance of emotional intelligence in achieving effectiveness in organizational settings.

5. Discussion of Results

The results of this study reveal significant relationships between emotional intelligence components—specifically self-regulation, distress tolerance, and others' emotion appraisal—and operational effectiveness.

One of the key findings is the strong relationship between self-regulation and distress tolerance, which subsequently enhances operational effectiveness. This finding supports the conclusions of Magnano et al. (2016), who demonstrated that self-regulation positively affects an individual's ability to handle uncomfortable situations, leading to improved performance and resilience in the workplace. The current study builds on this, confirming that employees who manage their emotions effectively are better equipped to maintain productivity under pressure, a critical factor in achieving operational goals.

Similarly, the study found that others' emotion appraisal has a meaningful impact on collaboration and overall organizational outcomes. This finding resonates with the work of Goleman (1995) and Côté et al. (2010), who highlighted that recognizing and understanding others' emotions facilitates smoother interpersonal interactions, reduces conflicts, and fosters teamwork. These benefits contribute directly to operational effectiveness, as team members are better able to work towards common goals when they can interpret and respond to each other’s emotional cues.

Although the findings align with much of the existing literature, certain nuances emerged. For instance, while Hülsheger et al. (2013) suggested that high levels of emotional resilience universally improve job satisfaction and performance, this study observed a variation in the impact of self-regulation depending on industry and role. Specifically, participants in highly interactive roles, such as marketing and management, exhibited stronger correlations between self-regulation and operational effectiveness than those in less interaction-intensive roles. This difference may be due to the unique emotional demands of roles that require frequent

interpersonal communication, suggesting that self-regulation's impact on performance could be context dependent.

Furthermore, the relationship between distress tolerance and operational effectiveness showed moderate strength in this study, which contrasts with findings by Kotsou et al. (2018), who argued that distress tolerance has a uniformly strong impact across all job types. The moderate correlation observed here could be attributed to cultural factors within Colombian work environments, where tolerance for discomfort may manifest differently compared to studies conducted in other regions. Cultural attitudes towards stress and emotion management likely influence how distress tolerance contributes to workplace productivity, suggesting that cultural context should be further examined in future studies.

These findings underline the importance of fostering emotional intelligence within organizational settings, particularly in roles that demand frequent emotional interaction. Organizations should consider implementing training programs focused on developing self-regulation and others' emotion appraisal skills, especially in high-stress and highly collaborative environments.

In addition, the study's findings suggest that cultural context plays a role in how emotional intelligence impacts performance, an area that warrants further exploration. Future research could examine these relationships in a broader, cross-cultural context to understand how emotional intelligence training might be tailored to different cultural settings.

Conclusions

The study aimed to investigate the impact of three core emotional competencies—self-regulation of emotions, distress tolerance (the ability to tolerate uncomfortable feelings), and others' emotion appraisal—on operational effectiveness. The findings reveal significant insights into how these competencies interplay to influence workplace outcomes and provide clarity on the research question: What is the impact of regulating emotions within oneself, tolerating uncomfortable feelings, and understanding others' emotion appraisal on operational effectiveness?

The data analysis demonstrated a strong correlation between others' emotion appraisal (OEA) and the ability to regulate one's own emotions (RoE). This suggests that individuals who can accurately perceive and interpret others' emotions are better equipped to manage their own emotional responses. This alignment emphasizes the social aspect of emotional intelligence, which not only involves internal regulation but also depends heavily on external cues and interactions. The ability to interpret others' emotions positively contributes to emotional stability, reinforcing the idea that the social environment plays a critical role in emotional management.

However, the study revealed that the direct relationship between distress tolerance and others' emotion appraisal is statistically insignificant. This result may stem from the complex and highly individualized nature of distress tolerance. Unlike emotion appraisal, which involves perceiving and understanding external cues, distress tolerance is an inward-focused process that varies greatly among individuals. Factors such as personality traits, past experiences, and coping mechanisms significantly influence an individual's capacity to manage uncomfortable emotions. The data suggest that while understanding others' emotions can influence self-regulation, it does not directly enhance one's ability to endure distressing emotions.

A notable finding is the positive relationship between emotion regulation and distress tolerance. The results show that individuals who can effectively regulate their emotions are more likely to tolerate discomfort. This relationship implies that managing one's emotional state is a prerequisite for handling distress, as the skills developed through self-regulation (e.g., mindfulness, cognitive restructuring) are directly applicable to coping with challenging emotional states. Thus, the study highlights the importance of fostering emotional regulation as a foundational skill to enhance resilience in the workplace.

Interestingly, the study found a complex, non-linear relationship between self-regulation and operational effectiveness. Although regulating emotions positively influences distress tolerance, its direct impact on operational effectiveness was not straightforward. This finding suggests that while emotional regulation is crucial, other factors might mediate its influence on performance outcomes. For instance, the presence of supportive organizational cultures, effective leadership, and trust among colleagues could amplify or diminish the effect of self-regulation on performance. This points to the need for a holistic approach to emotional intelligence development, where individual competencies are supported by conducive organizational structures.

Moreover, the analysis revealed a significant positive correlation between others' emotion appraisal and operational effectiveness. Employees who can accurately interpret and respond to others' emotions are better positioned to foster effective communication, collaboration, and problem-solving. This underscores the social nature of operational effectiveness, particularly in collaborative work environments. Understanding and managing social dynamics, as well as recognizing emotional states of team members, contribute directly to smoother workflow and improved outcomes. In settings where cooperation and coordination are critical, the ability to manage relationships effectively emerges as a key driver of performance.

The implications of these findings are multifaceted. Firstly, the development of emotional intelligence within organizations should prioritize enhancing individuals' ability to perceive and interpret others' emotions, as this competency has a direct and positive impact on both self-regulation and operational effectiveness. Training programs focusing on social awareness and interpersonal skills could help employees better navigate and manage workplace interactions, leading to improved collaboration and productivity.

Secondly, while emotion regulation plays a vital role in managing stress and discomfort, its indirect effect on operational outcomes suggests the need for a supportive work culture. Organizations should consider implementing policies and practices that create a psychologically safe environment where employees feel comfortable expressing and managing their emotions. This could include initiatives such as mental health support, resilience training, and leadership development programs aimed at promoting open and empathetic communication.

The study also highlights that developing distress tolerance is crucial but complex. The non-significant relationship between distress tolerance and others' emotion appraisal suggests that while interpersonal skills are valuable, individual resilience must be cultivated separately. Tailored interventions, such as mindfulness training and cognitive-behavioral techniques, could help individuals build tolerance for discomfort. This, in turn, would enhance their overall well-being and productivity by allowing them to remain effective even under stress.

In summary, the results indicate that emotional intelligence is a multi-dimensional construct that significantly influences workplace outcomes. While some components, like others' emotion appraisal, directly enhance operational effectiveness, others, such as distress tolerance and self-regulation, have more complex and mediated effects. It is essential for organizations to recognize these nuances and adopt comprehensive strategies that develop

emotional intelligence holistically. By doing so, they can create environments that not only support individual growth but also maximize collective performance.

In conclusion, this study demonstrates that the ability to regulate emotions, tolerate discomfort, and understand others' emotions are critical skills for enhancing operational effectiveness. These skills contribute to more resilient, adaptable, and collaborative teams, which are essential for maintaining competitive advantage in dynamic business environments. Future research could explore additional mediating variables, such as organizational culture and leadership styles, to further elucidate the complex pathways through which emotional intelligence influences operational outcomes.

Recommendations

To enhance operational effectiveness through emotional intelligence (EI), organizations are encouraged to adopt a multi-faceted approach, beginning with investing in comprehensive emotional intelligence training programs. These programs should focus on building self-regulation, distress tolerance, and others' emotion appraisal (OEA) skills among employees. Workshops in emotional awareness can help employees understand their own emotions, enhancing resilience and reducing burnout. Training that strengthens OEA skills will enable individuals to better interpret colleagues' emotions, thus fostering empathy and smoother team dynamics. Additionally, resilience-building sessions should be integrated to teach employees effective coping mechanisms for distress, using mindfulness and cognitive-behavioral techniques. Through these programs, organizations can cultivate employees who are not only empathetic and self-aware but also well-equipped to handle stress, ultimately contributing to an adaptable and effective workforce.

Creating a supportive organizational culture that encourages emotional openness, and psychological safety is equally crucial for sustained EI development. Organizations can establish psychological safety policies to ensure employees feel comfortable expressing and managing their emotions without fear of judgment. Leaders play a significant role in modeling emotional openness, so managers should receive specific training to understand and support their teams' emotional needs. Team-building activities should be regularly scheduled to build trust, as trust is essential for facilitating open communication and collective problem-solving. Together, these initiatives create a workplace environment where employees feel supported and valued, allowing them to manage challenges more effectively and work together toward common goals. This culture of emotional support can directly enhance operational performance by enabling individuals to work collaboratively with a clear sense of shared purpose and resilience.

To reinforce the impact of EI at a leadership level, leadership development programs that emphasize emotional intelligence are recommended. Leaders who excel in self-regulation and empathy can positively influence their teams, inspiring higher engagement and cohesion. Leadership training should therefore include EI competencies as a core component, focusing on empathy, self-regulation, and OEA to improve conflict resolution and motivate teams. Performance evaluations for leaders should incorporate 360-degree feedback specifically targeting these skills, as this helps leaders identify areas for growth and fosters a supportive leadership style. Additionally, organizations could offer mentorship or coaching for leaders to reinforce these competencies, enabling them to foster teams with strong EI and drive organizational success. Leaders with strong emotional intelligence can build cohesive, motivated teams that are better equipped to meet organizational objectives.

To optimize team dynamics, organizations are encouraged to use emotional intelligence assessments in team formation and development processes. By assessing team members' EI strengths and identifying areas for development, organizations can create balanced teams with complementary skills, reducing interpersonal friction and improving teamwork. EI assessments can help assign roles based on emotional competencies, ensuring a mix of skills that enhance group effectiveness. Regular check-ins and customized development plans can further support teams in enhancing specific emotional competencies, such as distress tolerance or empathy, tailored to the unique needs of the group. Periodic team reviews should be conducted to monitor progress and offer further support, ensuring that teams continue to grow and adapt their EI skills. Teams with a balanced emotional skill set are better prepared to navigate stress and maintain high productivity levels.

Given the role of resilience in workplace success, organizations should promote distress tolerance as a core workplace competency. Recognizing distress tolerance as a valuable skill

can enable employees to manage uncomfortable emotions in healthy ways, thereby maintaining productivity even in stressful situations. Offering resilience training programs that focus on distress tolerance, mindfulness, and other coping mechanisms equips employees to handle stress constructively. Including stress management and resilience indicators in performance evaluations also acknowledges the importance of these skills and motivates employees to work on building them. Promoting a growth mindset—where challenges are viewed as learning opportunities—can help employees become more resilient, adaptable, and prepared to face the dynamic nature of the workplace. These practices not only improve individual well-being but also support sustained performance across the organization.

To encourage a deeper understanding of diverse perspectives, cross-departmental collaboration initiatives can enhance OEA by exposing employees to varied work styles and emotional dynamics. Rotational programs and job-shadowing initiatives that allow employees to work in different departments can build empathy by giving them insights into others' challenges and perspectives. Cross-functional projects are another effective strategy, as they bring employees from different backgrounds together to collaborate on shared goals, fostering empathy and mutual respect. Furthermore, diversity and inclusion programs that celebrate diverse viewpoints and emotional expressions can help employees better understand and respect different emotional cues, ultimately strengthening teamwork across the organization. When employees develop stronger OEA skills, they are more likely to create a cohesive work environment, which is essential in settings that rely on close collaboration and quick adaptability.

Finally, organizations should measure and monitor the development of EI skills over time to ensure that emotional intelligence initiatives remain effective and responsive to employees' needs. Regular EI assessments allow organizations to track employees' progress in

developing emotional competencies, providing valuable data to refine and tailor training programs. Feedback mechanisms, such as anonymous surveys, can capture employees' insights into their experiences with EI initiatives, helping the organization adjust as needed. Conducting longitudinal studies, potentially in partnership with research institutions, can provide further insights into the impact of EI on operational performance, resilience, and team dynamics over time. By closely monitoring these developments, organizations can continuously improve their approach to EI and ensure alignment with strategic operational goals.

These recommendations aim to provide organizations with a practical and effective approach to fostering emotional intelligence in the workplace. Implementing these strategies will not only create a healthier, more resilient, and cohesive workforce but also drive operational effectiveness in increasingly complex and dynamic business environments.

Limitations

This study contributes to understanding the relationship between emotional intelligence, self-regulation, distress tolerance, and operational effectiveness. However, as with any research, certain limitations must be acknowledged to frame the results appropriately and guide future inquiry.

One of the main limitations of this study lies in the sample size and representativeness. Although data was collected from 78 professionals across various industries, the size of the sample may not fully reflect the diversity of the workforce in Colombia. A broader sample would be necessary to ensure that the findings can be generalized across different sectors, roles, and organizational environments. In addition, the study relied on convenience sampling, selecting participants based on availability and willingness. This approach, while practical, introduces the risk of selection bias, as the individuals most inclined to participate may already have an interest in emotional intelligence, potentially skewing the results.

The research also employed self-reported questionnaires as the primary data collection instrument, which, although effective for assessing subjective experiences, is susceptible to social desirability bias. Participants may have provided responses that align with socially acceptable behaviors rather than accurately reflecting their emotions and actions in the workplace. Consequently, the findings must be interpreted with caution, as they are based on participants' perceptions rather than observable behaviors.

Additionally, the study was conducted within a specific time frame, capturing only a snapshot of participants' emotional regulation and operational performance. Organizational dynamics are fluid, and external factors, such as economic shifts or internal restructuring, could alter these variables over time. A longitudinal approach would allow future research to track these

changes and provide deeper insights into how emotional intelligence evolves within dynamic work environments.

While the quantitative approach used in this study, particularly through structural equation modeling (SEM), provided robust statistical relationships among variables, it also limited the exploration of the participants' subjective experiences. Emotional intelligence, regulation, and tolerance are complex, context-dependent constructs that might benefit from qualitative inquiry. Future studies could incorporate interviews or focus groups to complement the quantitative findings and offer a more nuanced understanding of how individuals manage emotions in real-world settings.

Moreover, the measurement of operational effectiveness relied on participants' self-assessments, which may not fully align with objective indicators such as productivity or financial performance. While these subjective evaluations offer valuable insights, future research could benefit from integrating organizational metrics, such as performance reviews or customer satisfaction data, to provide a more comprehensive picture of operational outcomes.

Finally, the variables explored—self-regulation, distress tolerance, and others' emotion appraisal—are multidimensional, and additional factors, such as organizational culture, leadership style, or interpersonal dynamics, could influence the results. Expanding the conceptual model to include these elements would offer a more holistic understanding of the relationship between emotional intelligence and operational success.

Recommendations for Future Research

Future research should consider expanding the sample size and diversifying participants across multiple industries and regions to enhance the generalizability of the findings. Combining qualitative methods with quantitative analysis could offer deeper insights into how emotional intelligence shapes individual and team performance. Furthermore, exploring the role of contextual variables, such as leadership or organizational culture, would provide a richer understanding of the dynamics influencing operational effectiveness. Finally, longitudinal studies would be beneficial in tracking how emotional intelligence and self-regulation evolve over time, particularly in response to organizational changes and external pressures.

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