
ROLE OF EMOTIONAL INTELLIGENCE IN THE DEVELOPMENT OF LEADERSHIP

Dr. Suwaibah Qadri

Assistant Professor

Department of Political Science

University of Karachi

suwaibahq@gmail.com

ABSTRACT

In different fields of knowledge, emotional intelligence (EI) has been widely researched as an important area of study, especially in leadership. Regarding leadership, it is an essential component in today's business world. Whether organizational leadership is effective is preceded by emotional intelligence, an important predictor. This research attempts to review the literature on emotional intelligence's role in leadership development. For this, as many as 29 peer-reviewed articles are reviewed by databases from 2019 and 2023. By using the qualitative analysis method, this research aims to analyze the influence of EI on leadership development vis-à-vis certain skills ranging from self-awareness to social awareness. By profoundly reviewing the selected articles, this research has inferred that those leaders who are emotionally intelligent can better handle their thoughts and behaviours by controlling and managing those of others. It has also been drawn from this research that there is a positive correlation between emotionally intelligent leaders and overall organizational success.

KEYWORDS

Emotional Intelligence, Leadership Development, Organizational Leadership, Self-awareness, Social Awareness,

INTRODUCTION

Leadership is the precursor to an organization's success. It is the jugular vein that keeps organizations intact and running. When it comes to leadership development, is regarded as a critical aspect for the success of an organization.

Hitherto, many leaders have been seen focusing solely on technical skills while underestimating the importance of emotional intelligence. As stated by, Baba et al., (2021), emotional intelligence, acronym EI, is the human ability to perceive, understand and manage one's own emotions as well as those of others. For the development of leadership skills, it plays a fundamental role, especially in the culture and overall success of organizations. Those leaders who appear to have a higher degree of emotional intelligence tend to be better equipped in terms of handling complex situations, creating strong relationships with peers and other team members and communicating effectively. They are the ones who are relatively good at managing their emotions, which allows them to remain composed during stressful situations. Also, as observed by... such leaders can empathize with others and better perceive their emotions, which helps in maintaining the trust and, thereby, fostering positive relations (Mansel & Elinion, 2019).

To attain better outcomes for the organization in general and employees in particular, leaders ought to be able to acknowledge the concerns and pulses of employees for the overall success of an organization. Generally, within the organization, individuals expect others to understand their feelings and regard them well. This is why leaders are supposed to be vigilant while dealing with employees' emotions. Presently, as organizations appear to be acquainted with the significance of skills which allow for a higher degree of communication and coordination among employees, emotional intelligence comes to the fourth as an important trait which leaders must possess (Lee et al., 2020). The term 'emotional intelligence', originally used by John Mayer and Peter Salovey, defined it as a form that entails the capability to overhaul one's own as well as others' emotions and feelings and, later, to use this information to guide one's perception and actions. Thus, it is considered to be an ability to perceive and integrate emotions to facilitate thought by regulating those emotions for the promotion of personal growth. Possession of a slightly different outlook, emotional intelligence can be seen as understanding oneself along with others and adopting or coping with the immediate surroundings to be more effective while dealing with environmental demands. As stated in several studies (Fianko et al., 2020) (Alotaibi et al., 2020) & (Linan et al., 2023), those leaders who are emotionally intelligent and perceived to be content and more determined to their organization relatively attain a greater level of success by performing

efficiently at the workplace. Also, they take advantage of such a skill by showcasing positive emotions and envisioning improvements within the organizational functioning through better decision-making and, in the same vein, instilling a sense of zeal, cooperation and trust in other employees through intrapersonal and interpersonal relationships.

Considering the fundamental role of emotional intelligence in the development of leadership roles, this research attempts to assess emotional intelligence as a key predictor for successful development of leadership. For this, the assessment in this research revolves around identifying varying ramifications of emotional intelligence, ranging from self-awareness to empathy as important elements for leadership effectiveness. Also, the research strives to assess challenges in the development of leadership role as a result of adopting emotional intelligence, which results in ineffectiveness of employees' personal growth as well as that of organizations as a whole.

PROBLEM STATEMENT

It is often acknowledged by organizations that emotional intelligence in an important predictor of effective leadership role. Therefore, developing emotional intelligence in leaders is indispensable for establishing an amicable work environment for the attainment of organizational goals (Miao et al., 2021). In this regard, leaders do have a responsibility to identify areas where they are required to improve their emotional intelligence as a result of which they can concentrate on certain behaviours and skills that would have the positive impact on the overall leadership role.

When it comes to conflict management, leaders who possess emotional intelligence ought to manage it in a positive and constructive manner. Such leaders can remain calm during stressful situations by empathizing with other members in order to de-escalate conflicts. Also, they can utilise their emotional intelligence to address the needs of others, which can ensue improved teamwork and stronger relationships. When conflicts are effectively managed by emotionally intelligent leaders, they can render better decision-making ability which subsequently earns the organization with greater success (Hajnci & Vucenovic, 2020). Thus, on the basis of findings from previous studies, the problem to be evaluated in this research is that emotional intelligence, though plays a pivotal role in the development of leadership role, it is also a crucial

factor in providing employees with a good reputation for professional experience as well as adding to the organizational competency.

RESEARCH QUESTIONS

The research questions to be addressed in this research are undermentioned:

1. What is the role of emotional intelligence in the development of leadership role?
2. What are the critical factors of emotional intelligence that help increase the level of leadership effectiveness for organizations' success?
3. What abilities are required by the leaders to adopt and apply emotional intelligence during stressful workplace situations?
4. What are the implications of emotional intelligence in the development of leadership skills for building trust and enthusiasm among employees?

SIGNIFICANCE OF THE STUDY

The significance of this research can be gauged by the notion that with the increasing growth of service-oriented businesses today, leaders must not only be expected to manage but also show sensitive aspects by adopting emotionally intelligent behaviour and skills. Moreover, with the ever-increasing new forms of demands, organizations are even more committed to find those leaders who, apart from conventional leadership skills, should possess better intrapersonal capabilities. Since the last two decades, as noted by Semenets-Orlova et al., (2021), one idea that has prevailed is that emotional intelligence plays a fundamental part in the success or failure of leaders. Thus, the significance of this study is to assess the relationship between the role of emotional intelligence and leadership development. In particular, one important aspect to be examined is that while assessing the effectiveness of leaders is the cohort of characteristic of present day's leaders. More importantly, with the changes in businesses around the world together with increasing challenges, the phenomenon of leadership is hand to hand with certain skill issues. As stated by Al-Dhuhouri et al., (2020), current leaders must possess the ability to engage, motivate and retain employees for which it is essential foster positive attitudes within the organization along with creating a sense of importance and contribution to respective responsibilities. Thus, the importance of emotions in the workplace has resulted in an increased recognition that successful leadership should have

viable emotional trait, which make leaders strong to be emotionally intelligent in their respective workplaces.

RATIONALE OF THE STUDY

The purpose of this research is to know how effectively emotional intelligence contributes to the development of leadership through resilience, which subsequently allows leaders to monitor setbacks and stress. Moreover, leaders who are relatively more emotionally intelligent motivate and inspire their teams by pressing for higher productivity through consistent engagement. Overall, emotional intelligence is a crucial element for achieving successful leadership outcomes. Besides, the rationale of this study is to pinpoint particular EI competencies that are invaluable for leadership development, such as self-awareness, empathy and emotional regulation, to name a few. This allows for cultivating a better organizational environment while, at the same time, guide others to address challenges in the workplace by fostering cooperation and trust among employees. It is undoubtable that today's business world is fast-paced and agile, which demands leaders to be calm and composed while being innovative and adaptable to changing circumstances (Abdullahi et al., 2020). Therefore, it is important to understand how emotional skills influence development of effective leadership. Having such a knowledge is necessary for the organizations so that they can improve their leadership training programs by selecting better leaders, which will ultimately earn them with better team performance and eventual organizational success. With the identification of which EI components are most important for leaders, the current research attempts to know both personal and professional growth for better leadership development.

LITERATURE REVIEW

Deciphering the Relationship between Emotional Intelligence and Leadership
Since the commencement of EI conceptualization in the early 2000s, it has been perceived as a non-observable but relevant variable in terms of organizational success. It is important to understand how one controls and manifests emotions. When it comes to the concept of emotion in the workplace, it has led observers to increasingly acknowledge that leadership development is preceded by a strong emotional element, thereby, making it indispensable for leaders to be

emotionally intelligent in order to run the organization. Ultimately, effective leadership development may rely heavily on leaders' ability to proactively control and manage emotions of those working under them (Dasborough et al., 2022). Although most of the studies on workplace leadership tend to address constructive kinds of leadership, the aspect of toxic and counterproductive work behaviors is the recent conceptualization that may materialize within organizations. Most studies (Gorgens-Ekermans & Roux, 2021), (Alwali & Alwali, 2022) & Saha et al., (2023) emphasise on employees in lower-level credentials, while a few have addressed the issues that may expose people in leadership or supervisory positions.

Furthermore, it is important to understand varying individuals with different personalities, and expectations, that differ in terms of how the leadership above them addresses their concerns. Such studies have ensued an emergence of the EI perspective, which entails the ability to understand and manage one's own and others' emotions or moods. Thus, EI has a direct impact on the development of leadership and required skills for the success of organizations. Recently, the 'Five Factor' personality model applied in different European institutes involve personality traits that range from empathy and extroversion to neuroticism and conscientiousness (Moon, 2021). Through multiple studies, it has been explored that there is an influence of general factors on personality performance, dimensions and leadership existent at work.

CORE COMPETENCIES OF EMOTIONAL INTELLIGENCE

Generally, emotional intelligence is divided into four main competencies, including self-awareness, social awareness, self-management, and relationship management. As far as self-awareness is concerned, it is at the heart of everything, meaning it describes one's ability to not only understands his strengths and weaknesses, but also to recognise his own emotions and their implications on him and the team's overall performance (Lubbadeh, 2020). As per the recent research conducted by an organizational psychologist namely 'Tasha Eurich', as much as ninety-five percent of people are of the view that they are self-aware, but only less than 15 percent actually are, which can evolve difficulties for their employees (Gomez-Leal et al., 2022). It is also noted that working with colleagues who lack self-awareness can alleviate the team's success in half, and according to this research, it leads to decreased level of

motivation and increased stress. Secondly, considering social awareness, it entails understanding and management of one's emotions. It defines individual ability to recognise others' emotions and the action it plays within the organization.

Leaders who thrive in applying social awareness tend to practice empathy a lot more. They excel in understanding the feelings and perspectives of their colleagues, which allow them to collaborate and communicate in a more effective way with their peers (Linan et al., 2023). Thirdly, regarding self-management, it ascribes to the ability to control and manage emotions, especially during stressful situations, while maintaining a positive outlook in spite of certain setbacks. Those leaders who possess better self-management skills appear to react and have an easy time in keeping their intuition intact. Lastly, with regards to relationship management, it relates to the ability to coach, influence and mentor others by resolving conflicts. Some individuals tend to avoid conflict, which is important for properly addressing issues as they arise. One of the studies conducted by Kren & Sellei (2021) shows that every conflict which remains unaddressed can waste as many as 8 hours of work productivity, thereby, putting a drain on morale and resources.

IMPORTANCE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP DEVELOPMENT

In any leadership role, emotional intelligence has a strong stake in establishing strong relationships. It also forms the basis for promoting a positive work environment and fostering teamwork within organizations. Those leaders who possess higher level of emotional intelligence are savvy in motivating and inspiring their teams by resolving conflicts as well as adapting to change. According to Mansel & Einion (2019), effective communication is one important thing which leaders must possess. They need to be capable of communicating their goals, expectations and vision clearly to their employees. Also, they need to be able to empathise with and listen to their team actively by understanding their perspectives.

Moreover, emotional intelligence allows leaders to develop strong relationship with their team members. It can be done so by empathising with their needs and emotions. This way, a supportive and amicable work environment can be established, where employees feel motivated, appreciated and valued. This will

result in improved work performance, coupled with job satisfaction, employee retention, and overall improved organizational productivity. Importantly, having strong emotional intelligence allows leaders to be effective at decision-making (Baba et al., 2021). They do so by recognising and understanding their own emotions in order to make rationale and informed decisions. Ultimately, better decisions make business more viable and intact by aligning them with the values and goals of the organization. Succinctly, emotional intelligence leads to the development of both successful communication and relationship building between leaders and employees, which cannot be ensured without good management. It is considered as an integral part of leaders to regulate and control wellbeing of those having subordinate roles.

Implications of emotional intelligence in the development of leadership skills
Emotional intelligence is pivotal to development strong leadership skills by implicating various aspects where leaders operate. Leaders having higher emotional intelligence have relatively a better understanding of their own emotions, which ultimately allows them to better manage their actions, or reactions, as well as make thoughtful decisions. Such a self-awareness trait is significant for staying calm and collection, even during stressful situations. Leaders with strong emotional intelligence are better at understanding their own as well as others' feelings or attitudes. This allows them to be more interactive in a clear and empathetic manner (Wirawan et al., 2019). Eventually, it reduces misunderstandings and create a collaborative and positive work environment. It is important to mention that those leaders who capitalise on their EI skills are adept at making firm decisions for their organizations. Having adeptness at showcasing EI skills is essential to make positive emotional impact on team members. Applying emotional intelligence in the development of leadership leads to enhancement of technical skills as well as interpersonal and emotional abilities. Holistically, these actions result in greater level of employee engagement, reduced employee turnover and improved job satisfaction.

There are several case studies spanning CEOs of some renowned businesses like General Motors, Microsoft and many others who have been seen prioritising the development of emotional intelligence in themselves in order to build trust and enthusiasm with other employees for the success of their organizations. Such leaders have also been better equipped with identifying and grooming new leaders. Initially, these leaders were relatively less skilful in

understanding and influencing others' emotions (Shariq et al., 2019). However, with the passage of time, they began showcasing strong relationships with employees, which helped them be effective at decision-making through resilience and team performance.

THEORETICAL FRAMEWORK

From the above articulation, it has been understood that emotional intelligence is a crucial factor in the development of effective leadership. In this regard, several theoretical perspectives are essential to be explored by holistically understanding its role in leadership development. These theories encompass Trait Theory, Skill Theory, and Transformational Leadership Theory.

Firstly, Trait Theory postulates that emotional intelligence is an innate and stable characteristic of human personality that inspires people to effective leadership. In line with other personality traits like intelligence or extroversion, emotional intelligence is regarded as a fixed attribute that cannot be changed through experience or personal training. The advocates of this theory are of the view that people with relatively higher level of EI possess better qualities of self-awareness, empathy, self-regulation, and social skills. Having such traits allow them to comprehend their own emotions as well as those of others by managing their intuition and building strong relationships. On the other side, critics of this theory posits that though EI is a contributory factor to successful leadership, it cannot be the sole determinant, as environmental factors and development opportunities collectively play important roles (Drigas & Papoutsi, 2019).

Secondly, when it comes to Skill Theory, it insinuates that emotional intelligence is a bundle of skills that individuals learn, and these skills are gradually development and improved as a result of training and exposure. In sharp contrast to Trait Theory, which deems EI as a fixated attitude, this theory stress on the malleability of emotional intelligence along with individual potential to develop their EI competencies. According to Chen & Guo (2020), EI can be multifurcated into different ramifications including self-reflection, introspection, empathy training, and coaching. Through self-reflection and introspection, people can develop the skill of self-awareness by reflecting on their feelings, thoughts, and behaviours. Moreover, empathy training helps individuals learn to understand and effectively response to others' emotions.

Finally, regarding coaching, receiving feedback from others help individuals identify their strengths and weakness for which it is important to coach them under mentorship.

Lastly, with regards to Transformational Leadership Theory, it states that emotional intelligence is pivotal for leaders who strive to motivate and inspire their followers to attain extraordinary results. Therefore, those leaders who are transformational in nature are characterised by their ability to be hand in hand with followers on an emotional level, which help in building trust and fostering a shared vision. As per Lee et al., (2020), transformational leaders empathise with followers by understanding their concerns and needs by connecting with them on a personal level. Also, they endeavour to build trust by showcasing honesty, empathy and integrity. This ensues the creation of a positive work environment, which emanates positive results for organizations, particularly when there is an existent of supportive organizational culture that promotes innovation and better performance.

LITERATURE GAP

While the existing literature on the role of emotional intelligence and leadership development appears to be informative, there are several gaps identified and needs to be address. The major requirement of conducting cross-cultural studies through the interplay between emotional intelligence and organizational culture is required. Moreover, it is necessary to redefine emotional intelligence by explore its impact on leadership dynamics, such as ethical leadership, for future studies. By abridging these gaps, future research can contribute to a more holistic understanding of how EI can influence development of leadership as well as its effectiveness in various contexts.

RESEARCH METHODOLOGY

This research applies the research methodology of qualitative technique by collecting and analysing non-numerical data (Nasri, 2023), making the study systematic by reviewing important databases such as Elsevier, PubMed, Google Scholar, and other sources. For this, the search strategy employed to select relevant articles uses the ‘advanced search’ option by choosing the terms like ‘emotional intelligence’, ‘leadership development’ and ‘organizational success’. These specific keywords were used to search relevant databases,

while only the relationship between EI role and leadership development was identified through the applied databases. On the basis of core database collection, the researcher applied some filters like documenting review articles up to the year 2023, while only those articles published in English language were chosen. Subsequently, complete records of chosen articles including their titles, abstracts and keywords were noted, while those not involved in trends or other sections were later on discarded. After applying the search strategy, it resulted in the identification of 98 articles of which 69 appeared to be duplicate. The publication year of these chosen articles are from the years 2019 to 2023. As a result, a total of 29 articles were identified as most relevant, up-to-date and pertaining to the present research on emotional intelligence and leadership development.

RESULTS

The main objective of this research was to examine the role of emotional intelligence in the development of leadership, and to the extent, EI is effective in the development of emotional characteristics among organizational leaders. It was understood that leadership development has been a key area of focus for many researchers. But it is only recently that emotional intelligence comes to the fore to link it with leadership characteristics. Though the researcher acknowledged that the research in this area is scant, the relationship between these two variables is nonetheless gaining more momentum.

When taking the findings of Connors (2020) into consideration, they have regarded the positive relationship between emotional intelligence and leadership development. It was concluded that the Big Five Personality Model appears to be an effective predictor for developing emotional characteristics in the leadership domain. Later on, the studies of Rinfret et al., (2020) & Segredo et al., (2021) monitored some organizational managers and inferred that there is a significant relationship between emotional intelligence and transformational leadership style. It was also found that such leaders effectively use their EI skills to apply leadership skills, particularly team collaboration and interpersonal communication.

Furthermore, Wirawan et al., (2019) postulated that leaders having a higher degree of emotional intelligence exhibit better leadership qualities when they understand their own as well as others' feelings and behaviour. While both

these studies are the advocates of positive relation between EI and leadership development, the method of deducing conclusions in both the studies vary. To be specific, the previous study controlled for measurement errors other than sampling error, while the latter studies revolving around meta-analysis examined EI potential to be an important moderator in gauging varying levels of EI skills in the leadership development. With regards to the present research, it has contributed effectively to the existing literature by looking at diversity of leadership effectiveness, such as through self-awareness, self-regulation and empathy, to name a few.

In addition it, it was learned that organizations working currently in the fast-paced business world cannot underestimate the importance of selecting and detecting effective leaders. A proper understanding of why leaders are effective is crucial for organizational success, while the selection of leaders capable of showcasing EI skills affects the success or failure of businesses in terms of employee performance, job satisfaction, team collaboration, etc. it was also confirmed through the findings that EI does directly impact the emergence of intelligent leaders by pointing out the significance of understanding emotions in various work contexts.

DISCUSSION

With the help of findings gathered by analyzing the existing literature and comparing and contrasting among different studies, it can be discussed that emotional intelligence is pivotal in the development of leadership role within organizations. It trains and allows the leader to adapt to managing his own as well as others' emotions, which is a critical factor in leadership development. Those leaders who possess high degree of EI can establish a positive work environment by building stronger relationships between them and subordinates and drive organizational success. Also, it was learned that EI is indispensable to leadership owing to the fact that it enables organizational leaders to showcase interpersonal and intrapersonal abilities at workplace. Such leaders are acquainted with the importance of self-awareness and empathy, which are the two important wheels that create a positive organizational culture. It is also essential to maintain composure and make effective decisions, even during challenging and stressful situations. As a result, they can set a positive example for the people around them.

Furthermore, emotional intelligence is essential to not only strengthen relationships among employees but also enhance leadership ability to inspire and influence others. Several factors ranging from self-awareness and self-regulation to self-management and social awareness have been understood as precursors to anticipate foreseeable issues emanating from organizations and collectively benefit the agility of organizations. Such leaders with better EI skills are also adept at making thoughtful decisions by building trust and enthusiasm among employees. But, it is not without managing emotions that improve leaders' own effectiveness and, at the same time, consolidate organizational position against its rival businesses. This is why in recent times, emotional intelligence has been regarded as a lynchpin to keep employees motivated and engaged in organizational responsibilities, which also creates a sense of stability and security within team members.

Sometimes, there is a possibility that anxiety and stress materialize within the team, and this is the time when emotionally intelligence leaders utilize their skills to counter the wellbeing of their team members. This results in inclusive and empathetic decision-making processes. Besides, when it comes to the implications of the role of emotional intelligence in the development of leadership, it becomes more evident when the organizational culture continues to improve. And, organizational culture is only developed when trust comes to the fore as a fundamental component for effective leadership. When leaders are adept at understanding and addressing the emotional needs of their employees, a supportive and motivating working environment can be established which, consequently, results in higher level of job satisfaction, employee retention and overall organizational success as a whole.

CONCLUSION

An exhaustive assessment of emotional intelligence within the context of leadership development has emanated enlightening discernment of how emotional competencies are integral to effective leadership. In light of this consideration, this research has deduced that emotional intelligence is not solely beneficial in terms of leadership traits, but also lays the foundation for elevating efficacy within leadership. With the help of systematically reviewing the selected articles by applying qualitative analysis, it has been acknowledged that the characteristics of emotional intelligence, i.e. self-awareness, social

awareness, and others, are strongly correlated with the development of leadership capabilities. Moreover, it was also suggested that while emotional intelligence is a predictive component for leadership success, other variables not fully explored in this research as identified through literature gap, which future studies should consider, such as external environmental factors, leadership styles like transformational or autocratic, organizational culture, and others.

To conclude, this research has not only widened the academic understanding of EI role in leadership development, but also rendered with key insights that emotionally intelligent leaders can significantly adopt. Thus, there is no denying the fact that emotional intelligence has a pivotal role in development EI skills among leaders to enable them to manage and control their emotions, feeling and behaviours as well as those of others. This way, corporate companies can thrive in a challenging business environment. Leaders with higher level of EI skills can better handle stressful situations and, simultaneously, be empathetic and enthusiastic with team members. It can be succinctly inferred that this research answered the research questions effectively by indicating that there is a positive relationship between emotional intelligence and leadership development. For the development of current leaders, organizations may want to consider emotional intelligence as a key factor for leadership success in general and that of organizational in particular.

REFERENCES

Abdullahi, A. Z., Anarfo, E. B., & Anyigba, H. (2020). The impact of leadership style on organizational citizenship behavior: does leaders' emotional intelligence play a moderating role?. *Journal of management development*, 39(9/10), 963-987.

Al-Dhuhouri, F. S., Alshurideh, M., Al Kurdi, B., & Salloum, S. A. (2020, September). Enhancing our understanding of the relationship between leadership, team characteristics, emotional intelligence and their effect on team performance: A Critical Review. In *International conference on advanced intelligent systems and informatics* (pp. 644-655). Cham: Springer International Publishing.

Alotaibi, S. M., Amin, M., & Winterton, J. (2020). Does emotional intelligence and empowering leadership affect psychological empowerment

and work engagement?. *Leadership & Organization Development Journal*, 41(8), 971-991.

Alwali, J., & Alwali, W. (2022). The relationship between emotional intelligence, transformational leadership, and performance: A test of the mediating role of job satisfaction. *Leadership & Organization Development Journal*, 43(6), 928-952.

Baba, M. M., Makhdoomi, U. M., & Siddiqi, M. A. (2021). Emotional intelligence and transformational leadership among academic leaders in institutions of higher learning. *Global Business Review*, 22(4), 1070-1096.

Chen, J., & Guo, W. (2020). Emotional intelligence can make a difference: The impact of principals' emotional intelligence on teaching strategy mediated by instructional leadership. *Educational Management Administration & Leadership*, 48(1), 82-105.

Connors, C. D. (2020). *Emotional intelligence for the modern leader: A guide to cultivating effective leadership and organizations*. Sourcebooks, Inc.

Dasborough, M. T., Ashkanasy, N. M., Humphrey, R. H., Harms, P. D., Credé, M., & Wood, D. (2022). Does leadership still not need emotional intelligence? Continuing "The Great EI Debate". *The Leadership Quarterly*, 33(6), 101539.

Drigas, A., & Papoutsi, C. (2019). Emotional Intelligence as an Important Asset for HR in Organizations: Leaders and Employees. *International Journal of Advanced Corporate Learning*, 12(1).

Fianko, S. K., Jnr, S. A. J. S. A., & Dzogbewu, T. C. (2020). Does the interpersonal dimension of Goleman's emotional intelligence model predict effective leadership?. *African Journal of Business and Economic Research*, 15(4), 221.

Gómez-Leal, R., Holzer, A. A., Bradley, C., Fernández-Berrocal, P., & Patti, J. (2022). The relationship between emotional intelligence and leadership in school leaders: A systematic review. *Cambridge Journal of Education*, 52(1), 1-21.

Görgens-Ekermans, G., & Roux, C. (2021). Revisiting the emotional intelligence and transformational leadership debate:(How) does emotional intelligence matter to effective leadership?. *SA Journal of Human Resource Management*, 19, 1279.

Hajnci, L., & Vučenović, D. (2020). Effects of measures of emotional intelligence on the relationship between emotional intelligence and transformational leadership. *Psihologijske teme*, 29(1), 119-134.

Krén, H., & Séllei, B. (2021). The role of emotional intelligence in organizational performance. *Periodica Polytechnica Social and Management Sciences*, 29(1), 1-9.

Lee, C. C., Yeh, W. C., Yu, Z., & Lin, X. C. (2023). The relationships between leader emotional intelligence, transformational leadership, and transactional leadership and job performance: A mediator model of trust. *Heliyon*, 9(8).

Lee, Y. H., R. Richards, K. A., & Washburn, N. S. (2020). Emotional intelligence, job satisfaction, emotional exhaustion, and subjective well-being in high school athletic directors. *Psychological reports*, 123(6), 2418-2440.

Linan, Z., Jambulingam, M., & Ling, G. J. (2023). A Bibliometric Analysis Of Emotional Intelligence And Leadership. *International Journal of Business and Society*, 25(2), 530-554.

Lubbadeh, T. (2020). Emotional intelligence and leadership—the dark and bright sides. *Modern Management Review*, 25(27), 39-50.

Mansel, B., & Einion, A. (2019). ‘It's the relationship you develop with them’: emotional intelligence in nurse leadership. A qualitative study. *British Journal of Nursing*, 28(21), 1400-1408.

Miao, C., Humphrey, R. H., & Qian, S. (2021). Emotional intelligence and servant leadership: A meta-analytic review. *Business ethics, the environment & responsibility*, 30(2), 231-243.

Moon, J. (2021). Effect of Emotional Intelligence and Leadership Styles on Risk Intelligent Decision Making and Risk Management. *Journal of Engineering, Project & Production Management*, 11(1).

Nasri, U. (2023). Exploring Qualitative Research: A Comprehensive Guide to Case Study Methodology. *Al-Hikmah: Jurnal Studi Islam*, 4(3), 72-85.

Ntalakos, A., Rossidis, I., & Belias, D. (2022, May). Trait Emotional Intelligence & Leadership: A study of managers and employees. In *European conference on research methodology for business and management studies* (Vol. 21, No. 1, pp. 149-156).

Rinfret, N., Laplante, J., Lagacé, M. C., Deschamps, C., & Privé, C. (2020). Impacts of leadership styles in health and social services: A case from Quebec exploring relationships between emotional intelligence and transformational leadership. *International Journal of Healthcare Management*.

Saha, S., Das, R., Lim, W. M., Kumar, S., Malik, A., & Chillakuri, B. (2023). Emotional intelligence and leadership: insights for leading by feeling in the future of work. *International Journal of Manpower*, 44(4), 671-701.

Segredo, M. R., Cistone, P. J., & Reio, T. G. (2021). Relationships between emotional intelligence, leadership style, and school culture. In *Research Anthology on Preparing School Administrators to Lead Quality Education Programs* (pp. 854-874). IGI Global.

Semenets-Orlova, I., Klochko, A., Shkoda, T., Marusina, O., & Tepluk, M. (2021). Emotional intelligence as the basis for the development of organizational leadership during the COVID period (educational institution case). *Studies of Applied Economics*, 39(5).

Shariq, S. M., Mukhtar, U., & Anwar, S. (2019). Mediating and moderating impact of goal orientation and emotional intelligence on the relationship of knowledge-oriented leadership and knowledge sharing. *Journal of Knowledge Management*, 23(2), 332-350.

Wirawan, H., Tamar, M., & Bellani, E. (2019). Principals' leadership styles: the role of emotional intelligence and achievement motivation. *International Journal of Educational Management*, 33(5), 1094-1105.