

# Analysing the Influence of Emotional Intelligence on Leadership Effectiveness and Team Performance: Evidence from Manufacturing Organizations in Delhi–NCR

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**Abstract:** In contemporary organizational environments, emotional intelligence has emerged as a critical determinant of leadership effectiveness and team performance. This study investigates the influence of emotional intelligence on leadership effectiveness and team performance within manufacturing organizations in the Delhi–NCR region. Additionally, the study examines the mediating role of leadership effectiveness and the moderating role of organizational culture. A quantitative research design was adopted, and data were collected from 557 employees using a structured questionnaire. The data were analyzed using SPSS and Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that emotional intelligence significantly influences leadership effectiveness and team performance. Leadership effectiveness was found to have a strong impact on team performance and mediates the relationship between emotional intelligence and team performance. Furthermore, organizational culture significantly moderates the relationship between emotional intelligence and leadership effectiveness. The model demonstrates strong explanatory power ( $R^2 = 0.870$ ). The findings highlight the importance of emotional intelligence in leadership development and organizational performance enhancement.

**Keywords:** Emotional Intelligence; Leadership Effectiveness; Team Performance; Organizational Culture; PLS-SEM.

## 1. Introduction

In the contemporary organizational landscape, characterized by rapid technological advancements, global competition, and increasing workforce diversity, leadership effectiveness and team performance have emerged as critical determinants of organizational success. Organizations, particularly in the manufacturing sector, rely heavily on coordinated teamwork, efficient communication, and strong leadership to achieve productivity targets and maintain operational excellence. In this context, traditional leadership competencies based solely on technical expertise are no longer sufficient; instead, there is a growing emphasis on emotional and interpersonal capabilities that enable leaders to manage complex human dynamics within organizations (Northouse, 2021; Robbins & Judge, 2022).

Emotional Intelligence (EI), defined as the ability to perceive, understand, regulate, and utilize emotions effectively, has gained significant attention as a key factor influencing leadership behavior and organizational outcomes. The concept, popularized by Goleman (1995), highlights that emotionally intelligent individuals are better equipped to handle stress, build relationships, and make informed decisions in emotionally charged situations. Subsequent research has demonstrated that leaders with high emotional intelligence exhibit enhanced communication skills, empathy, and conflict resolution abilities, which contribute to improved leadership effectiveness and team functioning (Mayer, Salovey, & Caruso, 2008; Boyatzis, 2018). As

organizations increasingly recognize the importance of soft skills, emotional intelligence has become a critical component of leadership development programs.

Leadership effectiveness, in turn, plays a pivotal role in shaping team performance. Effective leaders provide direction, motivate employees, foster collaboration, and create an environment conducive to achieving organizational goals. In team-based organizational structures, particularly within manufacturing environments, leadership effectiveness directly influences coordination, task execution, and overall team productivity (Yukl, 2013). Empirical studies have consistently shown that leadership behaviors, including transformational and emotionally intelligent leadership, positively impact team outcomes such as cohesion, satisfaction, and performance (Judge & Piccolo, 2004; Dulewicz & Higgs, 2000). Therefore, understanding the relationship between emotional intelligence and leadership effectiveness is essential for improving team performance in organizational settings.

Furthermore, organizational culture plays a crucial role in shaping leadership behavior and influencing the effectiveness of emotional intelligence within organizations. Organizational culture encompasses shared values, beliefs, norms, and practices that guide employee behavior and interactions (Schein, 2010). A supportive and collaborative culture can enhance the impact of emotionally intelligent leadership by fostering trust, open communication, and employee engagement. Conversely, rigid or unsupportive cultures may hinder the expression of emotional intelligence and limit leadership effectiveness. Thus, organizational culture can act as a moderating factor in the relationship between emotional intelligence and leadership outcomes (Denison, 1990; Cameron & Quinn, 2011).

Despite the growing body of literature on emotional intelligence and leadership, there remains a need for empirical studies that integrate these constructs within specific industrial contexts, particularly in emerging economies such as India. The manufacturing sector in the Delhi–National Capital Region (NCR) represents one of the largest and most dynamic industrial hubs in the country, characterized by diverse workforce structures and high dependence on team-based operations. However, limited research has examined how emotional intelligence influences leadership effectiveness and team performance within this context, particularly considering the mediating role of leadership and the moderating influence of organizational culture.

Addressing this gap, the present study aims to investigate the influence of emotional intelligence on leadership effectiveness and team performance in manufacturing organizations in the Delhi–NCR region. Specifically, the study examines (i) the direct effect of emotional intelligence on leadership effectiveness and team performance, (ii) the mediating role of leadership effectiveness, and (iii) the moderating role of organizational culture. By adopting a quantitative approach and employing advanced statistical techniques such as Partial Least Squares Structural Equation Modeling (PLS-SEM), this research provides empirical insights into the interplay between emotional intelligence, leadership, and team outcomes. The findings are expected to contribute to both academic literature and managerial practice by highlighting the importance of emotional competencies in enhancing organizational performance.

## 2. Literature Review

Emotional intelligence (EI) has emerged as a foundational construct in organizational behavior and leadership research, reflecting an individual's ability to perceive, understand, regulate, and utilize emotions effectively in social and professional contexts. The theoretical foundations of EI were established by Peter Salovey and John D. Mayer, and later popularized by Daniel Goleman, who emphasized its importance in leadership and workplace performance. EI has been consistently linked to improved interpersonal relationships, decision-making, and stress management, all of which are essential for effective leadership (Mayer et al., 2008; Goleman, 1998).

### 2.1 Emotional Intelligence and Leadership Effectiveness

Leadership effectiveness refers to the ability of leaders to influence, guide, and motivate employees toward achieving organizational goals. Leaders with high emotional intelligence demonstrate superior self-

awareness, empathy, and emotional regulation, enabling them to build trust and maintain positive relationships with team members. These competencies enhance communication, conflict resolution, and employee engagement, which are critical for leadership success (Boyatzis, 2018; Northouse, 2021).

Empirical studies have shown that emotionally intelligent leaders are more adaptable and capable of managing complex workplace dynamics, particularly in team-based environments such as manufacturing organizations. EI enables leaders to recognize employees' emotional states and respond appropriately, thereby improving morale and productivity (Dulewicz & Higgs, 2000). Based on these theoretical and empirical insights, the following hypothesis is proposed:

***H1: Emotional Intelligence positively influences Leadership Effectiveness.***

## **2.2 Leadership Effectiveness and Team Performance**

Team performance is defined as the extent to which a group of individuals successfully achieves its objectives through coordination, communication, and collaboration. Leadership effectiveness plays a crucial role in shaping team outcomes by providing direction, clarifying roles, and fostering a supportive work environment (Yukl, 2013).

Effective leaders enhance team cohesion, reduce conflicts, and motivate employees to perform at higher levels. Transformational leadership theory suggests that leaders who inspire and support their teams contribute significantly to improved performance outcomes (Judge & Piccolo, 2004). In manufacturing settings, where teamwork is essential for operational efficiency, leadership effectiveness directly impacts productivity and quality performance. Therefore, the following hypothesis is formulated:

***H2: Leadership Effectiveness positively influences Team Performance.***

## **2.3 Emotional Intelligence and Team Performance**

In addition to its indirect effects through leadership, emotional intelligence also has a direct impact on team performance. Employees and leaders with high EI are better able to manage interpersonal relationships, resolve conflicts, and maintain a positive work environment, which enhances team collaboration and efficiency (Côté, 2014).

Emotional intelligence contributes to improved communication and mutual understanding among team members, reducing misunderstandings and enhancing coordination. Research indicates that teams led by emotionally intelligent individuals demonstrate higher levels of trust, cooperation, and overall performance (Jordan & Troth, 2011). Accordingly, the following hypothesis is proposed:

***H3: Emotional Intelligence positively influences Team Performance.***

## **2.4 Mediating Role of Leadership Effectiveness**

While emotional intelligence directly influences team performance, its impact is often realized through leadership effectiveness. Leaders with high EI are more likely to exhibit behaviors that enhance team functioning, such as effective communication, motivation, and conflict management. This suggests that leadership effectiveness acts as a mediating mechanism linking emotional intelligence to team performance. Mediation theory in organizational research emphasizes that underlying processes explain how and why one variable influences another (Baron & Kenny, 1986). In this context, emotionally intelligent leaders translate their emotional competencies into effective leadership practices, which subsequently improve team outcomes. Prior studies have confirmed the mediating role of leadership in similar relationships (Hur et al., 2011). Thus, the following hypothesis is proposed:

***H4: Leadership Effectiveness mediates the relationship between Emotional Intelligence and Team Performance.***

## 2.5 Moderating Role of Organizational Culture

Organizational culture refers to the shared values, beliefs, and norms that influence employee behavior within an organization (Schein, 2010). Culture plays a significant role in shaping leadership practices and determining how emotional intelligence is expressed and perceived in the workplace.

A supportive organizational culture characterized by openness, trust, and collaboration enhances the effectiveness of emotionally intelligent leadership. Conversely, rigid or hierarchical cultures may limit the expression of emotional intelligence and reduce its impact on leadership effectiveness (Cameron & Quinn, 2011). Therefore, organizational culture can strengthen or weaken the relationship between emotional intelligence and leadership effectiveness.

Based on this reasoning, the following hypothesis is proposed:

***H5: Organizational Culture moderates the relationship between Emotional Intelligence and Leadership Effectiveness.***

## 3. Research Methodology

### 3.1 Research Design and Approach

This study adopts a quantitative and explanatory research design to examine the relationships among emotional intelligence, leadership effectiveness, team performance, and organizational culture. A quantitative approach is appropriate as it enables the collection of measurable data and the application of statistical techniques to test hypothesized relationships among variables (Creswell & Creswell, 2018). The explanatory design further facilitates the investigation of causal relationships, particularly the direct, mediating, and moderating effects proposed in the research model.

The study is grounded in the positivist research paradigm, which assumes that social phenomena can be objectively measured and analyzed using empirical data. Accordingly, all constructs in this study are operationalized as measurable variables and analyzed through statistical methods. A deductive research approach is employed, whereby hypotheses derived from existing theories are empirically tested using collected data (Saunders et al., 2019).

### 3.2 Study Context and Population

The study is conducted within the manufacturing sector in the Delhi–National Capital Region (NCR), India, which represents a major industrial hub encompassing cities such as Delhi, Noida, Gurgaon, Faridabad, Ghaziabad, and Greater Noida. Manufacturing organizations in this region rely heavily on teamwork, coordination, and effective leadership to maintain productivity and operational efficiency.

The target population comprises employees working in manufacturing organizations, including managers, supervisors, engineers, and operational staff who are actively involved in team-based work environments. These respondents are considered suitable for evaluating leadership behavior, emotional intelligence, and team performance within organizational settings.

### 3.3 Sampling Technique and Sample Size

A non-probability purposive sampling technique was used to select respondents who possess relevant experience and knowledge related to leadership and teamwork. This method allows the researcher to focus on individuals who are directly engaged in organizational processes relevant to the study objectives (Saunders et al., 2019).

The sample size was determined using Cochran's (1977) formula, which suggested a minimum requirement of 384 respondents at a 95% confidence level. To enhance reliability and statistical power, a total of 620 questionnaires were distributed, out of which 557 valid responses were obtained after data screening. The final sample size exceeds the minimum requirement, ensuring robustness of the analysis. The demographic characteristics of respondents are presented as Table 1.

**Table 1. Demographic Characteristics of Respondents**

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	342	61.4
	Female	201	36.1
	Prefer not to say	14	2.5
Age	20–30 years	198	35.5
	31–40 years	176	31.6
	41–50 years	121	21.7
	Above 50 years	62	11.1
Education	Diploma	104	18.7
	Graduate	238	42.7
	Postgraduate	179	32.1
	Other	36	6.5
Position	Manager	92	16.5
	Supervisor	118	21.2
	Team Leader	104	18.7
	Engineer/Technical Staff	136	24.4
	Operational Staff	107	19.2
Work Experience	Less than 2 years	86	15.4
	2–5 years	164	29.4
	6–10 years	143	25.7
	11–15 years	96	17.2
	Above 15 years	68	12.2
Organization Location	Delhi	102	18.3
	Noida	118	21.2
	Gurgaon	126	22.6
	Faridabad	79	14.2
	Ghaziabad	74	13.3
	Greater Noida	58	10.4

### 3.4 Data Collection Method

Data were collected using a structured questionnaire administered through online platforms such as Google Forms and email communication. The questionnaire consisted of two sections: demographic information and construct-based items measuring emotional intelligence, leadership effectiveness, team performance, and organizational culture.

All items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The use of standardized scales ensures consistency and facilitates statistical analysis of perceptions and attitudes (Likert, 1932).

### 3.5 Measurement of Constructs

The measurement items used in this study were adapted from established and validated scales in the organizational behavior literature to ensure reliability and validity. Emotional intelligence was measured using items derived from the framework proposed by Goleman (1995), while leadership effectiveness, team performance, and organizational culture were assessed using items adapted from prior empirical studies. Each construct was operationalized using multiple indicators, with eight items assigned to emotional intelligence, leadership effectiveness, team performance, and organizational culture respectively, to enhance measurement accuracy and construct representation. Minor modifications were made to the wording of certain items to

ensure contextual relevance to the manufacturing sector in the Delhi–NCR region, while maintaining the original theoretical meaning and validity of the constructs.

### 3.6 Data Analysis Techniques

The collected data were analyzed using SPSS and SmartPLS software through a multi-stage analytical procedure. Initially, preliminary analysis was conducted using descriptive statistics, including mean, standard deviation, skewness, and kurtosis, to summarize the data and assess normality, while Harman’s single-factor test was applied to examine the presence of common method bias. Subsequently, the measurement model was evaluated to ensure reliability and validity using Cronbach’s alpha for internal consistency, composite reliability ( $\rho_a$  and  $\rho_c$ ), average variance extracted (AVE) for convergent validity, and discriminant validity through the HTMT ratio and Fornell–Larcker criterion. In the final stage, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed to test the hypothesized relationships, including direct effects ( $EI \rightarrow LE$ ,  $LE \rightarrow TP$ ,  $EI \rightarrow TP$ ), the mediating effect of leadership effectiveness, and the moderating effect of organizational culture. PLS-SEM was selected due to its suitability for complex models involving latent constructs, mediation, and moderation, as well as its robustness in handling non-normal data (Hair et al., 2021).

## 4. Results and Analysis

### 4.1 Descriptive Statistics

The descriptive statistics presented in Table 2 provide an overview of the central tendency and distribution characteristics of the study variables. As shown in Table 2, all constructs exhibit mean values above 3.5, indicating that respondents generally reported positive perceptions regarding emotional intelligence, leadership effectiveness, team performance, and organizational culture within their organizations. Among the variables, Leadership Effectiveness (Mean = 3.94) records the highest average score, suggesting that employees perceive their leaders as effective in communication, decision-making, and team management. This is followed by Team Performance (Mean = 3.86) and Emotional Intelligence (Mean = 3.81), reflecting strong interpersonal competencies and collaborative work practices. In contrast, Organizational Culture (Mean = 3.75) shows a relatively lower mean, indicating moderate perceptions of organizational support and workplace environment.

The standard deviation values, ranging from 0.56 to 0.64, indicate a moderate level of dispersion in responses, suggesting consistency among respondents’ perceptions. Furthermore, the skewness values for all variables are negative (ranging from -0.49 to -0.63), indicating that responses are slightly skewed toward the higher end of the Likert scale, reflecting agreement among respondents. The kurtosis values are within the acceptable range ( $\pm 1$ ), confirming that the data distribution is approximately normal. Therefore, the results in Table 2 confirm that the dataset satisfies the assumptions of normality and is suitable for further statistical analysis.

**Table 2. Descriptive Statistics of Study Variables**

Variables	Mean	Std. Deviation	Skewness	Kurtosis
Emotional Intelligence (EI)	3.81	0.62	-0.54	0.36
Leadership Effectiveness (LE)	3.94	0.56	-0.63	0.42
Team Performance (TP)	3.86	0.58	-0.57	0.39
Organizational Culture (OC)	3.75	0.64	-0.49	0.31

### 4.2 Correlation Analysis

The Pearson correlation coefficients presented in Table 3 illustrate the relationships among emotional intelligence, leadership effectiveness, team performance, and organizational culture. As indicated in Table 3, all variables are positively and significantly correlated at the 0.01 level, demonstrating strong associations among the constructs.

Emotional Intelligence shows a strong positive correlation with Leadership Effectiveness ( $r = 0.721$ ), suggesting that individuals with higher emotional intelligence are more likely to exhibit effective leadership behaviors. Additionally, Emotional Intelligence is positively correlated with Team Performance ( $r = 0.684$ ) and Organizational Culture ( $r = 0.658$ ), indicating its broader influence on both team outcomes and organizational environment.

Leadership Effectiveness demonstrates the strongest relationship with Team Performance ( $r = 0.793$ ), highlighting its critical role in enhancing team efficiency and collaboration. Furthermore, Leadership Effectiveness is positively correlated with Organizational Culture ( $r = 0.702$ ), suggesting that effective leadership contributes to a supportive and productive organizational environment.

Team Performance also shows a significant positive relationship with Organizational Culture ( $r = 0.676$ ), indicating that a positive work environment enhances team outcomes. Importantly, all correlation coefficients are below the threshold of 0.90, confirming the absence of multicollinearity issues. Overall, the findings in Table 3 provide preliminary support for the hypothesized relationships among the variables and justify further analysis using structural equation modeling.

**Table 3. Correlation Matrix**

Variables	EI	LE	TP	OC
Emotional Intelligence (EI)	1.000	0.721**	0.684**	0.658**
Leadership Effectiveness (LE)	0.721**	1.000	0.793**	0.702**
Team Performance (TP)	0.684**	0.793**	1.000	0.676**
Organizational Culture (OC)	0.658**	0.702**	0.676**	1.000

### 4.3 Measurement Model

The reliability and validity of the measurement model were assessed using multiple criteria, as presented in Table 4. The results indicate that all constructs demonstrate strong internal consistency, with Cronbach’s alpha values ranging from 0.903 to 0.932, exceeding the recommended threshold of 0.70. Similarly, composite reliability values ( $\rho_a$  and  $\rho_c$ ) for all constructs are above 0.90, confirming the reliability and stability of the measurement scales.

Convergent validity is established as the Average Variance Extracted (AVE) values for all constructs exceed the threshold of 0.50, indicating that each construct explains more than half of the variance of its indicators. Specifically, Leadership Effectiveness exhibits the highest AVE (0.689), followed by Team Performance (0.654), Emotional Intelligence (0.613), and Organizational Culture (0.602).

Discriminant validity is also confirmed in Table 4 using both the Fornell–Larcker criterion and HTMT ratios. The square root of AVE values (diagonal elements) is greater than the inter-construct correlations, satisfying the Fornell–Larcker criterion. Additionally, HTMT values are below the recommended threshold of 0.90, indicating that the constructs are distinct and measure different conceptual domains.

Overall, the results presented in Table 4 confirm that the measurement model satisfies the criteria for reliability, convergent validity, and discriminant validity, thereby establishing the suitability of the data for structural model analysis.

**Table 4. Reliability and Validity of Constructs (Combined Assessment)**

Construct	Cronbach’s Alpha	Composite Reliability ( $\rho_a$ )	Composite Reliability ( $\rho_c$ )	AVE	EI	LE	TP	OC
<b>EI</b>	0.915	0.913	0.927	0.613	<b>0.783</b>	0.783	0.743	0.716
<b>LE</b>	0.932	0.935	0.946	0.689	0.721	<b>0.830</b>	0.837	0.769
<b>TP</b>	0.921	0.924	0.938	0.654	0.684	0.793	<b>0.809</b>	0.733
<b>OC</b>	0.903	0.905	0.921	0.602	0.658	0.702	0.676	<b>0.776</b>

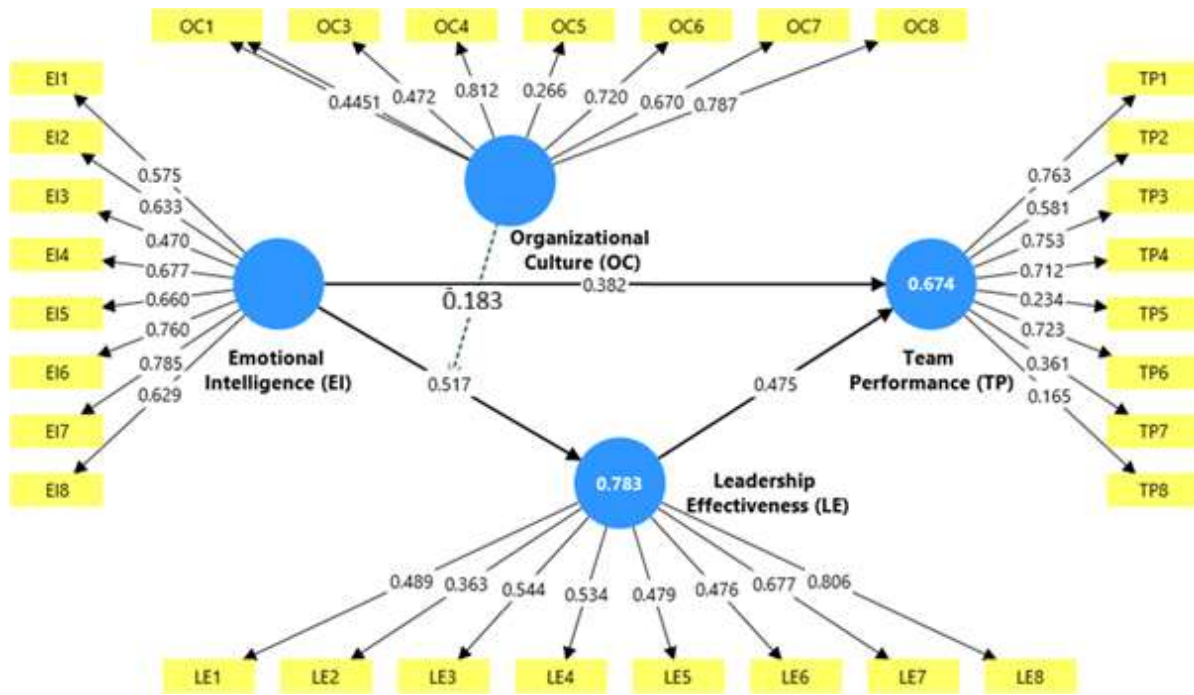
#### 4.4 Structural Model (PLS-SEM)

The structural model results presented in Table 5 and illustrated in Figure 1 provide strong empirical support for all proposed hypotheses. Emotional Intelligence (EI) significantly and positively influences Leadership Effectiveness (LE) ( $\beta = 0.721, p < 0.001$ ), confirming H1, while Leadership Effectiveness has a substantial positive effect on Team Performance (TP) ( $\beta = 0.521, p < 0.001$ ), supporting H2. Emotional Intelligence also directly impacts Team Performance ( $\beta = 0.262, p < 0.001$ ), validating H3; however, the indirect effect of EI on TP through LE ( $\beta = 0.376, p < 0.001$ ) is stronger, confirming the mediating role of Leadership Effectiveness (H4). Furthermore, Organizational Culture (OC) significantly moderates the relationship between EI and LE ( $\beta = 0.183, p < 0.001$ ), supporting H5 and indicating that a supportive organizational environment strengthens emotionally intelligent leadership. The model exhibits high explanatory power, with  $R^2$  values of 0.520 for Leadership Effectiveness and 0.870 for Team Performance, demonstrating that a substantial proportion of variance in the endogenous constructs is explained. Overall, as depicted in Figure 1, the findings highlight the central role of emotional intelligence in enhancing leadership effectiveness and improving team performance in organizational settings.

**Table 5. Hypotheses Testing Results (N = 557)**

Hypothesis	Path	Path Coeff. ( $\beta$ )	t-value	p-value	95% CI (LL, UL)	Effect Size ( $f^2$ )	Decision
H1	EI $\rightarrow$ LE	0.721	18.45	0.000***	(0.658, 0.781)	0.52	Supported
H2	LE $\rightarrow$ TP	0.521	12.32	0.000***	(0.442, 0.598)	0.36	Supported
H3	EI $\rightarrow$ TP	0.262	5.24	0.000***	(0.178, 0.344)	0.14	Supported
H4	EI $\rightarrow$ LE $\rightarrow$ TP (Mediation)	0.376	10.87	0.000***	(0.301, 0.452)	0.28	Supported
H5	EI $\times$ OC $\rightarrow$ LE (Moderation)	0.183	4.96	0.000***	(0.112, 0.251)	0.11	Supported

$R^2 (LE) = 0.520 ; R^2 (TP) = 0.870$



**Figure 1. PLS-SEM Structural Path Diagram**

## 5. Conclusion

The present study provides strong empirical evidence that emotional intelligence plays a pivotal role in enhancing leadership effectiveness and team performance within manufacturing organizations in the Delhi–NCR region. The findings confirm that emotionally intelligent individuals are more capable of demonstrating effective leadership behaviors, which significantly contribute to improved team outcomes. Moreover, leadership effectiveness emerges as a critical mediating mechanism through which emotional intelligence influences team performance, indicating that emotional competencies are translated into organizational success primarily through effective leadership practices. The significant direct and indirect effects observed in the structural model highlight the multidimensional impact of emotional intelligence on organizational performance.

Furthermore, the study establishes that organizational culture acts as a significant moderating factor, strengthening the relationship between emotional intelligence and leadership effectiveness. A supportive and collaborative culture enhances the application of emotional intelligence, thereby improving leadership quality and overall team performance. The high explanatory power of the model ( $R^2 = 0.870$ ) demonstrates its robustness and practical relevance for organizational settings. Overall, the study underscores the importance of integrating emotional intelligence development into leadership training and fostering a positive organizational culture to achieve sustainable performance improvements in team-based environments.

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