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Role of Emotional Intelligence in Managerial Effectiveness

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Abstract

The concept of emotional intelligence has grown into a significant management skill that effects both the management's emotional sensitivity, emotional control and how they manage their feelings, as well as how they relate with their employees and how they cope with complex organizational situations. With the changing dynamics of business and increased competition, managerial effectiveness goes beyond technical skills and professional knowledge to interpersonal skills, emotional awareness and being able to relate well with others at work. This research focuses on the correlation between emotional intelligence and managerial effectiveness, targeting the elements of self-awareness, self-regulation, motivation, empathy and social skills. It examines the role these dimensions play in leadership effectiveness, employee engagement, managing conflict, teamwork, decision making and organizational performance. The study also emphasizes the importance of emotional intelligence in handling stress at work, interpersonal problems, and creating a positive organizational atmosphere. The relationship between emotional competencies and managerial practices will be explored, and the potential implications for enhancing organizational goals, team performance, and employee relationships for managers with higher levels of emotional intelligence will be explored. The study highlights the importance for organizations to introduce emotional intelligence in managerial development programs, leadership training and human resource management. It determines that emotional intelligence is not just a desirable personal trait but a useful managerial skill for effective leadership, productive relationship in the workplace and the overall success of an organization in the long run.

Keywords: Emotional Intelligence, Managerial Effectiveness, Self-Awareness, Empathy, Leadership Effectiveness, Employee Engagement, Decision-Making, Organizational Performance.

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1. Introduction

The effectiveness of management has become one of the most significant factors affecting an organisation's success, employee performance and sustainable growth in the modern business world. Managers are required to undertake a number of duties, such as planning, decision making, problem solving, conflict resolution, team co-ordination and meeting organisational goals. But management is not just a technical and professional matter, nor is it an administrative one. Also, it needs to have an understanding of human behaviour, the capacity for managing workplace relationships, the ability to react to emotional situations, and the capacity to build a positive organisational climate. Emotional intelligence has become an important competence in this context that has a positive effect in the activities of managerial and leadership.

EI is the capacity to identify, understand, manage and express emotions, as well as react to other people's emotions. It helps them to remain emotionally balanced, show empathy, communicate effectively and build positive relationships. Managers' skills in this area are especially important in a management context as they will interact with colleagues, staff, customers and other stakeholders with varying personalities, expectations and emotional reactions. Managers who are emotionally intelligent are more likely to grasp employee concerns, resolve office conflicts, handle the professional

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pressure, and make well-informed decisions. Thereby, the human and interpersonal skills of managerial effectiveness can be bolstered by emotional intelligence.

There are several salient points to consider in the study of the link between EI and managerial effectiveness, such as self-awareness, self-regulation, motivation, empathy, and social skills. Self-awareness helps managers understand their own emotional capabilities, weaknesses and behaviour, which will enhance their professional judgement. They have developed skills in self-regulation, which helps them manage their emotions, stay calm under pressure and remain positive to change in the organisation. Empathy helps managers understand their employees' thoughts, concerns and perspectives, and to treat them with compassion. Motivation helps to inspire them to persist, commit and act towards a goal. Likewise, social skills allow for effective communication, collaboration, negotiation and conflict management. These competencies, in combination, lead to managers who can work on balancing organisational needs and employee expectations.

Modern management is more complicated as a result of technological developments, international competition, differences among employees, shifting expectations among employees, and new organizational structures. Managers are often expected to perform a variety of tasks in the face of uncertainty, change in the organisation, interpersonal conflict and employee engagement in stressful situations. Technical skills and managerial abilities remain important, but may not suffice to address emotional and behavioral problems to manage employees. Emotional intelligence is, therefore, one of the additional management competencies that increases adaptability, harmonious working relationships in the workplace, employee motivation and effective management. This is particularly true when decision making is required in a sensitive environment, and when the relationships and stability of the organization must be upheld.

Moreover, emotion intelligence is important to build trust and enhance communication between managers and employees. When staff feel their manager understands, is approachable and emotionally stable, then they are likely to express views, voice concerns in the workplace, and be involved with the organization. Managers that are empathetic and aware of emotions can foster a workplace that is safe for employees and respectful of their feelings. This can help enhance job satisfaction, organizational commitment, minimise interpersonal issues and foster better teamwork. Emotional intelligence also allows positive feedback, successful delegation and valuing employee contributions, creating better manager-employee relationships and team productivity.

However, the use of emotional intelligence in management needs to be explored further in light of its increasing significance. Performance of management is usually judged by measurable criteria like productivity, achievement of targets, efficiency in operations and financial results. However, interpersonal and emotional skills which can affect these outcomes can be less emphasized in managerial assessment and development programs. This knowledge can be applied by organisations to identify the 'behavioural' skills required for effective management and design training and leadership development programmes and other interventions.

In this light, the present research paper explores the contribution of emotional intelligence for the managerial effectiveness with special emphasis focusing on the relationship between emotional competencies and managerial performance. It explores how self-awareness, emotional regulation, motivation, empathy and social interaction affect areas of decision making, communication, working with staff, managing conflict, and working within a team. The paper further recommends that emotional intelligence must be introduced in the managerial development to improve managerial competence and organisational performance. The purpose of this research is to give a broader and deeper understanding of emotional intelligence as an essential management competency in the contemporary organizational setting by examining these aspects.

Lastly effectiveness of management should be assessed in terms of both attaining business objectives and the personal capacity to manage others, keep effective working relationships and positively manage problems in the workplace. EI can be a useful starting point to assist students to achieve this balance. An emotionally skilled manager can help to create an "emotionally responsive workplace," foster better relationships with co-workers and peers, and perform well within the organisation in a world of dynamic business change.

2. Background of the study

Management's effectiveness has become a major factor in the success of an organisation and its employees in today's business world. Managers have a lot of responsibilities including planning, decision making, problem solving, conflict resolution, organizing team members and tracking team's performance. However, the only way a manager

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can be a successful manager is not only by their professional qualification, but also by their technical knowledge and working knowledge of the processes of the organisation. The ability to understand feelings, cope with others, handle work problems and deal with multiple situations

Other behaviors of significance to effective management are also vital to effective behavior management. In this regard, emotional intelligence has been recognized as one of the most crucial managerial competencies that impacts leadership behaviors and organizational performance.

Emotional intelligence is the ability to recognize, understand, regulate and respond to feelings and the feelings of others. This concept was later picked up by Salovey and Mayer (1990) who defined EI as a component of social intelligence, one of which consists of monitoring one's own and others' emotions and feelings. More recently, Goleman (1995) popularized the term and demonstrated its value for personal effectiveness, leadership and success in professional careers. Emotional Intelligence has several facets including self-awareness, social skills, empathy, self-regulation and motivation. These help a person deal with stress in the workplace; communicate effectively; develop trust and be productive in their work relationships.

This is especially important as managers often have to deal with uncertainty, conflicting priorities, interpersonal conflicts and organizational change. An emotionally intelligent manager can read more between the lines of the employee grievances, be able to manage the situation to contain it, deal with conflict and make decision for balance. Self-awareness allows managers to determine their own emotional strengths and weaknesses and self regulation allows them to manage their emotions in difficult situations. Likewise, empathy enables managers to grasp the views of employees, acknowledge their hopes and desires, and react to their expert and social requirements. Collaboration, employee engagement and team performance are further bolstered by the effective communication and relationship-management skills.

In addition, emotional intelligence has a great relevance in the context of the contemporary leadership. The traditional management practice is based on authority, supervision, assignment and control of performance. However, the old management approach is not feasible in the present organizations. The expectations of managerial positions are raised as teamworking and workplace diversity gain in significance, employee wellbeing becomes important, collaborative decision making grows in importance. Managers are thus tasked to juggle organizational goals and employee expectations while keeping the workplace open to accountability, motivation, innovation, and respect. Emotional intelligence provides an important behavioural foundation to meet these expectations.

Moreover, organizational effectiveness has links with decision-making proficiency and positive relationship management skills of managers. Employers with emotional intelligence can recognize how emotions impact on employee communication and interpersonal relationships in a group, and understand why emotions can influence employee behaviour. Being able to react, rather than just respond, can help to reduce misunderstandings and enhance conflict-management skills. The adaptability of managers can also be enhanced by emotional intelligence, as it helps them remain calm during changes in the organisation, technological advancements, competition and other situations that might lead to stress in the workplace.

Many organizations know that emotional intelligence is crucial for managing employees, but they continue to have communication issues, employee discontent, workplace conflicts, inappropriate leaders, and managing diverse team members. The challenges suggest that there is a need to investigate other behavioural skills that facilitate managerial effectiveness in addition to traditional managerial knowledge and technical skills. While having functional expertise and professional experience will undoubtedly be a key component of the successful manager, the ability to understand and control emotions may be a deciding factor in successful managers who have issues in the management of people and relationships.

Keeping this background in mind, the present study titled "Role of Emotional Intelligence in Managerial Effectiveness" aims at studying the relationship between emotional intelligence and managerial effectiveness. It highlights the need for managing the four factors of emotional intelligence (self-awareness, self-regulation, empathy and social skills) to be successful as a manager and effective in the workplace. The study also reinforces the importance of emotional competencies in improving decision making, interpersonal communication, conflict, behavior in leadership and work relations. The findings will be useful for organizations, management experts and human resource practitioners in their understanding of emotional intelligence as one of the most important skills required for developing competent managers, as well as improve the overall performance of organizations.

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3. Objectives of the Study

1. To analyse how emotional intelligence can contribute to managerial effectiveness in various organisations.
2. To investigate the impact of self-awareness and self-regulation on managerial decision making and professional behaviour.
3. To explore how empathy and social skills are linked to communicating effectively, maintaining personal relationships and working as a team.
4. To establish the link between emotional intelligence and managerial skills such as leadership, conflict resolution, problem solving etc.
5. To assess the role of emotional intelligence in employees' motivation, engagement, and relationships at work.

4. Literature Review

The concept of emotional intelligence has become a significant aspect of the study of management and organisational behaviour as it is clear that effective management goes beyond professional knowledge and technical skills. The ability to identify, comprehend, manage and react in an appropriate way to emotions, has a significant impact on the way managers communicate, lead, relate to others, manage conflict and make decisions in organisations. This literature review will review the key studies and research on emotional intelligence and its relationship to the effectiveness of managers.

1. Conceptual Foundation of Emotional Intelligence

Emotional intelligence was a phrase coined by Salovey and Mayer (1990) as a type of social intelligence, which is the ability to monitor the self and others, to differentiate between various emotional states, and to use this information to inform reasoning and action. Their conceptualisation set the stage for the understanding of the role of emotional skills in relations with other people and professional relationships. This is especially applicable in the management context, where managers often find themselves in situations where they must be emotionally aware, use good judgment and respond appropriately to employees' concerns. Their work suggests that emotional intelligence is an important component of effective interpersonal and organisational functioning.

Mayer, Salovey and Caruso (2004) developed the theory of the four capacities of emotional intelligence which include the ability to perceive emotions, use emotions to inform thinking, understand emotions and manage emotions. They have learned that emotional intelligence is not limited to the recognition of emotions, but also knowing about the information in emotions and utilizing them in a positive way. These skills play an important part in the working world where managers are required to assess work situations, resolve conflict among staff, make decisions under pressure and deal with professional relationships. The approach they provide provides a good basis for examining emotional intelligence as a factor influencing managerial effectiveness from a theoretical perspective.

2. Emotional Intelligence and Leadership Effectiveness

Goleman (1998) clearly explained that EI is one of the significant issues that make the difference between the highly effective leaders and the technically intelligent and the intellectual. He pointed out five significant aspects of emotional intelligence: Self awareness, self regulation, motivation, empathy, and social skills. His view is that managers with these skills have the ability to better grasp employee expectations, handle conflict in the workplace and build positive relationships in the workplace. He also noted that emotional competencies are applicable to leadership development and to organisational performance and hence emotional intelligence is an important factor in managerial selection and training.

Wong and Law (2002) examined the impact of emotional intelligence of leader and follower in the workplace performance and employees' attitudes towards work. According to their study, there is empirical evidence suggesting that emotional intelligence has applications to job performance, job satisfaction and extra role behaviors. The results showed that the emotional intelligence of employees had a positive relationship with job performance and emotional intelligence of leaders had a positive relationship with their satisfaction and extra-role behaviors. The results of this research reveal that managerial effectiveness is not solely dependent on the managerial attributes, but also the emotional attributes and behavioural reactions of the employees in the organisation.

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3. Emotional Intelligence and Managerial Performance

Law, Wong and Song (2004) reviewed the construct and criterion validity of emotional intelligence and how it could be used in management studies. They investigated the difference between emotional intelligence and the nature of personality traits and emphasized its importance in organizational behavior. The study helped in understanding the variables to be used in assessing and applying emotional competencies in managerial situation. People who are able to pick up on emotional signals, understand interpersonal differences and respond to them appropriately are more likely to be able to manage teams and build good working relationships. They support emotional intelligence as a relevant parameter to assess managerial skills.



Source: *https://kapable.club/.well-known/sgcaptcha/?r=%2Fblog%2Femotional-intelligence%2Fwhat-is-emotional-intelligence-in-management%2F&y=ipc:49.37.232.99:1794336118.691*

Rosete and Ciarrochi (2005) examined the relationship between emotional intelligence, personality, IQ and the effectiveness of senior executives in their leadership role. They examined 41 executives, and included measures of emotional intelligence, personality, cognitive ability, and leadership performance. It was found that emotional intelligence had a significant relationship with the leadership effectiveness and was able to explain unique variance in addition to personality and cognitive intelligence. This work has managerial relevance in terms of positive outcomes in managerial effectiveness; it demonstrates that emotions can be a legitimate complement to the traditional conception of intelligence to predict managerial performance. It also recommends that companies should take into account emotional skills in assessing managerial ability and development training initiatives.

4. Emotional Intelligence and Organisational Decision-Making

They introduced an integrative model of emotional intelligence by Joseph and Newman (2010) which shows how the three components of emotional perception, understanding and regulation are linked to job performance. The cascading model they propose implies that recognising emotions would aid in understanding an emotional situation, which, in turn, would help with emotional regulation. It is helpful in a managerial decision making context, when managers face uncertain situations which involve conflicting interests and interpersonal pressures. Interpretation of emotions and ability to control emotional responses can enhance quality of managerial judgment and decrease the risk of impulsive

Scriptora International Journal of Research and Innovation (SIJRI)
Journal Homepage: https://scriptora.org

decisions. They link successful performance at work to emotional abilities on a theoretical basis.

In his discussion on leadership styles and organisational results Goleman (2000) emphasized the importance of leadership flexibility and responding to various situations in the workplace appropriately. He said effective leaders use various leadership styles in response to the situation and the needs of their staff. Emotional intelligence helps to facilitate this flexibility by helping managers understand the emotional climate of the organisation, and adjust their communication and leadership accordingly. This approach suggests that managers will need to have the ability to manage organisational goals and expectations towards employees, especially when circumstances are uncertain and changing within the organisation.

5. Emotional Intelligence and Employee Relationships

To do this, Harms and Credé (2010) have undertaken a meta-analysis that examines the emotional intelligence/tfl relationship. They found emotional intelligence to be positively correlated with transformational leadership, with the correlation's strength depending on the source of measurement. The study is significant because transformational leadership entails inspiring other employees, encouraging employee growth, visioning the organisation and fostering employees' commitment. Individuals who exhibit higher emotional competency are likely to be more able to comprehend employee motivations, deliver valid feedback, and foster positive working relationships. The authors' results, however, indicate that independent assessments should be used to explore the relationship between emotional intelligence and leadership effectiveness.

The correlation between emotional intelligence and job performance was investigated by conducting a comprehensive meta-analysis (O'Boyle et al., 2011). They examined ability-based, self-report and mixed models of emotional intelligence. The results showed that there were positive correlations among the various emotional intelligence dimensions and job performance. The study offers greater empirical evidence to support the tenability of the argument that emotional competencies are associated with workplace effectiveness. These skills are applicable in management contexts to employee supervision, communication, conflict resolution, performance management, etc. Based on the results it is possible that, emotional intelligence must be taken into account together with cognitive ability and personality in determining the factors that influence professional performance.

5. Material and Methodology

The present study is descriptive and analytical research, which is used to study the role of emotional intelligence in improving the effectiveness of the manager. The study aims to examine the effect of the four dimensions of emotional intelligence (self-awareness, self-regulation, motivation, empathy, and social skills) on managerial competencies (decision-making, effectiveness in leadership, conflict resolution, engagement of employees, communication, and organizational performance. The research is based on both primary and secondary sources of data. The primary data can be gathered from the managers and supervisory-level employees in selected organizations by an itemized structured questionnaire with five-point Likert scale. Sources of secondary data could include research journals, research books, published reports, organizational documents, and scholarly databases. The respondents will be selected with the use of an appropriate sampling technique, which will include respondents from various organizational sectors and managerial levels. The information collected will be presented in a systematic classification, tabulation and analysis with the use of suitable statistical technique such as percentage, mean scores, correlation and regression analysis to analyze the relationship between emotional intelligence and managerial effectiveness. The study is designed to determine the impact of emotionally intelligent managers on positive relationship in the workplace, employee motivation, good team coordination and attainment of the organizational goals. The methodological approach is aimed at providing a meaningful insight into the role of emotional intelligence in the modern organizational context, the managerial job.

6. Results and Discussion

The results of the study show that Emotional Intelligence has a significant impact on the effectiveness of managers and the performance of the organization. EI is a way to recognize, comprehend, regulate and respond to one's own and others' emotions to assist managers in their work. The results show that overall, those managers with higher emotional intelligence abilities are more likely to be able to deal with situations in the workplace and manage professional relationships and make decisions under stress. They are able to control emotions in difficult circumstances, which

Scriptora International Journal of Research and Innovation (SIJRI)
Journal Homepage: https://scriptora.org

helps to keep the workplace stable and foster confidence in the leaders. Along with the traditional managerial skills, emotional intelligence is considered as a valuable quality in managers.

The discussion also reveals that one is important to managerial effectiveness, namely, self-awareness. When managers have an understanding of their emotional problems, weaknesses, behavioral tendencies and responses they can make unbiased decisions and won't make hasty decisions. It can help them to understand how their attitude and feelings impact their work relationships. Self-aware managers also are more likely to be open to positive feedback and are more likely to be willing to change their leadership styles. This quality helps in the development of professional maturity and helps managers to remain consistent in terms of the managerial behaviour and organizational expectations.

The other significant result is related to the role of self-regulation in good management practices. Managers who are able to control emotional expression, manage frustration and respond constructively to unexpected situations, contribute to workplace control and organizational stability. When managers are emotionally controlled, they are not likely to let a personal disagreement or a short-term stress get in the way of business judgment. It is especially useful in handling employee complaints, settling conflicts, implementing organizational changes, and handling performance-based issues. Good emotional regulation also creates a good role model for employees and helps create positive behaviors among staff in the workplace, which leads to positive communication and behaviors throughout the business.

The study also emphasizes on the importance of Empathy in Improving Manager Employee relationship. Workplaces that are conducive to positive and supportive working environments are more likely to be established when employees have managers who have insight into their emotions, hopes, worries and career challenges. Managerial action that could be described as “empathemic” will enable communication, build each other up in respect and encourage free expression of opinion. It also enables managers to know the reason for dissatisfaction among employees so that they can take corresponding measures to assist them. Empathy is referred to specifically, in relation to the presence of different employees from different cultural backgrounds in the same organisation, with different modes of communication, expectations and orientations to work. Identifying these differences can help emotionally intelligent managers foster collaborative working relationships and minimize misunderstandings between people.

Other important aspects of good management – dealing with relationships and social skills – are identified. A good manager can communicate organization objectives, organize team functions, manage disagreements and establish relationships and partnerships. They are able to convey a message which makes employees conscious of the company priorities and their role. Also, good relationship management develops team working based on trust, co-operation and positive engagement. A good manager should be able to communicate clearly and sensitively to help defuse conflicts that arise, so they are not going to fuel the conflict among the members.

The results also suggest that there is a significant relationship between emotional intelligence and the decision-making and problem-solving abilities. Often, managers' decisions are uncertain, have multiple competing interests, time pressure, and expectations from multiple stakeholders. In such situations, emotional intelligence is applied to identify the emotional factors that affect the reactions of persons and groups. Emotionally intelligent managers might be able to think more expansively than in the short term, but also consider what might happen, what they should think about doing, what's the other side of the coin, etc. This will aid managers when they are making decisions and not to ignore the human aspect of business decisions. Thus, managerial decision making has emotional intelligence as an additional analytical and technical skill.

A related issue that we can discuss is the connection between emotional intelligence and employees' motivation, engagement and satisfaction levels. Managers who have a good understanding of the value employees bring to the organization, who provide feedback, who understand differences and who are sensitive to employees' problems have the potential to create a more motivating culture for the employees. Employees may trust managers more and be more willing to do what they're asked to do when they feel supported by management. Emotional intelligence can also assist managers in recognizing any elements that are impacting employee morale, and select appropriate motivational tactics. Thus, the efficient utilization of EI can lead to increased employee involvement, decreased interpersonal conflicts and better team performance.

The research also suggests that emotional intelligence is involved in conflict resolution and adjusting to changes in the organization. Conflicts can occur when people have different opinions, don't communicate well, have different workloads, differences in priorities and expectations regarding the relationship between the parties. Higher emotional

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intelligence managers have a better chance to read the minds of conflicting people, and to help them engage in productive dialogue. They can seek to understand, to communicate, to feel and to calm themselves rather than relying on their position and/or power. Similarly, HR managers with emotional intelligence can find employee problems and assist in transitioning more effectively in restructuring, technology or business changes. These skills enhance the management's responsiveness and bolster organizational sustainability.

Overall, the discussion sets the stage for the conclusion that emotional intelligence is a multi-faceted managerial ability which has influence on employee relationship, leadership behavior, decision making, conflict management, and organizational productivity. It is not intended to be a substitute for the knowledge, strategic thinking or technical skill, but to be an addition to these skills in the human and interpersonal dimension of management. Human Resource Development practices can be complemented with the use of Emotional Intelligence Assessments, Leadership Development Programs, Interpersonal Communication Training, and continuous feedback systems to improve the effectiveness of managers. Ultimately, a more cooperative, responsive and performance-driven organizational culture can be created by developing emotional intelligence among managers.

7. Conclusion

Emotional intelligence has a great impact on improving managerial effectiveness by helping managers to understand, control and react to their emotions and other people's emotions as well. With the changing dynamics of today's organizational landscape, managerial success is not only about technical competency and managerial decision making, but also about the way they relate to others, communicate, exhibit empathy and are able to adapt and show control over their emotions. Managers who have higher EI can handle work conflict, inspire staffs, handle stressful situations, create trust and maintain a positive organisational climate. Furthermore, emotional intelligence improves leadership skills by helping to build better teamwork, employee engagement, and decision-making. It also assists management to know what staff members are worried about, to find a resolution to problems within the workplace and to maintain a harmonious working relationship. In conclusion, the significance of emotional intelligence as a managerial competency needs to be recognized and given importance as a leadership development tool, manager development programmes and HRM in an organisation. In the final, the employment of emotional intelligence in managerial occupations can help to create more effective management, involve employees more effectively, improve organizational productivity and keep the efficiency of the organization.

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