

## ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP: A SYSTEMATIC LITERATURE REVIEW

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### ABSTRACT

*This research delves into the connection between emotional intelligence and leadership. It examines the significance of leadership, the key components of Emotional intelligence, and how emotional intelligence influences leadership effectiveness. The study also identifies leading scholars in each emotional intelligence component and the geographical distribution of related research. To gain a comprehensive understanding, the researchers employed a bibliometric analysis of research and review papers indexed in the Web of Science database from 2010 to 2022. This was followed by a more detailed content analysis of selected papers. The findings indicate a growing interest in the role of emotional intelligence in leadership over the past decade. The study underscores the critical role of leadership in organizational performance. Additionally, it highlights the positive impact of high emotional intelligence on team building, relationship development, and, overall leadership success. The four core components of emotional intelligence – self-awareness, self-management, social awareness, and, social skills were identified as key behaviors exhibited by effective leaders. The research concludes by discussing potential reasons for these trends, the implications of the findings, and recommendations for future research directions.*

**Keywords:** Emotional intelligence, leadership, Organizational Performance, Team,

### INTRODUCTION

The purpose of this review of the related literature is to provide an overview of emotional intelligence and its leadership role. Companies that operate in a multicultural context understand global marketing concerns and recognize the importance of diversity in the 21st century need those executives who can work effectively. These capabilities enable businesses to compete effectively and survive in a multicultural environment (Pinos et al., 2013). Because of its significance in the workplace, emotional intelligence has become a most discussed topic among educators, counselors, and entrepreneurs. In organizations, for example,

accurate self-assessment and conflict resolution are two key emotional intelligence benefits that can contribute to increased organizational effectiveness (Khalili, 2012). As a result, the goal of this literature is to provide a thorough study of significant emotional intelligence and its role in leadership literature and past empirical studies, as well as a comprehensive literature review of the rise of emotional intelligence in the work platforms.

### Leadership and Its Importance

Leadership has numerous definitions in the research domain, but in its simplest form, it is the ability to

persuade others to achieve their goals. It is the process in which leaders influence others to maximize their efforts, and capabilities to achieve common and shared goals (Algahtani, 2014). In this process leader is the one who motivates and influences others toward achieving a goal (Jillani et al., 2024). To effectively influence others, it is essential to understand the process and attributes which are needed in this process. Moreover, it is also important to know and understand leadership and its value in the context of development in many disciplines and our daily routines. So, there is an enriching literature that suggests some personal characteristics of a leader that guide a leader in the process of influencing others (Noorani & Lashari, 2024; Ahmad et al., 2023). Leaders are dedicated to developing the skills of others and giving them the authority to act. They are well-regarded, sought for advice, and are prepared to make difficult choices when it is required. In the leadership process leaders have to take calculated risks, when necessary, challenge the status quo, strengthen to meet their responsibilities, and take the initiative when necessary. Effectively sharing big-picture views and evaluating clear and decisive decision-making based on available information. At the heart of leadership is credibility, this kind of behavior often involves an honest and open approach to work (Zehra et al., 2024). It demands strong strategic thinking, effective communication, and emotional intelligence (Zehra, Lashari & Naz, 2023). We all need leadership skills to be successful in our daily lives, whether it is in academia, our communities, or workplaces. Regardless of our roles, we all strive to persuade others to support our goals. So, research suggests that leadership is not limited to the top of the decision tree, but is often needed at lower levels to "shake the branches". It is defined as the ability to influence others to act in a certain way that guides others to achieve goals. It is a process that guides many people through complex aspects such as communication and trust, trusting people to move in the same direction, the mission of the analytical system, co - decision-making, and employee motivation (Răducan & Răducan, 2014). Leadership is described as an asymmetric influencing connection in which one actor guides or directs the behaviors of others toward a specific goal over a specific period. Leadership is undeniably influential and maybe powerful, but only

specific types of interactions with power or influence are deemed leadership cases (Jillani et al., 2024). On the one hand, a leader's role is to exercise "positive influence," resulting in collaborative action rather than veto power. As a result, leadership is defined as the pursuit of a common good (Azad et al., 2017). Establishing a clear vision, sharing it so that others would freely follow it, and providing the information, skills, and resources to make the vision a reality are all part of leadership. Simply leadership refers to an individual's or an organization's ability to lead or be led by others. People are increasingly recognizing the role of leadership in the success of organizations (Mooman, Ali & Lashari, 2023). Leadership is defined as the readiness to take on organizational responsibility and the inherent motivation to accomplish what is best for the organization. Establishing a clear vision, communicating that vision with people who would gladly follow it, and offering knowledge, information, and procedures are all part of the leadership that turns a dream become a reality. Leadership is becoming increasingly important in the development of organizations. So, in simple words, it can be concluded that leadership is the willingness to take ownership of the organization and the intrinsic motivation to accomplish what is best for it. Emotional intelligence plays a crucial role here. Leaders with high EI help institutions create and maintain competitive advantage through better outcomes, improved innovation, effective utilization of time and resources, restoration of trust, teamwork, and motivation (Pinos et al., 2013).

## **Emotional Intelligence and Leadership**

Emotional intelligence is the capacity to recognize and control one's own and others' emotions. Because it defines emotional intelligence narrowly, this approach is sometimes referred to as the "ability model" (Weinberger, 214). As a consequence of the popular consultants' impact, there has been refinement, discussion, and discourse around the concept of emotional intelligence in performance management systems and training and development programs since its debut (Weinberger, 214). The leader's 'emotional style,' as we call it, has a huge influence isn't a complete divergence from our emotional intelligence studies." It does, however, offer a more thorough examination of the prior claim

that a leader's emotional intelligence shapes a company's culture or working environment"(Vasilescu, 2019). "Part of the purpose of this inquiry was to see how emotional intelligence influences performance specifically, how it moves from the leader through the company to bottom-line results". This "style" is what motivates the company and the workers that make it up. Because people with low EQ (emotional intelligence) are more difficult to deal with and more negative (Akhtar et al., 2015) the leader must ensure that he or she is functioning in an optimistic, authentic, high-energy mood regularly; and that his followers feel and act the same way through his chosen actions (Kouzes & Posner, 2011). Emotional Intelligence (EI) was initially proposed by Salovey and May as a sort of social intelligence distinct from general intelligence. EI, they claim, is the capacity to control one's own and others' emotions. It is the ability to distinguish between them and utilize the knowledge to guide one's decisions and actions. (Maul, 2012) expanded their model and defined EI as an individual's ability to accurately perceive, appraise, and express emotion; the ability to access and generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth in a later attempt. According to research, EI is a common factor that determines how individuals progress in their lives, occupations, and social skills; handle frustration; control their emotions, and get along with others. The distinction between a bright individual and a brilliant manager has been discovered to be linked to a person's EI (Mustafa et al., 2014). Emotional intelligence, in the end, influences how individuals connect and grasp emotions. As a result, EI is vital for business leaders since being oblivious to the mood of their employees or team can lead to irritation and, as a result, not getting the best out of them.

EI, according to research is the softer component of total intelligence that affects both professional and personal life. The capacity to acquire knowledge, process information, and rationalize circumstances is known as traditional IQ. It is currently thought to account for just 20% of one's accomplishments, but emotional quotient (EI), or one's capacity to regulate oneself and relate to others, accounts for 80%. Effective leadership requires high EI. IQ has been

linked to job success and is a crucial consideration when hiring new employees. The capacity of leaders/managers to keep their ranks and be effective in their jobs, on the other hand, demonstrates EI. The fact is that most businesses recruit people for their intellect (IQ) and then fire them because of their attitude (EI) (Cumberlander, 2017).

Researchers have discovered a technique to assess the components of emotional intelligence in a way that is suitable to study since it is complex. EI, according to several studies consists of five characteristics: understanding one's emotions, knowing how to regulate them, emotional self-control, which includes the capacity to defer gratification, understanding others' feelings or empathy, and relationship management. Personal competence and social competence are the two fundamental components of EI (Ugoani, 2015). on the other hand, Goleman (2002) organized the 18 EI abilities into four categories that include our understanding of people: self-awareness, self-management, social awareness, and relationship management. Dr. Gardner's multiple intelligence hypothesis, which he created in 1983, might be said to benefit emotional intelligence in leadership. Adult education and training are also influenced by the notion of different bits of intelligence. Many individuals realize that their occupations do not allow them to make the most use of their most developed intelligence (for example, the highly bodily-kinesthetic individual who is stuck in a linguistic or logical desk job when he or she would be much happier in a job where they could move around, such as a recreational leader, a forest ranger, or physical therapist). The theory of multiple intelligences gives adults a whole new perspective on their lives, allowing them to examine potentials that they may have overlooked as children (such as a love of art or drama) but now have the opportunity to develop through courses, hobbies, or other self-development programs (Armstrong, n.d.). When an adult learner recognizes the importance of emotional intelligence, he or she becomes more aware of how to control his or her emotions when dealing with coworkers and organizational challenges.

Research suggests that by applying the four EI abilities in leadership, one might potentially prevent significant disputes from arising as a result of a lack of organizational connectivity. The Goleman

Hypothesis is the name given to this theory. Self-awareness, self-control/management, self-motivation, and social skills are the five components of emotional intelligence that are included in this theory. Self-awareness is the starting point for the idea. This aspect refers to a person's ability to comprehend their emotions in one scenario while still being able to pick one form of decision-making guidance. A self-aware person also has a realistic judgment of their talents and a high level of self-assurance (Schlaerth et al., 2013).

Organizations are always looking for people who can lead effectively. The effective leader understands himself and others too. Research suggests that more than 20 years before EI became widespread, the individual who best understands himself is best prepared to address issues and lead others. Emotional intelligence plays an important role in leadership, but it's also obvious that several key characteristics of emotionally intelligent leaders are difficult to measure. Emotional intelligence (EI) is about being aware of your own and others' needs and doing the best you can to meet them. It's all about instilling positive attitudes and actions in people. Because a leader's primary purpose in an organization is to influence the emotions of people around them, it's even more critical that they are conscious of their own emotions and develop strong connections with their team members. These skills are more likely to be had by leaders with a high EI (McCleskey, 2014). Emotional Intelligence (EI) is among the highly debated concepts in both psychology and organizational studies. Although the notion was created twenty years ago, it has gained tremendous popularity among academics and researchers in the past decade. One of the field's pioneers, Goleman (2021), suggested that "EQ is twice as significant as IQ" (p. 34). It (EI) is an important factor in determining an individual's performance as well as increasing leadership quality. When it comes to EI, research identified numerous topics that are vital to address. One is the capacity to manage and recognize features in oneself and how they may affect one's internal life, as well as how an individual may engage socially and impact other people in that environment (Cobb & Mayer, 2000) EI was initially defined as an official word in 1990, as noted before in this chapter. However, the notion existed in 1969, before the phrase was formally established, and it was

crucial when discussing ideal leadership attributes. "The competent leader can deal because he has a solid link between his philosophy of life and his philosophy of management," Lippitt explained. His management style is influenced by his views and principles". Copping, flexibility, openness to adjust, and being a person who "establishes trust with those with whom he works" were also emphasized by researchers (McCleskey, 2014).

## **Components of Emotional Intelligence in Leadership**

Emotional Competency, Emotional Sensitivity, and Emotional Maturity are the three most important components of Emotional Intelligence. Tackling emotional upheavals, high self-esteem, tactful response to emotional stimuli, and handling egoism are all examples of emotional competency. Understanding the emotional arousal threshold, Empathy, improving interpersonal relationships, and Emotional Communicability are all aspects of emotional sensitivity. Self-awareness, developing others, delaying gratification, and adaptability and flexibility are all examples of emotional maturity.

### **1. Self-Awareness**

Self-awareness is a key leadership skill that helps male leaders influence others and make them active emotionally. Scholars believe that gaining self-awareness is the first step toward becoming a leader. Many leaders have made professional and organizational blunders due to a lack of self-awareness. Although self-awareness is often overlooked in corporate contexts, according to Boyatzis (2011) it is the cornerstone of all other EI characteristics. To regulate their emotions, leaders need to be able to recognize them. According to Goleman, self-awareness is the capacity to read one's emotions and identify their influence on work performance, relationships, and other factors. Furthermore, he contends that a self-aware leader is self-assured while simultaneously doing an accurate self-evaluation (Boyatzis, 2011). Self-control or self-regulation is described as a person's capacity to regulate emotions such that they do not interfere with the activity at hand. Individuals who can regulate their nature are always aware of their surroundings and can avoid damaging moods. Individuals who exercise restraint are more likely to be able to control

their worry. They can swiftly recover from managing emotions and regulating the impact on the workplace because of their capacity to tolerate stress. Emotional resilience refers to the ability to maintain a consistent level of performance in a stressful circumstance and the ability to adapt to any situation. It is the capacity to remain focused on the actions or specific requirements in the face of obstacles or criticism (McCleskey, 2014). Individuals with self-motivation would be able to use their self or personal requirement in moving and driving the direction to attain a goal. A self-aware leader can motivate the people he or she works with. Self-aware leader recognizes that they are responsible for setting the tone for the organization's operations and culture. Managing one's personal life is not easy, and accurately analyzing how one's emotions influence others is much more difficult. Because many executives perceive themselves in a tainted light, researchers coined the term "CEO sickness" in their research (Ugoani, 2015). This occurs when the leader views him or her in the opposite light as the employees do, resulting in an erroneous perception of how productive this person is. Being emotionally self-aware is one of the most important skills to have when it comes to understanding and managing emotions, as well as understanding and integrating them into cognitions (Harms & Credé, 2010).

Furthermore, the ability to recognize one's own emotions is necessary for comprehending the feelings of others, which is known as empathy. Self-aware leaders, according to the authors, make decisions based on their own personal views, desires, and visions, and their actions invariably reflect what they believe is correct. Self-aware leaders enjoy self-reflection and gain deep insight, allowing them to make decisions based on accumulated wisdom. "Self-aware leaders learn to trust their 'gut emotions,' and understand that these sensations give important information, especially when solutions are not available from other sources. (Vaida & Opre, 2014). The research discovered a link between self-awareness and the level of trust one has in intimate relationships. Some people are "emotionally flat," which means they have trouble responding to feelings or understanding their feelings (Cumberlander, 2017). As a result, individuals have a hard time expressing their sentiments in words. They are overwhelmed by the experience of the rare

instances that they emote. People with alexithymia, as the disorder is known, have difficulty connecting to others. Emotional literacy requires a minimum level of self-awareness. It serves as the foundation for a variety of skills that aid in the development of productive relationships. Although researchers warned that having too much self-awareness might be harmful, most individuals are likely to have a lack of knowledge of their emotions. As a result, individuals risk being untruthful to themselves, which can lead to a slew of intrapersonal and interpersonal issues in virtually every aspect of life (Cumberlander, 2017).

## 2. Self-management

Self-management is the second EQ competency promoted by Daniel Goleman. Change and instability are inescapable in our knowledge- and technology-driven culture. Despite the instability and change, many well-known leaders and their businesses continue to prosper. Self-management refers to the ability to regulate disruptive emotions and impulses. People with self-control are also able to regulate their negative feelings. Self-control individuals are more likely to be able to manage their stress well and recover quickly from emotional stress. Individuals with self-motivation may utilize their own or personal needs to move and drive them in the direction of achieving a goal. Negative emotions and impulses can cause a mass exodus of employees, therefore a director who is emotionally attuned and wants to maintain teachers and boost morale should be aware of this (Goleman, 2021).

An investigation of the relationship between emotional intelligence and job happiness was undertaken by Nahid Naderi Anari (2012). The results of this study, which used a survey research approach, revealed a strong link between emotional intelligence and work satisfaction. The findings also revealed that gender differences were a role, with women scoring higher in emotional intelligence than males, but no age differences were seen (Anari, 2012). Goleman also claimed that this model has various triggers that might be used to help with emotion control. He provided three ideas to counteract the need to show anger in unreasonable ways. Silence it, express it, and then let it go. Each of these options, according to Goleman, gives the leader

the power to control emotions without harmful effects (Goleman, 2021).

Despite common assumptions, it is emphasized that it is not always better to express emotion rather than hold it in. He claimed that "letting off steam" in front of the wrong person, such as your boss, may result in severe consequences. Furthermore, by adding to the anger or bad emotions, one risks exacerbating rather than ameliorating the unfavorable consequences. He claimed that using a "reflective attitude" rather than venting anger is typically more helpful (Clarke & Howell, 2010). This method entails maintaining a connection with your feelings and emotions without becoming entirely engrossed in them. Consider the circumstances and determine if there is a plausible rationale for the upsetting incident. For regulating or lowering the impacts of stress, research supported two approaches: (a) fitness, which requires regular exercise, and (b) toughness, which entails perceiving yourself as in control and viewing challenging events as a challenge and an opportunity. This is the idea that a person has control over his or her own life (Sandvik et al., 2020). This strategy entails figuring out how to deal with problems and establishing a sense of control. Employee satisfaction and their willingness to remain committed to the mission and the business are aided by being emotionally self-managed leaders.

### 3. Social Awareness.

Goleman defines social awareness as possessing empathy, the ability to sense other people's feelings, comprehend their perspectives, and take an active interest in their issues. Being polite, clear, and reasonable may all help to communicate to employees that their boss is a socially conscious leader (Goleman, 2021). According to (Akhtar et al., 2015) a leader who is emotionally knowledgeable in the field of social awareness may acquire greater support from his or her staff by demonstrating a humanistic side and a level of empathy. Being an empathic leader does not make you sad; instead, it makes you strong, and power is empowering. It demonstrates real servant leadership when a leader can accept and comprehend his or her subordinates' sentiments. Empathy is the ability to understand another person's feelings. Empathy does not imply that we feel other people's emotions for them, but

rather that we connect to their emotions based on our own experiences.

Empathy is not a way of recognizing another's feelings or predicament and so canceling one's own identity; rather, it is a way of gaining insight into another's awareness and compassion to grasp how he experiences reality. If a genuine leader wishes to integrate into a group, empathy is one of the most critical components, says the author This assertion is the culmination of their research into the relationship between empathy and leadership. They discovered that empathy was one of two pathways to leadership success: one for completing complicated tasks and the other for empathetic situations (Pastor, 2014). Although little research has looked at the road to leadership through empathetic experience researchers argued that the coefficient gained implies that empathy should not be overlooked (2002). It (empathy) is the ability to comprehend information via nonverbal channels and the foundation of openness to others. When Jo Owen investigated the lives of leaders in a tribal group in Africa, he discovered this idea: "If in doubt, watch the feet, not the tongue." The acts of people do not lie"(Sadri et al., 2011).

When a leader is empathic, he or she is in a position of authority. Being empowered is sufficient since empowered workers make important decisions for the company (Cumberlander, 2017). When an employee feels empowered, he or she is more prepared and eager to carry out the organization's goal with fidelity and enthusiasm, resulting in a higher retention rate and a rise in morale. The relevance of transformative leaders having a strong empathetic ability and being particularly responsive to others' emotions has been emphasized by researchers on several occasions. The distinctions between actual transformational leaders and pseudo-transformational leaders are discussed by (Lin et al., 2017). Authentic transformational leaders are those who create changes that benefit the organization. Pseudo-transformational leaders are those who want to create changes for their delight. According to the same two writers, leaders try to elicit emotions in their subordinates to impact their impressions of themselves. Successful pseudo-transformational leaders can read their followers' emotions and experiences and engage them solely to manipulate them. True transformational leaders, on the other

hand, reveal their actual emotions and create emotional connections with their followers and subordinates, all while using those emotions and sentiments to support the mission. Understanding the culture's operation requires recognizing the emotional ambiguity of a group of employees (Lin et al., 2017).

#### 4. Social-Skill

Visionary leadership, as described by Goleman, is the capacity to take command and inspire others with a compelling vision. Influence, developing others, conflict management, communication skills, and cooperation and collaboration are all covered under one umbrella (Goleman, 2021). When a leader can motivate his or her people to do well in all areas, he or she has accomplished a remarkable achievement. The ability to articulate and express a vision is critical for a transformative leader. Followers will be driven to do well if they have a good outlook on the future as a result of leadership conduct (Rowold & Schlotz, 2011). A social interaction, allows the team to update their knowledge base by adding to it, deleting information from it, or updating an existing representation. This allows the leader to assess how good and/or bad occurrences may be interpreted by others based on previous experiences. Social connections were rather widespread in prior years. They exchanged pleasantries and greeted one other as was customary. Social connection, on the other hand, has grown considerably more difficult in a world of technology and innovation. Many people may now utilize social media to communicate with one another throughout time thanks to social media. According to design guru John Thackara (2005), new technology works best when it helps people communicate across time rather than geography. Even with this new relationship, many leaders see the individuals as crucial to the process of meeting the leader's demands in terms of time. Emotionally intelligent leaders must recognize that no matter how the times change or technology improves, each human is precious.

Emotional and social abilities were also linked to better social interactions and more helpful social support networks. Furthermore, emotional skills impairments have been linked to some types of psychopathologies, resulting in poor levels of social and emotional competence, which can lead to the

breakdown of family and other relationships. Research on emotional skills, primarily associated with investigations of nonverbal and emotional communication, paved the way for the construct of emotional intelligence (Harms & Credé, 2010).

Effective leadership is something that the world has been looking for for a long time. Many people are looking for ways to improve their effectiveness and/or get a competitive advantage. The solution lies not in how much one leader understands about technical skills against the other, but in how effectively one leader can relate to others in terms of people skills. The importance of one's EQ in the competition is far greater than one's IQ. As a leader, emotional intelligence is not only something to strive for; it is also something to learn and motivate others to be the best they can be in the workplace and life. Emotionally intelligent leaders can manage not just their subordinates, but also themselves since they recognize the value of valuing people above things.

#### Effect of emotional intelligence in leadership practices

In today's constantly shifting organizations, effective leadership is essential. Experts believe that emotional intelligence is a critical component of effective leadership. Even though research is expanding, there is still a knowledge deficit. Emotional intelligence and leadership have a symbiotic relationship. Emotional intelligence is now widely recognized as a key factor that determines a leader's behavior because it is a basic element that impacts the effectiveness of leaders, according to an increasing number of academics. However, there is limited research on the impact of leaders' and subordinates' emotional intelligence on job outcomes. To be effective, leaders need to be fully aware of the impact of their emotions and actions on those around them. The more a leader has relationships and partnerships with others, the more successful he will be. So, leaders need to take some time to develop self-awareness, self-control, motivation, love, and social skills for better results and success of an organization (Pastor, 2014).

Emotions are the feelings and responses to stimuli, and intelligence is the set of mental abilities required for adapting to, influencing, and selecting any environmental setting (Nelson and Low, 2011). Emotional Intelligence (EI) is viewed as intelligence

because it has the potential to fix issues and keep track of their own and others' emotions. The term Emotional Intelligence (EI) was first used in Wayne Payne's doctoral thesis, "A Study of Emotion: Developing Emotional Intelligence," published in 1985. According to most Emotional Intelligence (EI) theories, emotional intelligence is a critical factor capacity that can be developed and mastered at any age. EI does not develop in early childhood and is not genetic. With age, one's social and emotional intelligence increases. Not only for managers and HR experts, but also for educationalists, teachers, and counselors, Emotional Intelligence (EI) has a huge influence and potential benefit on the leadership process (Murphy, 2014).

Furthermore, research that supports emotional intelligence ideas as a viable construct is gaining traction. In reality, in the new millennium, there will be fierce competition not just within borders but also on a global scale. Investigators are keen to learn how executives may improve their performance in an ever-changing business environment. Moreover, leaders who wish to increase their understanding of EI should start with a thorough examination of their self-awareness, as this is the foundation around which EI theories are built. As a result, executive coaches have found success in firms that consider EI as the backbone of the entire operation (Pinos et al., 2013).

## Research Objective

**To provide an overview of emotional intelligence and its role in leadership**

## Research Question

What is the role of emotional intelligence in leadership?

## Research Design

The relevant selection of a literature review, scholarly articles, books, and others relevant to emotional intelligence and its leadership role, was done by reading the literature. By doing so themes emerged from literature then each of them was discussed in detail with the help of literature.

## Selection process and criteria for inclusion

In the selection process, the papers and reviews were selected and indexed in the Web of Science database between 2010 and 2022. Studies focusing on

leadership, emotional intelligence, components of emotional intelligence, and the role of emotional intelligence were included

## Conclusion and implications

Leadership involves the skill of motivating others to willingly and effectively complete tasks. This makes it a crucial factor in improving organizational performance. Leaders, as key decision-makers, are responsible for acquiring, developing, and utilizing resources to produce valuable products and services for stakeholders. This positions them as powerful drivers of management and long-term competitive advantage.

Emotional intelligence refers to the understanding of one's own emotions and how they impact others. It also involves valuing others, actively listening to their needs, and empathizing with them. Leaders with high emotional intelligence excel at building strong teams and fostering deeper relationships. They possess the ability to inspire and motivate team members, particularly in complex projects requiring diverse skill sets and backgrounds. Emotionally intelligent leaders can connect with colleagues, motivate teams and individuals, effectively resolve conflicts, and inspire positive actions.

## Recommendations and Solutions

Emotional intelligence in leadership creates a strong foundation for productive teamwork by fostering empathy and understanding among team members. It prioritizes effective communication. To enhance their emotional intelligence, leaders should start by deeply understanding themselves, as self-awareness is the cornerstone of emotional intelligence theories. While traditional intelligence is important, emotional intelligence is equally crucial for effective leadership. Research indicates that outstanding leaders possess strong emotional self-awareness and self-control. To improve employee performance and organizational success, leaders must actively listen to and value their team members. They should observe employee behavior, reflect on their thinking and interactions, and empathize with their perspectives and needs. By recognizing and appreciating the contributions of others, leaders can empower their teams.

Furthermore, self-evaluation and a willingness to acknowledge imperfections are essential for personal



and organizational growth. By honestly assessing their strengths and weaknesses, leaders can strive for continuous improvement.

## Annotated Bibliography

### *Emotional Intelligence and Leadership (Table A1)*

S. No	Author (s) Year	Method (s)	Tool (s)	Sample (s)	Variable(s)	Country(s)
1.	Dr. Ali Algahtani 2014	Qualitative	Document Analysis	30	Leadership and Management	USA
2.	Azad et al., 2017	Qualitative	Document Analysis	6 members of the fellowship team		USA
3.	Pinos et al., 2013	Qualitative	Interview and Document analysis	23 participants	Effect of emotional intelligence on leadership	Canada
4.	Răducan & Răducan, 2014	Qualitative			Leadership and management	

### *Components of Emotional Intelligence in Leadership (Table A2)*

S. No	Author (s) Year	Method (s)	Tool (s)	Sample (s)	Variable(s)	Country(s)
5.	Boyatzis, R. E. (2011)	Qualitative	Literature Review		Managerial and leadership competencies	Cleveland, Ohio
6.	McCleskey, (2014).	Qualitative	literature review	86 Articles and books	Leadership, Emotional intelligence, Organizational behavior	USA
7.	Pinos et al., 2013	Qualitative	Interview and Document analysis	23 participants	Effect of emotional intelligence on leadership	Canada
8.	Răducan & Răducan, 2014	Qualitative			Leadership and management	
9.	Ugoani, (2015)	Quantitative	Survey	294	Emotional intelligence and organizational culture equilibrium	

10.	Clarke, N., & Howell, R. (2010)	Qualitative (Action Research)	Observation			USA
11.	Cumberlander, (2017).	Qualitative	Interviews	purposeful sampling (4 high school leaders and 2 district leaders) snowballing sample of 250 school leaders	Perceptions towards leadership	USA
12.	(Vaida & Opre, 2014).	Book				USA
13.	Anari, N. N. (2012)	Quantitative	Survey	84 high school teachers	emotional intelligence and job satisfaction	Iran
14.	Pastor, I. (2014)	Qualitative	Action research	One Sugar organization	Leadership and emotional intelligence	Spain
15.	Sadri et al., (2011)	Quantitative	Survey	6731		USA
16.	Lin et al., (2017).					
17.	Harms & Credé, (2010)					

S. No	Author (s) Year	Method (s)	Tool (s)	Sample (s)	Variable(s)	Country(s)
	Weinberger, L. A. (2009).	Quantitative	Survey	151 leaders	Emotional intelligence and leadership	USA
	Vasilescu, M. (2019).	Qualitative	Document Analysis	16 articles	leadership, and its relevance towards improving management activities.	USA
0.	Akhtar, R., Boustani, L., Tsivrikos, D., & Chamorro-Premuzic, T. (2015)	Quantitative	Survey (online questionnaire)	1050 working adults	EI as a work predictor	London
	Kouzes & Posner, (2011)					USA
	Maul, (2012)	Quantitative	Survey	151	Emotional intelligence Test and leadership	Norway
	Mustafa et al. (2014).	Quantitative	Survey	250 Teaches	emotional intelligence and organizational commitment	Malaysia
	Cumberlander, (2017).	Qualitative	Interviews	purposeful sampling (4 high school leaders and 2 district leaders) snowballing sample of 250 school leaders	Perceptions towards leadership	USA
	Ugoani, (2015)	Quantitative	Survey	294	Emotional intelligence and organizational culture equilibrium	Nigeria
	Goleman, D. (2021)	Book	Document analysis			
	Schlaerth et al., (2013)	Qualitative	Metanalysis	280	<b>emotional intelligence and leaders' conflict management</b>	UK
	McCleskey, (2014).	Qualitative	literature review	86 Articles and books	Leadership, Emotional intelligence, Organizational behavior	USA

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