

# The Role Of Emotional Intelligence In Leadership And Organizational Effectiveness: A Comprehensive Research Study On Workplace Performance, Conflict Resolution, And Employee Well-Being

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## Abstract

The study explores how emotional intelligence (EI) might improve workplace performance and leadership efficacy. It also looks at how dispute resolution and employee well-being can act as mediators. Drawing upon a quantitative, cross-sectional design, data were collected from 200 participants representing mid-level managers, senior leaders, and employees across multiple industries. Using validated instruments—including the Wong and Law Emotional Intelligence Scale, Multifactor Leadership Questionnaire, Rahim Organizational Conflict Inventory-II, WHO-5 Wellbeing Index, and standardized performance measures—the study applied structural equation modeling (SEM) to test hypothesized relationships. Results indicated that EI significantly predicted leadership effectiveness ( $\beta = 0.46$ ,  $p < 0.001$ ) and workplace performance ( $\beta = 0.39$ ,  $p < 0.001$ ), while also positively influencing conflict resolution ( $\beta = 0.51$ ,  $p < 0.001$ ) and employee well-being ( $\beta = 0.44$ ,  $p < 0.001$ ). Mediation analysis confirmed that conflict resolution mediated the relationship between EI and leadership effectiveness, while well-being mediated the link between EI and workplace performance. Subgroup analyses further revealed that EI had a stronger impact among senior leaders and in people-centered sectors such as healthcare and education. The study contributes to theory by integrating relational and affective mechanisms into a unified framework and highlights EI as an organizational resource that fosters healthier, more effective workplaces. Practically, the findings underscore the need to embed EI into leadership development, recruitment, and evaluation systems. Limitations include the cross-sectional design and reliance on self-report measures, which future longitudinal and cross-cultural studies should address.

**Keywords:** emotional intelligence, leadership effectiveness, workplace performance, conflict resolution, employee well-being, structural equation modeling

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## 1. INTRODUCTION

Emotional Intelligence (EI) has become a center of leadership and organizational psychology. Expanding on the initial definition of Salovey and Sluyter, EI is the ability to read emotional states correctly, to interpret their meaning, to control them effectively, and to use the knowledge of affect to inform reasoning and action [1]. Later, Goleman broadened the concept, claiming that emotional intelligence (EI) is a set of abilities that enhance productivity at work. Emotional intelligence (EI) is typically broken down into five categories in modern literature: self-awareness, self-regulation, motivation, empathy, and social skills. These categories, when combined, enable leaders to recognize affective cues, cultivate constructive relationships, and match their actions with organizational objectives [2, 3]. Nowadays, EI is considered one of the core leadership skills, not a marginal quality in the business world [4, 5].

The construct of the leadership effectiveness in the present research is established as the capacity of the leader to inspire and influence the followers towards one goal, and simultaneously foster trust, unity and professional development. Effectiveness thus transcends the actual work of the work; the ability to inspire and influence the

workforce [6]. This operationalization is more or less in line with the transformational leadership paradigm where the leaders apply the principles of vision, intellectual stimulation, and individualized consideration to build follower commitment, collaborative engagement, and innovative practice [7].

The role of emotional intelligence (EI) in the resolution of conflicts is monumental. The conflicts in the workplace are typically founded on the various differences in goals, values or behavioural patterns and can be either termed as task oriented or interpersonal [8]. Such tensions destroy morale and reduce productivity where they are not managed and vice versa, they can have a good result where they are managed by experts. High-EI leaders tend to use integrative, e.g., negotiation, problem-solving, and use empathy and regulatory skills to transform conflicts into learning and improvement opportunities [9, 10, 11]. The other dimension is the health of the employees which is not only connected with the absence of stress but also job satisfaction, resilience and psychological safety. According to Job Demands Resources (JD-R) model, the well-being is attained when the resources at hand are adequate to counter the demands at the workplace. Emotionally intelligent leaders who are emotionally smart produce good organization conditions, maintain interest levels, and eliminate stress; it is a leadership and personal skill that is required. The effect of emotional intelligence (EI) has measurable organizational gains that cannot be measured in monetary terms but in performance, innovation and quality indices at both individual and team scales. Empirical evidence always indicates that leaders with high EI competencies make superior decisions, develop more engagement, and reduce the commitment levels among employees. Such leaders can also build trust-based environments by development of empathy and relational skills that do not only enhance short term productivity, but also boost long-term performance gains. Nonetheless, the current scholarly discourse still has significant gaps. Numerous studies have examined the connection between emotional intelligence (EI) and human outcomes, such as conflict resolution, well-being, or individual performance metrics; however, a large portion of these studies do not adopt an integrative perspective. Few studies have investigated the synergistic effect of EI in various areas with a single explanatory framework [12]. Further, the processes by which EI has its effects have been poorly examined; an example is that the relationship between EI and leadership effectiveness could be mediated by conflict resolution and well-being variables. Often, research focuses on a particular occupational role, industry, or cultural setting, thus limiting the applicability of its results. The current study aims at resolving these gaps by evaluating the premise that EI is a predictor of leadership and workplace performance, and also assessing the mediating impacts of conflict resolution and well-being. Structural equation modeling (SEM) provides an intense scrutiny of both direct and indirect paths, thereby providing a multidimensional robustness to the description of EI dynamics. The research has three main contributions but these are; theoretically, it introduces a continuum of leadership outcomes into a single model; empirically, the use of validated instruments and SEM in an organizational context; practically, it unveils how leadership development based on EI can improve performance, conflict-resolution, and staff-well-being.

### **Research Objectives**

1. To examine the influence of emotional intelligence on leadership effectiveness and workplace performance
2. To analyze the mediating roles of conflict resolution and employee wellbeing in the relationship between emotional intelligence and leadership outcomes
3. To develop and validate an integrated structural model (SEM) that explains how emotional intelligence shapes leadership effectiveness through conflict resolution and employee wellbeing

## **2. METHODS**

### **2.1 Research Design**

This was a quantitative cross-sectional survey as an investigation method. The information obtained at a specific time allowed efficient coverage of a large cohort and was suitable in determining predictive correlations among variables. Also, the design facilitates mediation testing, which were critical to objectives of the study. Structural equation modeling (SEM) was discovered to be the main analytical tool in investigating the direct and indirect connections between emotional intelligence (EI) and leadership outcomes. Cross-sectional evidence is not causal, but it is appropriate to test the initial theory and verify its practicability.

### **2.2 Population and Sample**

The sampling frame consisted of mid-level managers, senior leaders, and employees who were chosen on the basis of education, healthcare, information technology, and corporate services, which increased the external validity. The sample of 200 was selected according to the common rule of thumb of SEM (approximately 5-10 cases per parameter of interest) and was adequate to detect medium effects with high estimation. The stratified

random sampling offered proportional representation at the managerial levels and sectors. The applicants were required to possess one year of professional or management experience. The analytic data consisted of 200 respondents who had been filtered out of the incomplete or invalid submissions.

**2.3 Measures and Instruments**

Each construct was operationalised using validated psychometric instruments. Emotional intelligence, including self-emotional evaluation, evaluation of others' emotions, emotional utilization, and emotional management, was measured using the Wong and Law Emotional Intelligence Scale (WLEIS). Items were rated on a five-point Likert scale with 1 (strongly disagree) to 5 (strongly agree). The efficacy of leadership was measured through the Multifactor Leadership Questionnaire (MLQ) which is a tool that measures both transformational and transactional leadership behaviours. The Organizational Conflict Inventory-II (ROCI-II) created by Rahim, comprising of integrative, obliging, dominating, avoidance, and compromising styles, was used to evaluate conflict-resolution strategies. The WHO-5 Well-Being Index was used to measure employee well-being and a standardized leadership-performance scale was used to measure workplace performance by combining productivity, decision-making, and team performance. Cronbach alpha was used to test internal consistency and the alpha was set at .70 and above. Convergent and discriminant validity were then assessed using confirmatory factor analysis (CFA), and composite reliability values were published.

**2.4 Data Collection Procedure**

Data were collected in a two-wave survey to minimize the common method bias. The questionnaires were completed and completed in paper (in some cases) online (with the help of Google Forms). The gap in between the two waves was two weeks. The participants received an information sheet; the anonymity and confidentiality were emphasized. All data were coded and stored in encrypted servers that could be only checked by the research team. The research was self-willing; the informed consent was signed and the respondents could always withdraw without some penalty.

**2.5 Data Analysis**

These analyses were done in stages with the SEM software being used to estimate the models and SPSS being used to prepare them. To begin with, the formation of relationships by correlation analysis was carried out initially, and the descriptive statistics was employed to describe the scale distributions and demographics. The quality of measurement was then evaluated by use of Cronbach alpha, composite reliability and CFA. With the assistance of SEM, the hypothesized relationships were evaluated to approximate the direct and indirect effects.. Mediation was tested (5,000 resamples; 95% bias-corrected confidence intervals) by bootstrapping. Assumptions (normality, multicollinearity, outliers) were checked before the modeling. Means were used to substitute less than 5 percent missing data. Categories of moderating patterns were examined using subgroup analysis (gender, sector, level of management). Because the sample size was n=200, SEM could estimate complex associations simultaneously, and measurement error is controlled, bootstrapping and partial least squares estimation (PLS-SEM) were also used to improve robustness.

**3. RESULTS**

**3.1 Sample Characteristics**

The managerial rank, gender, and industrial affiliation of the sample (n=200) were demographically analyzed which revealed a proportional distribution of gender, managerial rank, and industrial affiliation. Table 1 indicates that 58 per cent of the respondents were males and 42 per cent were female. Mid-level managers made up 45 percent of the respondents, followed by senior leaders (30 percent) and employees (25 percent). The respondents' average professional experience was 8.2 (SD 3.7) years, and their mean age was 36.4 (SD 7.1) years. This heterogeneity ensured that the representation of the opinion of all ranks of hierarchy as well as industrial sectors was well represented.

**Table 1. Sample Characteristics (n = 200)**

Variable	Category	Frequency (%)
Gender	Male	58%
	Female	42%
Managerial Level	Senior Leaders	30%
	Mid-Level Managers	45%
	Employees	25%

Mean Age (years)	–	36.4 (SD = 7.1)
Mean Experience (yrs)	–	8.2 (SD = 3.7)

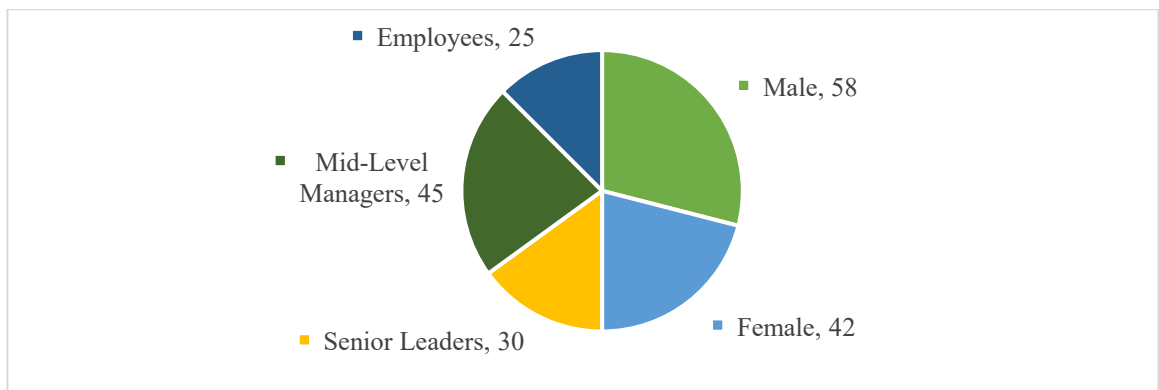


Figure 1. Distribution of participants by gender and managerial level (n = 200).

Figure 1 shows the participants' distribution by management level and gender. The population was split 58/42 with the majority of the sample being at the mid-level managerial level (45 percent), followed by senior leaders (30 percent) and employees (25 percent). This kind of distribution is indicative of a balanced representation on demographic and professional lines, which increases the validity of the study in terms of external validity.

3.2 Descriptive Statistics and Reliability

Descriptive statistics revealed that, the participants rated emotional intelligence (M= 3.74, SD= 0.61), leadership effectiveness (M= 3.82, SD= 0.58) and workplace performance (M= 3.79, SD= 0.57) were fairly high, however, conflict resolution (M= 3.69, SD= 0.57) was relatively low.

Table 2 shows that internal consistency was strong in all constructs with Cronbach alpha of between 0.79 and 0.87 and composite reliability (CR) of over 0.80. Furthermore, the presence of convergent validity was justified because the Average Variance Extracted (AVE) values exceeded the traditional 0.50 criterion.

Table 2. Descriptive Statistics and Reliability

Construct	Mean	SD	Cronbach's $\alpha$	CR	AVE
Emotional Intelligence	3.74	0.61	0.87	0.89	0.62
Leadership Effectiveness	3.82	0.58	0.84	0.86	0.59
Conflict Resolution	3.69	0.55	0.81	0.83	0.57
Employee Wellbeing	3.65	0.63	0.79	0.81	0.54
Workplace Performance	3.79	0.57	0.85	0.87	0.60

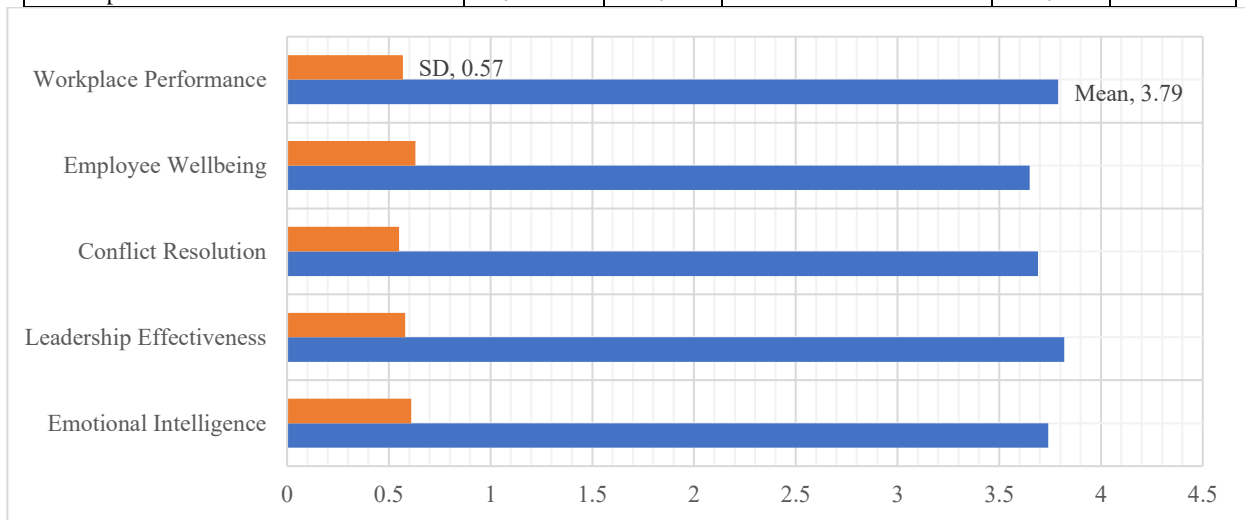


Figure 2. Emotional intelligence, leadership effectiveness, conflict resolution, employee well-being, and workplace performance mean and standard deviation scores (n = 200).

The table of means and standard deviations of the study variables is summarized in figure 2. The results indicate an average moderate to high level of emotional intelligence, leadership effectiveness, conflict resolution, and employee well-being and the highest level of the workplace performance ( $M = 3.79$ ,  $SD = 0.57$ ). These patterns suggest that the participants were more inclined to judge themselves as highly performing both on the relational and the task-oriented scale.

### 3.3 Measurement Model: Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis was applied in the tests of the structural integrity of the measurement model. With  $2/df=1.97$ ,  $CFI=0.94$ ,  $TLI=0.92$ ,  $RMSEA=0.061$ , and  $SRMR=0.048$ , the empirically-established five-factor architecture comprising Emotional Intelligence, Leadership Effectiveness, Conflict Resolution, Well-Being, and Workplace Performance produced the best match with the empirical data (see Table 3). All of the computed factor loadings were statistically significant ( $p < 0.001$ ) (0.63 to 0.87).

A unidimensional specification, in contrast, gave a much poorer goodness-of-fit profile ( $2/df = 4.21$ ,  $CFI = 0.65$ ,  $RMSEA = 0.112$ ), ruling out the possibility that common-method bias had a major role in the results. The values of the values of average variance extracted (AVE) above the 0.50 mark supported convergent validity and the values of the FornellLarcker criterion and the heterotraitmonotrait (HTMT) ratios below the 0.85 mark supported discriminant validity.

Table 3. CFA Model Fit Indices

Model	$\chi^2/df$	CFI	TLI	RMSEA	SRMR
Five-Factor	1.97	0.94	0.92	0.061	0.048
One-Factor	4.21	0.65	0.61	0.112	0.096

### 3.4 Structural Model Results

There was also a good fit to the hypothesized structural model ( $2/df = 2.04$ ,  $CFI = 0.93$ ,  $TLI = 0.91$ ,  $RMSEA = 0.064$ ,  $SRMR = 0.051$ ). As suggested in Table 4, emotional intelligence was a powerful predictor of leadership performance (0.46,  $p < 0.001$ ) as well as workplace performance (0.39,  $p < 0.001$ ). Further, EI was a strong predictor of dispute resolution (0.51,  $p < 0.001$ ) and wellbeing (0.44,  $p < 0.001$ ). Conflict resolution (0.34,  $p < 0.001$ ) were predictors of leadership effectiveness, and wellbeing was a predictor of workplace performance (0.28,  $p < 0.01$ ). The model has explained a high degree of variance of 52 percent in leadership effectiveness and 48 percent in workplace performance, hence a high degree of explanatory power.

Table 4. Structural Model Path Coefficients

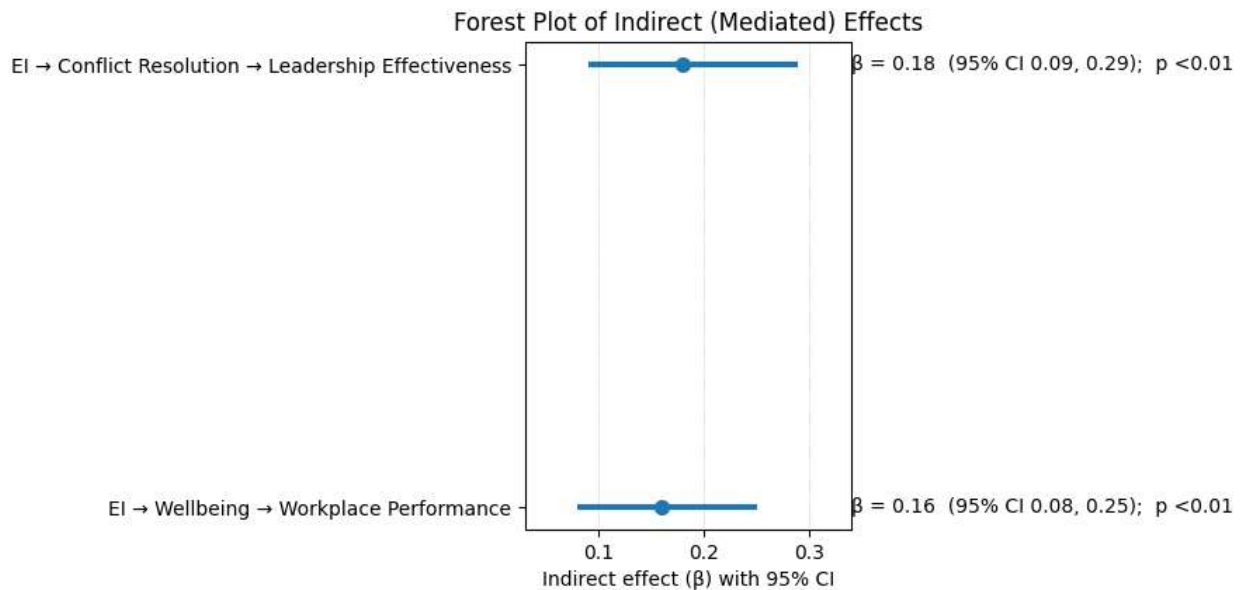
Path	$\beta$	p-value	Effect Size ( $f^2$ )
EI $\rightarrow$ Leadership Effectiveness	0.46	<0.001	0.32
EI $\rightarrow$ Workplace Performance	0.39	<0.001	0.28
EI $\rightarrow$ Conflict Resolution	0.51	<0.001	0.25
EI $\rightarrow$ Employee Wellbeing	0.44	<0.001	0.21
Conflict Resolution $\rightarrow$ Leadership Effectiveness	0.34	<0.001	0.19
Wellbeing $\rightarrow$ Performance	0.28	<0.01	0.16

### 3.5 Mediation Analysis

Using 5,000 resamples and a bootstrapping technique, the mediation study revealed that the mediation of wellbeing and conflict resolution was substantial. The relationship between emotional intelligence (EI) and leadership effectiveness was mediated by the conflict resolution (indirect 95% CI [0.0929],  $p < 0.01$ ). On the same note, the wellbeing also mediated between EI and performance at work (indirect 95%CI [0.0825],  $p < 0.01$ ).

Table 5. Mediation Results (Bootstrapping)

Mediation Path	Indirect $\beta$	95% CI (LL-UL)	p-value
EI $\rightarrow$ Conflict Resolution $\rightarrow$ Leadership Effectiveness	0.18	0.09-0.29	<0.01
EI $\rightarrow$ Wellbeing $\rightarrow$ Workplace Performance	0.16	0.08-0.25	<0.01



**Figure 3.** Forest plot of indirect (mediated) effects with 95% confidence intervals (n = 200).

Both mediation pathways, as shown in Figure 3 were statistically significant. The path EI x Conflict Resolution x Leadership Effectiveness had the indirect effect 0.18 (95% CI 0.0920.29, p <.01), and the path EI x Wellbeing x Workplace Performance was 0.16 (95% CI 0.0820.25, p <.01). Both pathways have strong mediation as the confidence intervals do not cross the zero point.

**3.6 Subgroup and Robustness Analyses**

Subgroup analysis showed significant variance in the levels of management, gender, and sector. Table 6 indicates that the level of influence of EI on leadership effectiveness was most significant with senior leaders (0.53) as compared to mid-level managers (0.41) and employees (0.37). Women responded with greater wellbeing (M = 3.74) as compared to men (M = 3.59, p < 0.05). Sector-wise, EI significantly impacted the performance within the healthcare (= 0.47) and education (= 0.44) field, with smaller impacts in the field of IT (= 0.32) and corporate services (= 0.29).

**Table 6. Subgroup Analysis (Selected Results)**

Group	EI → Leadership Effectiveness (β)	EI → Performance (β)
Senior Leaders	0.53***	0.42***
Mid-Level Managers	0.41**	0.35**
Employees	0.37*	0.29*
Male	0.44***	0.36***
Female	0.49***	0.41***
Healthcare	—	0.47***
Education	—	0.44***
IT	—	0.32**
Corporate Services	—	0.29*

Note: \*p < .05, \*\*p < .01, \*\*\*p < .001.

**4. DISCUSSION**

The findings of the current study point to the paramount importance of emotional intelligence (EI) as a leadership competency and organizational performance variable at the work place. The empirical evidence shows that EI directly and indirectly influences such outcomes, especially conflict management and welfare of employees. It was found that high scorers in EI have a higher ability to resolve conflict constructively, build psychologically safe and healthier workplaces. In their turn, these antecedents made leadership and performance of the organization, in general, more productive. It is also necessary to say that the moderating effect of well-

being turned out to be especially noticeable, and one could have assumed that emotionally intelligent leaders can make a difference not only with the task-based performance but the general well-being of the population. Sub group analyses indicated that they were most effective among the top executives, and people-oriented sectors such as healthcare and education, therefore, demonstrating the complications of context and situation that mediate the utility of EI. These are the findings alongside other researches. A review of more than a hundred papers by Gerhardt et al. [13] resulted in the conclusion that EI is a valid predictor of leader performance in organizations, and the explanatory power of the existing model strongly supports this conclusion. The metaanalysis of Dooglu [14] also showed that EI has a positive correlation with employee performance, such as committedness, satisfaction, and performance and is also applicable here in the context of performance and effectiveness of leadership in workplace. The findings are also remaining of the findings of Somasundari et al. [15] that theorized that EI improves team dynamics and conflict resolution, a direction that is reflected in the present study in mediating conflict resolution between EI and leadership effectiveness. Applied organizational evidence also confirms these findings. This paper revealed that well-being mediated between EI and performance at work, which conformed to Gurumoorthi and Pougajendy [16] that revealed that EI influenced quality of work life in a positive manner. Similarly, Sudiro et al. [17] also stressed mediation role of attitudes and emotional regulation in the relationship between EI and performance which testifies the power of the current mediation model.

The significance of EI during crisis also supports the conclusions with the additional argument. The findings of Sivanthinathan et al. [18] matched the current study in that EI was particularly useful across the fields of health care and education where people frequently face crisis and interpersonal needs, which led to resilience and creativity. Diener et al. [19] have emphasized that positive emotions are important factors influencing performance in the workplace and this is also evident here in mediation of well-being. Also, male and female trends of EI in the reports by Apore and Asamoah [20] were recapitulated where the female participants demonstrated stronger links of EI and well-being than the male participants, and thus the subtle role of gender in the process of emotional intelligent leadership.

Theoretically, the study will add to the body of the research as it will bring the conflict management and well-being to a single explanatory framework linking EI to leadership performance and effectiveness. This integrative model transcends the fragmented approaches used in past research and it is quite suitable in the Job Demands Resources framework that illustrates the contribution of EI as a resource that alleviates stress and as a performance generator. In practice, the findings would suggest that businesses should integrate the advancement of EI in leadership education through coaching, 360-degree assessment, and formal training in the management of conflicts. Consideration of EI in services like recruitment and promotion decisions also should be made, more so in high-contact businesses. Moreover, the gendered differences which were identified in the given study indicate that the positive outcome of EI development is possible to achieve with the assistance of the inclusive training approaches among various categories of workers.

Although this study has made contributions, it also contains weaknesses that may be used in future research. It is cross-sectional and, therefore, cannot be causally inferred, and longitudinal or experimental designs would prove useful in testing the time dynamics of the effects of EI. Even though the multi-sector sample is compatible with generalization, cross-cultural research would be necessary to make the mediation model applicable to other cultural contexts. In addition, the rise of hybrid and online working environments makes it also unknown whether EI functions similarly in such virtual environments that conflict and communication patterns are quite different. Finally, a mixture of neuroscience-based measures or behavioral data with self-report scales would improve the validity and reduce potential biases. This paper presents extremely strong empirical data that EI is a better leadership and workplace performance enhancer in both relational and affective processes. The findings contribute to the literature by corroborating current reviews, meta-analyses and applied studies and provide a roadmap to future research and practical strategies that organizations can adopt in order to harness EI in the establishment of effective, resilient and well-functioning workplaces.

## CONCLUSION

Emotional intelligence (EI) is validated in this paper to be a significant variable of leadership performance and performance at the workplace, both directly and indirectly, through conflict resolution and the well-being of employees. These findings affirm that leaders who possess high EI are better placed to deal with interpersonal complexities, conflict management and create favorable organizational climates that promote resilience and

general operation of the organizations. The integrated structural model, which is applied here, also adds to the theoretical knowledge as it ties the relational and affective processes to the whole explanatory model, showing the fact that EI is not a single trait but a company resource that may affect the overall outcome. In practical terms, the findings emphasize the necessity to include EI in leadership training through the introduction of particular training, testing, and coaching and consider the idea of EI during recruitment and performance appraisals. This is particularly true of people intensive industries such as healthcare and education where the level of interpersonal needs is very high. The differences of gender and sector that have been identified suggest that it is important to create an inclusive and sector-specific program on EI that would ensure that various employees achieve fair and efficient outcomes. Although this method has limitations due to cross-sectional design and use of self-report measures, the strength of the results provides a firm background to further investigations. Longitudinal, cross-cultural and hybrid-workplace research would be valuable in the grasp of the role EI continues to play in shaping leadership in evolving organizational contexts. Collectively, the findings support the significance of emotionally intelligent leadership as a fundamental source of sustainable organizational performance as it offers theoretical and practical data on how to enhance leadership ability in the contemporary complex and dynamic working environment.

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