

The impact of emotional intelligence on leadership effectiveness.

Review

El impacto de la inteligencia emocional en la efectividad del liderazgo.

Revisión

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Abstract

Emotional intelligence is the ability to adequately understand and manage our own emotions and those of others. This competency encompasses the proper management of feelings, empathy, emotional self-regulation, and the establishment of healthy interpersonal relationships, promoting personal and social well-being. The objective was to analyze how emotional intelligence influences leadership effectiveness. The research was conducted using a quantitative approach, with a retrospective longitudinal design. A systematic literature review was conducted in the Scopus, Google Scholar, and PubMed databases to identify studies published between 2017 and 2024 that investigated emotional intelligence in leadership effectiveness. In the identification stage, 234 records were found in databases, but 105 were eliminated due to duplicates, readability issues, or other reasons. A request was made for retrieval of 54 reports, but 15 could not be retrieved. Of the 39 reports assessed for eligibility, 24 were excluded. Ultimately, 15 studies were included in the review. These studies revealed that emotional intelligence plays a crucial role in leadership effectiveness. It was concluded that leaders with high emotional intelligence foster positive work environments, increasing engagement, employee satisfaction, and organizational results, highlighting the importance of investing in developing emotional skills in the field of leadership.

Keywords: Commitment; Effectiveness; Emotional intelligence; Leadership; Job satisfaction

Resumen

La inteligencia emocional es la capacidad de entender y manejar adecuadamente nuestras propias emociones y las de los demás. Esta competencia comprende la gestión adecuada de los sentimientos, la empatía, la autorregulación emocional y el establecimiento de relaciones interpersonales saludables, favoreciendo el bienestar personal y social. En este sentido, el objetivo fue analizar cómo la inteligencia emocional influye en la efectividad del liderazgo. La investigación se desarrolló mediante enfoque cuantitativo, bajo un diseño longitudinal retrospectivo. Se realizó una revisión sistemática de la literatura en las bases de datos Scopus, Google Scholar y PubMed para identificar estudios publicados entre 2017 y 2024 que investigaran la inteligencia emocional en la efectividad del liderazgo. En la fase de identificación, se encontraron 234 registros en bases de datos, pero 105 fueron eliminados por duplicados, problemas de legibilidad u otras razones. Se solicitó la recuperación de 54 informes, pero 15 no se pudieron recuperar. De los 39 informes evaluados para elegibilidad, se excluyeron 24. Finalmente, 15 estudios fueron incluidos en la revisión. Estos revelaron que la inteligencia emocional juega un papel crucial en la efectividad del liderazgo. Se concluyó que los líderes con alta inteligencia emocional fomentan ambientes laborales positivos, aumentando el compromiso, la satisfacción de los colaboradores y los resultados organizacionales, lo que resalta la importancia de invertir en el desarrollo de habilidades emocionales en el ámbito del liderazgo.

Palabras clave: Compromiso; Efectividad; Inteligencia emocional; Liderazgo; Satisfacción laboral

INTRODUCTION

Emotional intelligence (EI) is the ability to understand and effectively manage both our own emotions and those of others. In a global context marked by constant connections, this skill becomes essential, as it drives people to create strong bonds, achieve goals, and face challenges more easily. Currently, it has positioned itself as an indispensable pillar for individual and professional growth, promoting adaptation to challenging scenarios and offering tools to solve disagreements in a positive and collaborative manner (Mintz and Stoller, 2014; Rao, 2006).

In his seminal work, "Emotional Intelligence," published in 1995, this author revolutionized the way we understand the role of emotions in our lives. Through his research, he demonstrated that emotional competencies can be classified into two categories: intrapersonal and interpersonal. Intrapersonal competencies refer to how we relate to ourselves, while interpersonal competencies focus on our interactions with others. This distinction is crucial, as a person who does not have a good relationship with themselves will find it difficult to establish meaningful connections with others (Ryback, 1997).

Furthermore, in addition to its impact on individual growth, EI transcends the professional sphere, consolidating itself as a determining factor. In work environments, those who develop this skill demonstrate a greater ability to manage pressure situations, work harmoniously in teams, and exercise effective leadership. Furthermore, those who hold leadership positions with this quality not only inspire and mobilize their collaborators, but also generate healthier work environments, driving increased organizational efficiency and team well-being (Abarca et al., 2021; Bar-On, 2006; Suhaimi et al., 2014).

Leadership has its most remote antecedents in the origins of man himself, ever since man had needs that needed to be met, learned to organize himself into groups, and as a result, the guide or leader emerged. In this sense, the qualities associated with leadership have deep historical roots, even being linked to ancient civilizations. For example, these principles were already addressed in classical Chinese texts from the 6th century BC, as

well as in the Old Testament of the Bible, where the profiles and actions of leading figures of that time are documented. In parallel, in ancient Greece, thinkers such as Plato and Aristotle analyzed in their philosophical treatises the ethical attributes and obligations inherent to those who exercised roles of authority (Hogg, 2010; Sartorius, 2009).

On the other hand, leadership constitutes an essential pillar, based on the ability to inspire, guide, and mobilize a group toward the achievement of collective goals. To exercise it, competencies such as critical analysis, discernment, and the ability to make sound decisions in diverse settings are essential. Furthermore, ethical leadership is decisive for promoting culture and quality, participating at different levels of leadership. However, organizational barriers can limit its full exercise, so it is essential that institutions support and foster the leadership of different specialists. This allows for improved performance and productivity and the development of a collaborative and effective work environment (Heinen et al., 2019).

This approach transcends hierarchies or formal labels, focusing on the competencies and virtues that equip an individual to meaningfully guide a collective, organization, or social group. At its core, it represents a collaborative dynamic based on reciprocal interaction between the leader and their team, where transparency, assertive dialogue, and emotional connection emerge as indispensable foundations for achieving shared goals (Chiquillo et al., 2023).

In the modern corporate context, the influence of EI on effective leadership has taken on special importance, especially in environments where team management, cooperation, and dialogue are pillars for achieving collective goals. Faced with increasingly complex challenges and a constantly changing work landscape, it has been shown that those who exercise leadership with a solid command of their emotions manage these adversities more strategically, promoting adaptive and sustainable responses (Supramaniam and Singaravelloo, 2021).

EI gives leaders the ability to identify and regulate both their own emotions and those of their team, thus promoting a balanced work environment oriented toward efficient results. This translates into better communication, greater empathy toward employees' needs and concerns, and a superior

ability to solve conflicts constructively. Furthermore, those who lead with EI tend to drive and motivate their teams more effectively, strengthening group cohesion and bonding, which translates into significant improvements in collective performance and professional well-being (Boyatzis, 2009, 2018; Conejero et al., 2022).

In a global context that prioritizes diversity and inclusion, EI emerges as a key competency for those who lead multicultural or heterogeneous teams. By developing the ability to interpret and respect different perspectives, contexts, and experiences, leaders facilitate the construction of spaces where each member feels recognized and actively participates. This approach not only strengthens group unity but also fosters the generation of innovative ideas and creative solutions, vital elements for institutional progress (Güleryüz et al., 2008; Libbrecht et al., 2014; Oshagbemi, 1999; Ulutaş et al., 2023). Also, by fostering an inclusive environment, leaders can make the most of available talent, which in turn can significantly improve the company's overall performance.

Thus, EI has established itself as an indispensable element in the exercise of leadership, providing leaders with tools to interpret and regulate both their own emotions and those of their team members. This ability improves communication, the work environment, and also enhances group motivation and performance. Therefore, the objective of this research is to analyze how emotional intelligence influences leadership effectiveness.

METHOD

The study was implemented using a quantitative methodology, employing a retrospective longitudinal design. Through a systematic analysis, the impact of EI on leadership effectiveness was evaluated, determining the processes through which this connection materializes in corporate environments.

A methodical analysis of the academic literature was conducted using Scopus, Google Scholar, and PubMed platforms, with the purpose of selecting research published between 2017 and 2024 that explored the influence of EI on leadership effectiveness. In this regard, the following search equation was used: ("emotional intelligence" AND "leaders") AND ("motivate" OR "manage teams")

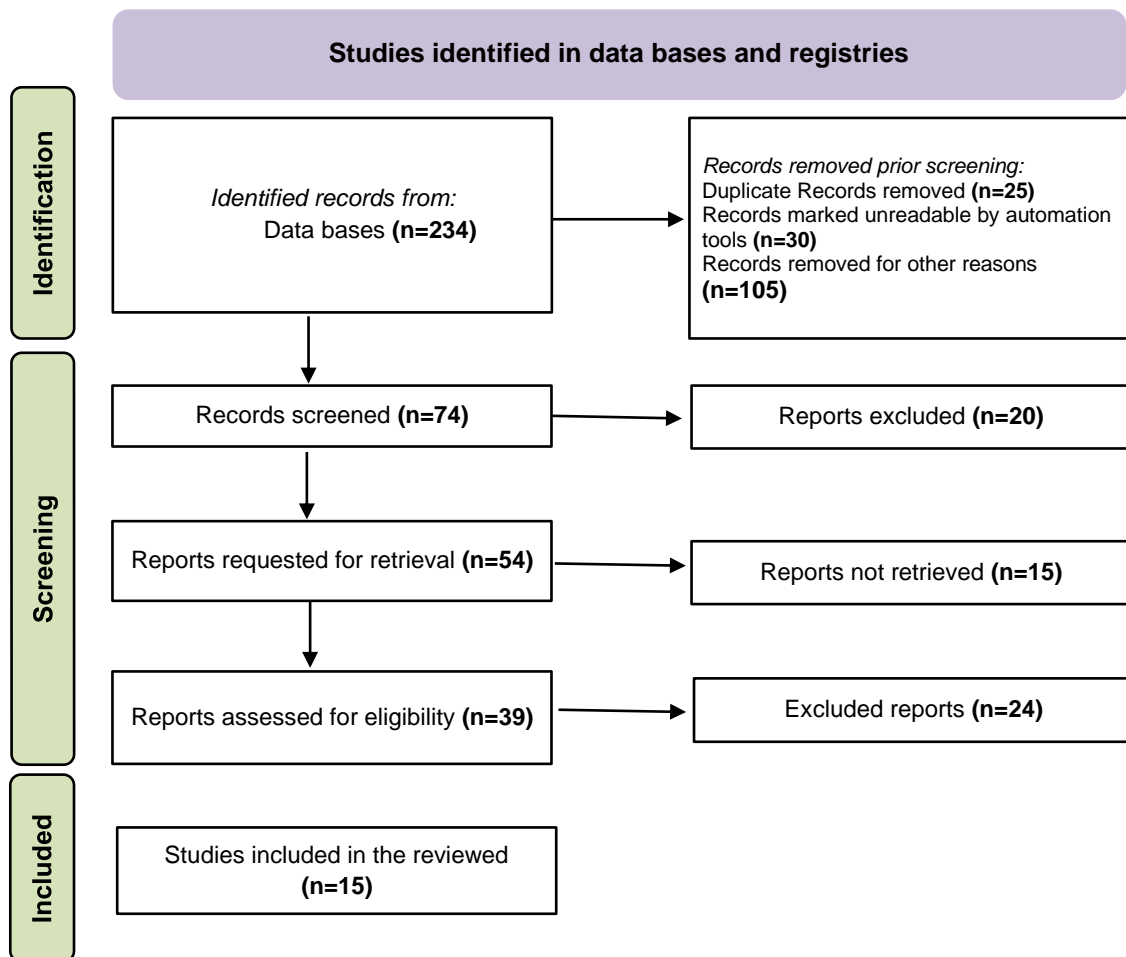
AND ("leadership styles" OR "organizational outcomes") AND ("job satisfaction" OR "employee retention") AND ("business context" AND "interpersonal skills"), which allowed to filter the results and focus on relevant research.

The following inclusion criteria were used to select the reports: Studies published in English or Spanish. Original studies that evaluate EI effect on leadership effectiveness at the individual, or team level. Studies conducted in an organizational context. Exclusion criteria were also defined: Opinion articles or non-systematic reviews. Studies not focused on organizational contexts. Research articles that lack empirical data.

Besides, the identification of relevant studies for this analysis was carried out in two meticulous stages. In the initial stage, the abstracts of all publications collected during the systematic search on the aforementioned platforms were thoroughly analyzed. This preliminary filter allowed for the rapid identification of research that met the defined inclusion parameters, such as: texts in English or Spanish, primary studies analyzing the influence of EI on leadership effectiveness, and works developed in corporate or institutional settings.

In the second stage, a comprehensive review of the full text of the articles that passed the first screening stage was conducted. This in-depth analysis of potentially eligible studies ensured that only studies that truly met all the inclusion criteria were included, while those that did not report empirical results, were narrative reviews, or letters to the editor.

It should be noted that this selection process was conducted independently by two expert reviewers, with the aim of minimizing bias and ensuring objectivity in the studies selection. Disagreements between reviewers were resolved by consensus or, if necessary, by consulting a third reviewer to solve the controversy. This ensured that only studies of high methodological quality and relevance to the research topic were included in the review.

Figure 1. Prisma Flowchart

RESULTS

Figure 1 presents a prisma flowchart illustrating the selection process for the reports included in the review. In the identification stage, 234 records were found in databases, but 105 were eliminated due to duplicates, readability issues, or other reasons. In the screening stage, 74 records were reviewed, and 20 reports were excluded. Retrieval requests were made for 54 reports, but 15 could not be retrieved. Of the 39 reports assessed for eligibility, 24 were excluded. Ultimately, 15 studies were included in the review.

Table 1 presents fifteen research projects published between 2018 and 2024, focusing on the relationship between EI, job satisfaction, and organizational performance, with an emphasis on variables such as leadership, institutional culture, and work environment. Sixty-seven percent of the studies focus on the healthcare sector, particularly hospital and clinical settings, while the remainder addresses contexts such as public administration, energy companies, and SMEs. Methodologically,

quantitative designs with sectorial samples predominate, using statistical models to evaluate the mediation or moderation of psychosocial factors.

From a quantitative perspective, 73% of the studies (11/15) were published between 2021 and 2024; reflecting growing interest in the post-pandemic stage. 67% prioritize the health sector, suggesting an urgency to improve well-being in critical environments. Only 20% (3/15) incorporate moderating variables, such as emotional salary or organizational behavior, pointing to opportunities to delve deeper into complex interactions. Geographically, there is a predominance of Ibero-American (7 studies) and Asian (4), with scarce European (2) and no African representation. The recurrence of Scopus as the main database (66.7%) contrasts with the absence of Q1 journals, except for Sustainability (Table 1).

Furthermore, the results of the selected studies were synthesized to reflect how EI impacts leadership effectiveness, highlighting its fundamental role in creating positive and productive

work environments. Through a detailed analysis, patterns, similarities, and differences among the reviewed studies were identified, allowing for a coherent organization of the information and facilitating an understanding of the various methodological approaches used.

Furthermore, emerging trends were observed suggesting that leaders with high EI are not only more effective at managing teams but also contribute to greater engagement and job satisfaction among their employees, which in turn translates into better organizational results.

Table 1. Relationship between EI, job satisfaction and organizational performance

No	Author	Year	Qualification	Magazine	Database
1	Andang et al., (2024)	2024	The Mediating Role of Job Satisfaction on the Influence of Organizational Culture, Leadership, Emotional Intelligence Towards ICARE-Performance at St. Carolus's Hospital	International Journal of Religion	Scopus
2	Supramaniam and Singaravelloo, (2021)	2021	Impact of Emotional Intelligence on Organizational Performance: An Analysis in the Malaysian Public Administration	Administrative Sciences	Emerging Sources Citation Index (ESCI)
3	Conejero et al., (2022)	2022	¿Qué convierte a una persona en líder? El papel de la inteligencia emocional, la capacidad de trabajo en equipo y la satisfacción laboral en el liderazgo auténtico	Psychology, Society and Education	Emerging Sources Citation Index (ESCI)
4	Shrivastava et al., (2022)	2022	Interprofessional Leadership Development: Role of Emotional Intelligence and Communication Skills Training	MedEdPORTAL : The Journal of Teaching and Learning Resources	Scopus
5	Fletcher et al., (2024)	2024	Understanding Emotional Intelligence to Enhance Leadership and Individualized Well-Being	Hand Clinics	Scopus
6	Yildirim et al., (2022)	2022	Relationships between leadership orientations and emotional intelligence in nursing students	Perspectives in Psychiatric Care	Scopus
7	Ulutaş et al., (2023)	2023	Evaluating the Influence of Emotional Intelligence on Job Satisfaction Among Pharmacists	Journal of Research in Pharmacy	Emerging Sources Citation Index (ESCI)
8	Chiquillo et al., (2023)	2023	Liderazgo y clima laboral en pequeñas y medianas empresas. Revista Venezolana de Gerencia	Revista Venezolana de Gerencia	Scopus

9	Mercader et al., (2022)	2022	Emotional Intelligence as a Predictor of Motivation, Anxiety and Leadership in Athletes	International Journal of Environmental Research and Public Health	Scopus
10	Saripuddin et al., (2024)	2023	Organizational Citizenship Behavior as A Moderator in Employee Performance: A Study on Emotional Intelligence and Job Satisfaction	International Journal of Sustainable Development and Planning	Scopus
11	Serafim et al., (2024)	2024	Emotional Intelligence and Internal Marketing as Determinants of Job Satisfaction and Satisfaction with Life among Portuguese Professionals	Sustainability	Science Citation Index Expanded (SCIE)
12	Abarca et al., (2021)	2021	Inteligencia emocional y satisfacción laboral en enfermeras de un Hospital Regional en Arequipa	Revista Cubana de Enfermería	Scopus
13	Lambert, (2021)	2021	Role of emotional intelligence in effective nurse leadership	Nursing Standard	Scopus
14	Hu et al., (2022)	2023	Relationship between Green Leaders' Emotional Intelligence and Employees' Green Behavior: A PLS-SEM Approach	Behavioral Sciences	Scopus
15	Krau, (2020)	2020	Is Emotional Intelligence an Important Trait for Nurse Managers and Leaders?	The Nursing Clinics of North America	Scopus

Table 2 summarizes the research topics, results, and conclusions analyzed, derived from a comprehensive analysis of variables that impact the work environment. The reviewed publications emphasize the determining role of EI, leadership styles (such as authentic or sustainable), corporate culture, and job satisfaction as key factors for employee performance and psychosocial health. There is also growing interest in exploring the interdependence between these components, particularly in highly demanding contexts such as the healthcare field. The results suggest that empathetic leadership, focused on understanding the emotional dynamics of the team, combined with a well-structured organizational culture, constitute the key foundations for building harmonious and efficient workplaces.

In turn, the results reiterate that EI is a key component for enhancing leadership and increasing job satisfaction. It is evident that those who lead with high emotional mastery foster productive relationships, skillfully resolve tensions, and foster collaborative dynamics. Furthermore, job satisfaction is positioned as an intermediary variable between leadership and performance, indicating that a satisfied employee tends to achieve higher levels of productivity. The conclusions underscore the importance of incorporating training programs focused on EI and leadership techniques within companies, in order to optimize the organizational environment and maximize the impact of these competencies (Table 2).

In this regard, Table 2 provides valuable information on how organizations can improve

employees' performance and well-being. Studies agree that EI and effective leadership are key factors in creating a positive and productive work environment. Additionally, job satisfaction acts as a bridge between leadership and performance, underscoring the importance of fostering an environment that values and supports employees. The recommendations suggest that organizations invest in developing these skills through training programs and implementing strategies that promote a strong organizational culture and empathetic leadership.

Likewise, the reports included in the review synthesize evidence to guide organizations in

optimizing their employees' performance and quality of life. The analyses agree that emotional intelligence and effective leadership are fundamental variables for building cohesive and efficient work environments. It also highlights that job satisfaction acts as a link between leadership practices and operational results, reinforcing the need for cultures that prioritize the support and recognition of human talent. As strategies, the report proposes investing in ongoing training to strengthen these competencies, as well as designing policies that consolidate an inclusive organizational culture and leadership centered on empathy.

Table 2. *Purpose, results and conclusions of the selected reports*

No	Author(s)	Object of the research	Main Results	Main Conclusions
1	Andang et al., (2024)	Organizational culture, leadership, and EI: their influence on job satisfaction and performance under the ICARE (integrity, compassion, respect, and innovation) framework in nurses at St. Carolus Hospital.	Significant impact of organizational culture on ICARE performance, but not on job satisfaction. Positive effect of leadership on job satisfaction, but not directly on ICARE performance. Positive influence of EI on job satisfaction and ICARE performance. Job satisfaction has a direct and positive effect on ICARE performance.	EI and leadership skills emerge as central elements for enhancing job satisfaction, which acts as a catalyst for performance under the ICARE parameters. While institutional culture directly affects outcomes linked to the ICARE model, its impact on the well-being of professionals at work is more limited.
2	Supramaniam and Singaravelloo, (2021)	Effect of EI on organizational performance.	EI has a positive effect on organizational performance, improving internal communication, reducing work-related stress, and increasing employee motivation and commitment.	The role of EI in improving organizational performance and the quality of public service is highlighted. Furthermore, the implementation of emotional intelligence development programs for leaders and employees is important to improving the effectiveness and efficiency of public organizations.

3	Conejero et al., (2022)	Personal and professional characteristics that make a person an authentic leader, with a particular focus on EI, teamwork skills, and job satisfaction.	EI, teamwork, and job satisfaction explain a substantial portion of the variability in authentic leadership. Multiple linear regression analyses showed that EI exerts a significant impact on authentic leadership, with a regression coefficient of 0.516.	The importance of EI, teamwork, and job satisfaction in the development of authentic leadership is highlighted. These variables must be considered in both the selection and training of leaders to strengthen and achieve effective authentic leadership.
4	Shrivastava et al., (2022)	Impact of EI and communication skills on the development of interprofessional leadership in healthcare teams. A 2.5-hour workshop was designed and implemented for internal medicine residents, medical students, and graduate students in clinical pharmacy, physician assisting, and health psychology.	Participants improved their knowledge of positive strategies for communicating with their teammates. Internal medicine residents scored higher on evaluations related to learning and satisfaction with the workshop compared to other groups ($p = .02$ and $p = .01$, respectively).	EI and communication skills are essential for effective leadership in interprofessional teams within the healthcare field. The implementation of workshops significantly improves the preparation of healthcare professionals to lead diverse teams, foster positive dynamics, and improve service quality.
5	Fletcher et al., (2024)	EI in effective leadership and its impact on individualized well-being, specifically in the context of clinical practice, such as hand surgery.	EI is essential for developing effective leadership skills. Leaders who possess a high level of self-awareness and the ability to regulate their emotions are better able to manage interpersonal conflicts, support the emotional needs of their teams, and foster a collaborative environment.	EI is not only essential for leading effective clinical teams, but also has a direct impact on the individual well-being of leaders and their teams. Emphasis is placed on integrating EI development programs into leadership training strategies to improve team dynamics and promote a healthy work environment.

6	Yildirim et al., (2022)	Relationship between leadership orientations and EI in nursing students, highlighting their importance in the health sector.	There is a positive and significant correlation between EI levels and leadership orientations in students. Students with higher EI tend to develop more effective leadership styles, which could benefit both their professional performance and teamwork within the clinical setting.	EI is a key component for developing leadership skills in nursing students. Therefore, it is recommended to implement educational strategies that simultaneously foster emotional growth and leadership skills.
7	Ulutaş et al., (2023)	To evaluate the influence of EI on job satisfaction among pharmacists.	There was a positive and significant relationship between EI and job satisfaction among pharmacists. Professionals with higher levels of EI reported greater job satisfaction. Dimensions such as emotion regulation were found to have a direct impact on specific aspects of job satisfaction, such as commitment to the organization and the work environment.	EI is a key factor in improving job satisfaction among pharmacists. It is recommended that pharmacies and related organizations implement EI training programs for their employees.

9	Mercader et al., (2022)	Relationship between EI and its impact on motivation, anxiety, and leadership in athletes.	EI is closely linked to motivation and leadership in athletes. Furthermore, higher levels of EI were found to be associated with lower anxiety, suggesting that athletes with higher emotional intelligence are better able to handle competitive stress and maintain a more stable mental state during competitions.	EI is an essential component for developing psychological skills in athletes, such as motivation and leadership. Furthermore, it is recommended to incorporate training programs that promote the development of EI to improve athletic performance and reduce anxiety.
10	Saripuddin et al., (2024)	Job satisfaction in employee performance. Relationship between EI and job performance.	A positive and significant effect of EI and job satisfaction on employee performance was found.	Employees' emotional stability can improve their job performance, which contributes to the overall effectiveness of the organization. Increasing opportunities for employees to perform their job duties can increase their job satisfaction.
11	Serafim et al., (2024)	EI and internal marketing as predictors of job satisfaction and life satisfaction among professionals in Portugal.	Internal marketing has a significant impact on job satisfaction. In turn, this job satisfaction positively influences employee commitment and loyalty to the organization. Furthermore, both organizational commitment and emotional intelligence have a direct and significant impact on job performance.	A new conceptual model is proposed that allows organizations to understand the relationship between the various determinants of job satisfaction and performance. This model can be used to promote organizational productivity, profitability, and competitiveness.

12	Abarca et al., (2021)	Relationship between EI and job satisfaction in nurses at a Regional Hospital in Arequipa.	It was found that 64.29% of nurses with moderate job satisfaction had adequate EI. In contrast, only 12.50% of moderately dissatisfied nurses displayed low EI. Among civil nurses, 58.34% with moderate job satisfaction displayed adequate EI, while 40% of those with an indifferent attitude toward their work displayed low EI.	A significant connection was identified between EI and job satisfaction in the group of nurses studied. In general, nurses who report greater job satisfaction also demonstrate an effective ability to manage their own and others' emotions.
13	Lambert, (2021)	Role of EI in effective leadership of nurses.	Managers with high EI demonstrate sensitivity to their own psychological well-being and that of their colleagues, which enables them to build effective relationships and successfully lead teams. EI has been associated with a better ability to manage conflict, foster a positive work environment, and boost team morale.	EI is an essential characteristic for effective leadership in nursing. EI leaders not only improve team cohesion and productivity, but also contribute to overall staff well-being and the quality of patient care.
14	Hu et al., (2022)	Relationship between the EI of green leaders and the green organizational behavior of employees.	There is a positive and stable connection between green leadership and the ecological behavior of employees within an organization. Furthermore, leaders' EI has been found to act as an important mediating factor in this relationship. Green leaders with high EI create a harmonious and collaborative work environment, which facilitates the adoption of environmentally sustainable practices.	Green leadership is crucial for fostering sustainable practices among employees. Furthermore, managers' EI not only affects their own ability to implement green policies, but also has a significant impact on their employees' adoption of sustainable organizational behaviors.

15	Krau, (2020)	Importance of EI as an essential characteristic for effective leadership in nursing.	Nursing leaders with high EI are better able to manage their own psychological well-being and that of their teams. EI was highlighted as a key tool for managing stress, avoiding moral injury, and increasing staff resilience during critical situations, such as those experienced during the pandemic.	EI is essential for nursing leaders, especially in high-pressure environments. Leaders who develop this skill not only improve the psychological well-being of their teams, but also boost their performance and job satisfaction.
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DISCUSSION

The results of the present research support previous evidence highlighting the importance of EI in leadership effectiveness. Examples include studies by Goleman (1998); Ryback (1997), which highlighted that EI, especially in its dimensions of self-awareness, self-regulation, and empathy, is a critical predictor of success in managerial roles. In line with this, the results analyzed here confirm that leaders with high levels of EI not only manage interpersonal dynamics better but also foster collaborative work environments, as reported by Supramaniam and Singaravelloo (2021) in public administration contexts.

The evidence examined in the reports included in the research highlights the vital importance of EI in developing essential skills related to teamwork and effective leadership in today's organizational context. The results indicate that organizations that invest in improving the EI of their leaders and teams are better equipped to face the challenges of today's business environment and achieve long-term sustainable performance. Therefore, it is suggested that organizations include training and development programs focused on strengthening emotional skills as a key component of their talent management strategies (Ulutaş et al., 2023).

A notable coincidence with the existing literature is the positive correlation between EI and job satisfaction, widely documented in high-demand sectors, such as healthcare. For example, studies such as those by Krau, (2020); Lambert,

(2021) in nursing highlight that emotionally competent leaders reduce stress and improve the resilience of their teams, findings that align with those of Abarca et al., (2021) and Yildirim et al., (2022) included in this review. However, a divergence is observed in the role of organizational culture: while Andang et al., (2024) identified a limited impact of this variable on job satisfaction. This discrepancy suggests that contextual factors, such as the type of organization or sector, could modulate this effect, an aspect that requires further exploration.

Along the same lines, it is relevant that there is a small number of studies that analyze how contextual factors, such as organizational culture and the predominant leadership style, influence the relationship between EI and professional competencies. These factors can significantly modify the observed effects and should be taken into account in future research. For example, in an organizational environment that promotes and values open emotional expression and empathy, EI could have a more marked impact on job performance and leadership skills. Conversely, in more formal and task-oriented organizational cultures, the importance of EI may be diminished. Similarly, the predominant leadership style, whether more transactional or transformational, can influence how EI is manifested and applied in the workplace (Saripuddin et al., 2024).

The results support the idea that EI acts as a catalyst for innovative leadership styles, such as

green leadership (Hu et al., 2022) or authentic leadership (Conejero et al., 2022), coinciding with recent work such as that of Wamsler and Restoy, (2020), who link EI with sustainable and transformational practices. However, a gap was identified in the reviewed literature: few studies incorporate moderating variables, such as emotional salary or generational diversity.

Moreover, the results have clear practical implications: organizations, especially in critical sectors such as healthcare, should prioritize EI training programs that integrate experiential components, such as simulations or mentoring, as recommended by (Fletcher et al., 2024). Furthermore, it is fundamental to adapt these interventions to specific contexts, considering cultural and structural variables, to maximize their effectiveness. In a post-pandemic world, where emotional well-being and adaptability are priorities, investing in EI leaders is not an option, but a key strategy for organizational sustainability.

However, some limitations were also identified in the existing literature on EI. First, several studies relied on self-reports, which can introduce social desirability biases. Participants may tend to respond in ways that favor themselves or conform to social expectations, rather than reflecting their true situation. This can distort the results and limit the validity of the conclusions (Wong and Law, 2002).

CONCLUSIONS

The analysis of EI influences leadership effectiveness and highlights its impact. EI emerges as a construct in organizational dynamics, particularly in leadership. Empirical findings converge in indicating that leaders with developed EI establish work environments that cultivate positivity and productivity. This phenomenon manifests itself in a substantial increase in employee engagement and job satisfaction, which, in turn, is reflected in a tangible improvement in organizational results. The ability to manage emotions, both one's own and those of others, allows leaders to build strong interpersonal relationships and promote effective communication, essential elements for collective success.

A comprehensive review of the specialized literature supports the premise that investing in EI development within organizations generates broad benefits. Training and development programs

designed to strengthen the emotional skills of leaders and employees contribute to the creation of a more cohesive and resilient organizational culture. This proactive approach improves the work environment and also enhances adaptability and change management, critical aspects in today's business environment.

Authors' contributions: Idea: Theoretical conceptualization: Methodology: Data analysis: Results: Discussion and conclusions: Final reviews:

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