



A Bibliometric Mapping of Leaders' Emotional Intelligence: Trends and Insights in the field of Business, Management and Accounting

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ABSTRACT

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The objective of this study is to provide a comprehensive, up-to-date overview of leadership and EI research in terms of publication activity, top journals, top articles, and top countries. A total of 184 documents were extracted from the Scopus database and included in the VOS viewer software for bibliometric analysis such as keyword co-occurrence analysis and co-authorship analysis. EI began to emerge at the end of the 20th century. The field witnessed its most productive phase from 2006 to 2014. Furthermore, the analysis revealed that after 2020, the field once again gained popularity and emerged as a high-potential research domain. "Leadership and Organizational Development Journal" and "Journal of Management Development" rank as the most productive journals; Ashkanasy, N.M., and Humphrey, R.H., have the highest number of publications; and the US (n = 81) is the most prominent country in producing articles in this domain. Overall, this research provides a comprehensive understanding of the dynamical concepts of EI and leadership. Corporations can employ a range of ways to increase leadership skills by harnessing EI. To begin, incorporating EI assessments into leadership development programs can aid in the identification of potential leaders with high EI skills. Consequently, providing personalized training and mentorship can increase leaders' reflection, empathy, and communication skills.

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Introduction

Leadership fortified by a robust strategy, a clear vision, and a defined mission is imperative for organizations to adeptly navigate the dynamic business landscape, stimulate growth, foster innovation, and ensure long-term sustainability. Leaders possessing the ability to inspire, motivate, and steer their teams are in high demand and have a profound impact on organizational success (Niewiesk & Rokous, 2021; Bamel et al., 2022). Emotional intelligence (EI), a concept introduced by Salovey and Mayer in 1990, encompasses the capacity to monitor and discern one's own and others' emotions, employing this information to guide one's thoughts and actions. Within the realm of academic management, particularly in the context of leadership and organizational efficiency, there is a notable interest in EI (Varshney & Varshney, 2020). Goleman (1995) categorizes EI in leadership into five key competencies: self-awareness, emotion management, self-motivation, empathy, and relationship management.

EI is widely acknowledged as a pivotal element of effective leadership. A leader lacking in EI may inadvertently impact stakeholders, including clients, customers, and team members (Ovans, 2015). However, there is a contrasting perspective, with Cavazotte et al. (2012) contending that effective leadership does not necessitate high EI. Management scholars have shown significant interest in EI due to its influence on leadership effectiveness, employee well-being, engagement, change management, interpersonal relationships, and organizational culture. Numerous studies emphasize the significance of leaders' EI across various professions and industries, including healthcare, education, construction, and marketing (Nightingale et al., 2018; Berkovich & Eyal, 2015; Maqbool et al., 2017; Boyatzis et al., 2012). Additionally, specific leadership styles such as transformational, empowering, CSR, and despotic leadership have been examined in relation to EI (Ahmad et al., 2023; Ahsan, 2023; Alwali & Alwali, 2022; Islam et al., 2023; Kim & Kim, 2017; Noori, Orfan, & Noori, 2023).

This study conducts a comprehensive analysis of literature spanning the past 28 years to explore the interplay between leadership and emotional intelligence. It seeks to provide an in-depth understanding of EI within the context of leadership. Authors aspiring to contribute to this discourse can gain invaluable insights from current retrospectives, enabling them to align their future endeavors with existing knowledge and ensuring a precise conceptualization, effective communication of novelty, and enhanced knowledge positioning (Donthu et al., 2021; Lim et al., 2022). These factors are pivotal for publishing research in reputable journals (Lim, 2021). Thus, the identified limitations in the existing body of knowledge regarding EI and leadership, confined to specific fields and domains, warrant a fresh review of literature within the realms of business, management, and accounting. This new review could address these limitations by offering a more comprehensive, rigorous, and up-to-date synthesis of the relationship between EI and leadership, with a targeted focus on pertinent contexts in business, management, and accounting. In doing so, this study aims to bridge gaps in current understanding and provide a thorough, contemporary overview of EI and leadership. This study pursues to answer a pertinent research question (RQ), wherein RQ is about the bibliometric profile of EI and leadership research.

RQ. What is the bibliometric profile, such as publication activity, top countries with the highest number of documents and citations, top articles, top journals, and top authors of leadership

and EI? Keeping in view the above research question, this study aims to address a few of the following objectives: Firstly, this study aims to examine the key authors making significant contributions to the study of the relationship between leadership and EI; secondly, it also intends to investigate the prominent countries contributing the most together to the study of the relationship between EI and effective leadership; Thirdly, the study aims to examine the most influential journals in the domain of EI and leadership, and lastly, it intends to identify the research gaps and present suggestions for future research in EI and leadership.

2.0 Literature Review

Emotional intelligence (EI) is crucial for effective leadership in organizations. This study explores the impact of EI on leaders' behavior. Recent research across various fields, including healthcare, education, the military, construction, and marketing, has consistently highlighted the significance of leaders' EI. In healthcare, studies (Nightingale et al. 2018) emphasize the importance of EI in this context. In educational institutions (Berkovich & Eyal, 2015; Noori, Orfan, & Noori, 2023), EI plays a critical role in leadership. Similar findings exist in the military (Garcia, Sankar, & Isna, 2023), construction industry (Maqbool et al., 2017), and marketing sector (Boyatzis et al., 2012). Additionally, leadership styles are closely linked to EI. For instance, despotic leadership negatively affects well-being, but individuals with higher EI can mitigate this impact (Islam et al., 2023).

Transformational leadership is also associated with EI (Kim & Kim, 2017). Moreover, studies have revealed positive correlations between transformational leadership and EI in Afghanistan (Noori, Orfan, & Noori, 2023) and between empowering leadership and EI in the private sector of Pakistan (Ahmad et al., 2023). Leaders with high EI are better equipped for effective corporate social responsibility (CSR) leadership (Ahsan, 2023). Furthermore, in times of crisis, such as the COVID-19 pandemic, leaders with EI traits like empathy and adaptability have been shown to support and connect with their teams more effectively (Goleman et al. 2020). Professional skepticism also plays a role in enhancing EI, especially in auditors (Cilliers, 2023). Given the diverse dynamics and relationships between EI and leadership, it is important to delve into the extensive literature spanning 28 years on this topic to gain a comprehensive understanding of these crucial concepts in business, management, and accounting (Abdullah & AL-Abrow, 2023; Alwali & Alwali, 2022; Tokat & Goncu-Kose, 2023).

3.0 Methodology

3.1 Article Selection Process

Though there are several databases to search literature such as google scholar, Web of Science (WOS) and SCOPUS. However, there are quality control issues in Google scholar (Gutiérrez-Nieto & Serrano-Cinca, 2019) while the coverage of WOS is limited as compared to SCOPUS database (Filser, Silva, & Oliveira, 2017). So, for this research, we conducted a comprehensive search using the Scopus database, which involved six stages. The search query utilized key concepts including "emotional intelligence", "emotional quotient", and

"leader*". The initial search yielded 1919 documents, which were then filtered by subject area, resulting in 740 documents. Further filtration based on document type, journal, language, and top A* and ABDC journals led to the selection of 158 articles for analysis (see fig. 1). These articles were carefully analyzed for their relevance to the research topic.



Figure. 1 Selection process of articles

3.2 Bibliometric Analysis

According to Donthu et al. (2021) bibliometric analysis has become a well-established, emerging, and effective method to manage and interpret a large body of information in business research. In the present research, an excel csv file was utilized to produce data files that facilitated to establish bibliometric profile. This included identification of top cited articles, top authors, top countries producing greatest number of documents and citations, and top journals to reveal the strong occurrence of keywords and collaboration among authors and countries through co-authorship and co-occurrence analysis.

4.0 Results

4.1 EI and leadership bibliometric profile

4.1.1 Publication activity. Figure 1, presents the publications in the domain of leadership

and EI from 1996 to July 2023. It is evident from the figure 1 that the first article was published in 1996. During the initial years, i.e., between 1996 and 2000, only five articles were published, which is comprehensible considering the fact that academic interest in EI began to emerge towards the latter half of the 20th century. Note worthily, the field witnessed its most productive phase between 2006 and 2014. Furthermore, the analysis revealed that after 2020, the field once again gained popularity and emerged as a high potential research domain in the areas of business, management, and accounting.

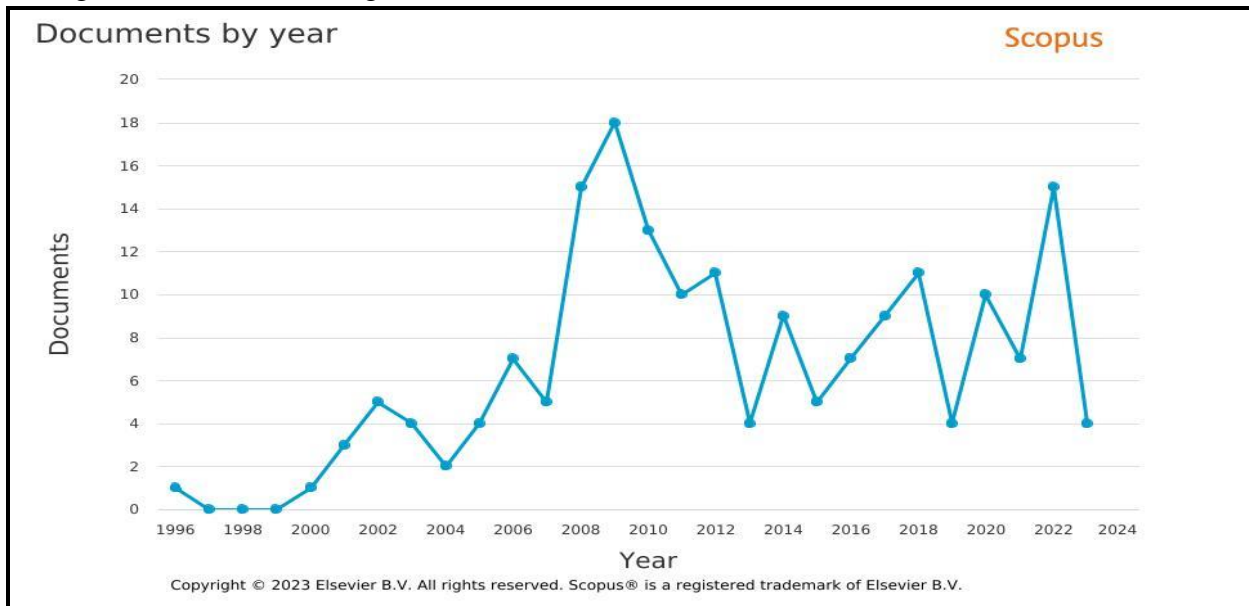


Figure 2 Documents published between 1996 to 2023

4.1.2. Top articles. Table 1 illustrated the top 10 highly cited research articles pertaining to leadership and EI. According to the bibliometric analysis, the year 2002 proved to be the most prominent for leadership and EI research, with a highly cited article of Wong and Law’s (2002) titled "The effects of leader and follower emotional intelligence..." amassing over 1600 citations (see Table 1) published in Leadership Quarterly and this article continues to be widely popular among researchers. Interestingly, the majority of the articles with high citation counts in the table 1 were published in a journal, namely, “The Leadership Quarterly”.

Table 1. Top 10 highly cited articles in the field of Business, Management, and Accounting.

Sr. No	Title	Author(s)	Journal Title	Publication Year	Citations
1	The effects of leader and follower emotional intelligence...	Wong, C.S., Law, K.S.	Leadership Quarterly International	2002	1660
2	Leadership competency profiles of successful project managers.	Muller R., Turner R.	Journal of Project Management	2010	373
3	Awakening employee creativity: The role of leader emotional intelligence	Zhou J., George J.M.	Leadership Quarterly	2003	350
4	Matching the project manager's	Muller R.,	International	2007	329

	leadership style to project type	Turner J.R.	Journal of Project Management Leadership and Organization Development Journal		
5	Emotional intelligence and its relationship to workplace performance outcomes of leadership effectiveness	Rosete D., Ciarrochi J.	Journal of Organizational Behavior	2005	307
6	Why emotional intelligence is an invalid concept	Locke E.A.	Leadership Quarterly	2005	285
7	The many faces of emotional leadership	Humphrey R.H.	Journal of Business and Psychology	2002	281
8	Relationship between emotional intelligence and transformational leadership style: A gender comparison	Mandell B., Pherwani S.	Leadership Quarterly	2003	254
9	Cognitive asymmetry in employee emotional reactions to leadership behaviors	Dasborough M.T.	Leadership Quarterly	2006	249
10	Does leadership need emotional intelligence?	Antonakis J., Ashkanasy N.M., Dasborough M.T.	Leadership Quarterly	2009	246

4.1.3 Top journals. Table 2 outlines the top 30 A* and ABDC category journals with the highest productivity in leadership and EI research, along with their corresponding impact (cite score) and publisher. According to the table, “Leadership and Organizational Development Journal” and “Journal of Management Development” ranks as the most productive journals in this domain, while “The Leadership Quarterly” emerges as the most influential. The yearly trend of publications of these journals can be observed in Figure 3 below.

Table 2. Summary of Top 30 Most productive Journals with Number of Publications and Cite Score.

Sr. No.	Journal Title	No. of Publications (%)	Cite Score 2021	Publisher
1	Leadership And Organization Development Journal	46	4.9	Emerald Publishing
2	Journal Of Management Development	36.8	4.2	Emerald Publishing
3	Leadership Quarterly	33.12	16.2	Elsevier
4	Journal Of Leadership And Organizational Studies	18.4	5.7	SAGE
5	Advances In Developing Human Resources	14.72	3.4	SAGE
6	Journal Of Managerial Psychology	14.72	4.7	Emerald Publishing

7	International Journal Of Educational Management	12.88	2.7	Emerald Publishing
8	Journal Of Business Ethics	12.88	10.8	Springer Nature
9	Leadership In Health Services	12.88	3.2	Emerald Publishing
10	International Journal Of Project Management	9.2	14.0	Elsevier
11	Journal Of Healthcare Management	9.2	1.6	Wolters Kluwer Health
12	Asia Pacific Journal Of Management	7.36	6.5	Springer Nature
13	Development And Learning In Organizations	7.36	0.6	Emerald Publishing
14	Human Resource Management International Digest	7.36	0.5	Emerald Publishing
15	International Journal Of Organizational Analysis	7.36	3.2	Emerald Publishing
16	International Journal Of Work Organisation And Emotion	7.36	1.0	Index science Publishers
17	Journal Of Business And Psychology	7.36	9.0	Springer Nature
18	Journal Of Change Management	7.36	4.0	Taylor & Francis
19	European Management Journal	7.36	8.9	Elsevier
20	Global Business Review	5.52	3.1	SAGE
21	Human Resource Development Review	5.52	6.9	SAGE
22	International Journal Of Conflict Management	5.52	3.2	Emerald Publishing
23	International Journal Of Human Resource Management	5.52	7.8	Taylor & Francis
24	International Journal Of Managing Projects In Business	5.52	4.3	Emerald Publishing
25	Journal Of Organizational Behavior	5.52	11.6	Wiley-Blackwell
26	Leadership	5.52	4.2	SAGE
27	Management Decision	5.52	7.9	Emerald Publishing
28	Organization Development Journal	5.52	0.5	Organization Development Institute
29	Personnel Review	5.52	4.6	Emerald Publishing
30	Project Management Journal	5.52	6.3	SAGE

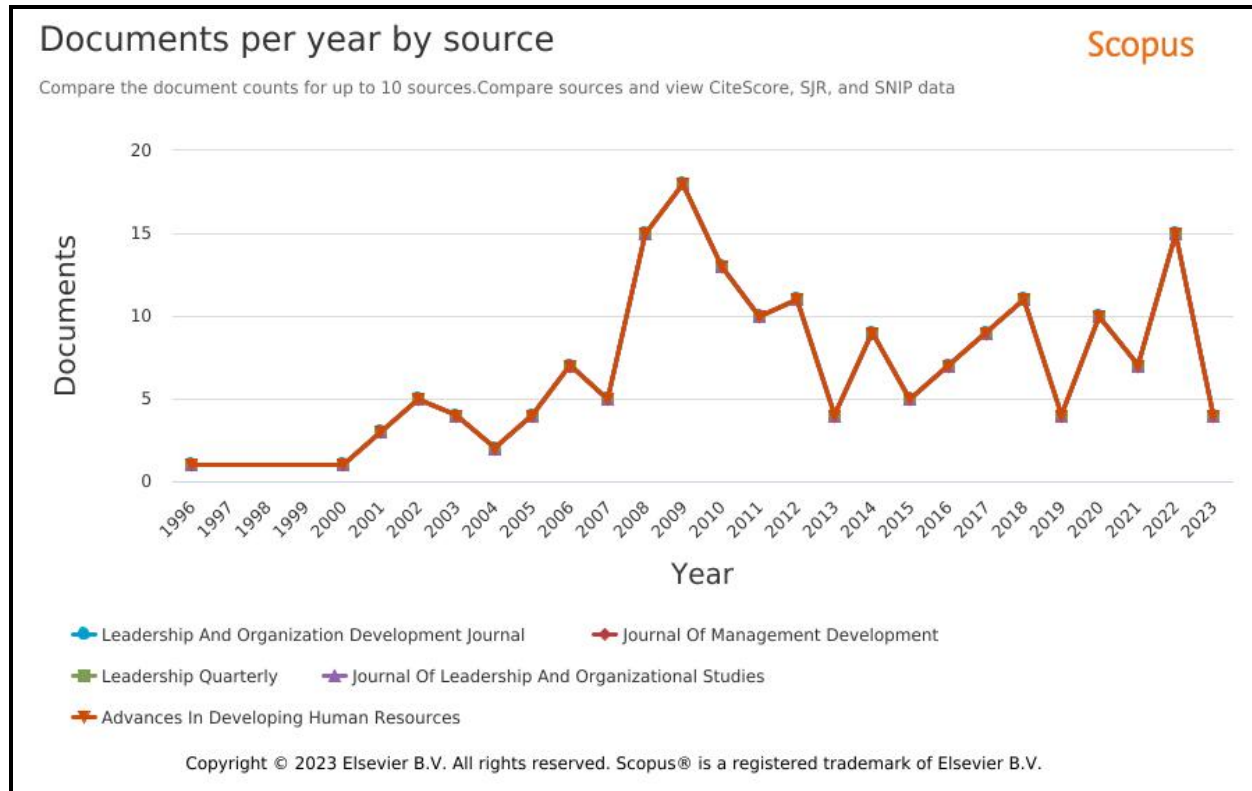


Figure 3. Documents per year by source

4.1.4 Top authors. Table 3 and Figure 4 are utilized to display the authors' article contributions in the field spanning from 1996 to 2023 based on number of documents published related to EI and leadership. Ashkanasy and Humphrey have the highest number of publications on EI and leadership (n=5) affiliated with “The University of Queensland, Australia” and “Business School Lancaster University, United Kingdom” respectively. Meanwhile, Boyatzis, Dulewicz, and Hopkins, have four documents while the remaining authors in figure 4 reveal that there are less than four authored documents.

Table 3. Top 10 Authors and Affiliations

Rank	Authors	Year of 1 st publication	Total publication	Document h-index	Total citation	Current affiliation	Country
1	Ashkanasy, N.M.	1973	235	50	10,572	The University of Queensland Business School	Australia
2	Humphrey, R.H.	1984	57	25	4,234	Lancaster University	United Kingdom
3	Boyatzis, R.E.	1970	115	36	5,212	Case Western Reserve University	United States

4	Dulewicz, V.	1982	37	20	1,433	Henley Business School	United Kingdom
5	Hopkins, M.M.	2002	30	14	787	The University of Toledo	United States
6	Dasborough, M.T.	2002	46	18	2,078	University of Miami	United States
7	Higgs, M.	1992	65	22	2,247	Hull University Business School	United Kingdom
8	Müller, R.	2003	113	36	4,790	Handelshøyskolen BI	Norway
9	Baba, M.M.	2020	9	2	29	National Institute of Technology Srinagar	India
10	Brown, F.W.	1998	16	11	461	Montana State University	USA

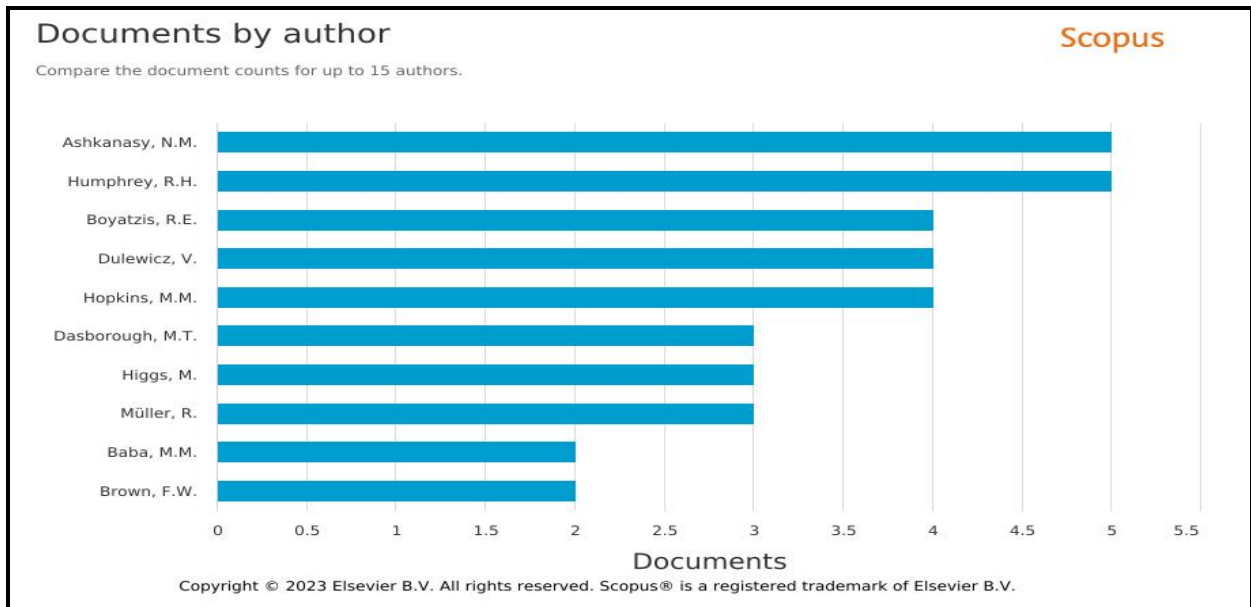


Figure 4 Documents by Author

4.1.5 Top countries. Figure 5 showcases the countries that have been most prolific in conducting research on EI and leadership. Some countries are deemed to be more "active" than others in this area, and as a result, they have contributed significantly in advancing research in the field. When it comes to producing research papers on EI and leadership, US (n=81) is the most prominent country, followed by the UK (n=27), Australia (n=24), and China(n=17).

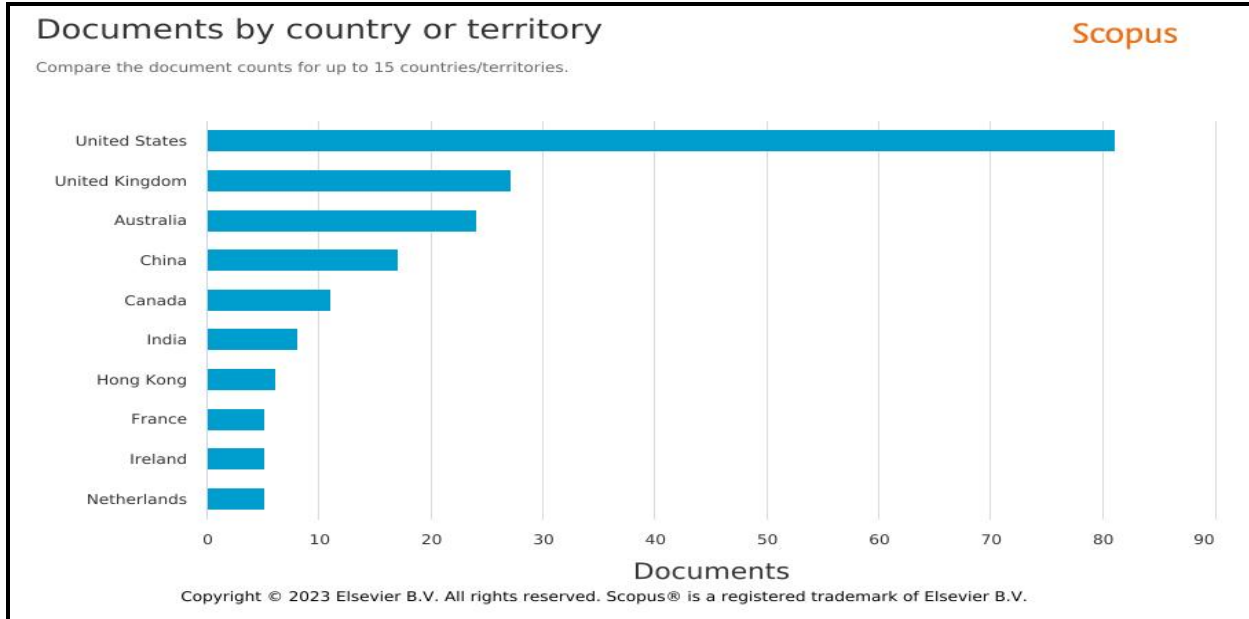


Figure 5 Documents by country or territory

4.2 EI and Leadership’s Intellectual Structure

4.2.1 Co-authorships author’s map. According to Donthu et al. (2021), co-authorships reveal the collaborative relationships and social interactions that form the intellectual framework of a field. A co-authorship analysis performed by examining the articles of authors who have written most of the documents on leadership and EI. The network of authors who have published two or more similar articles has depicted in Figure 6.

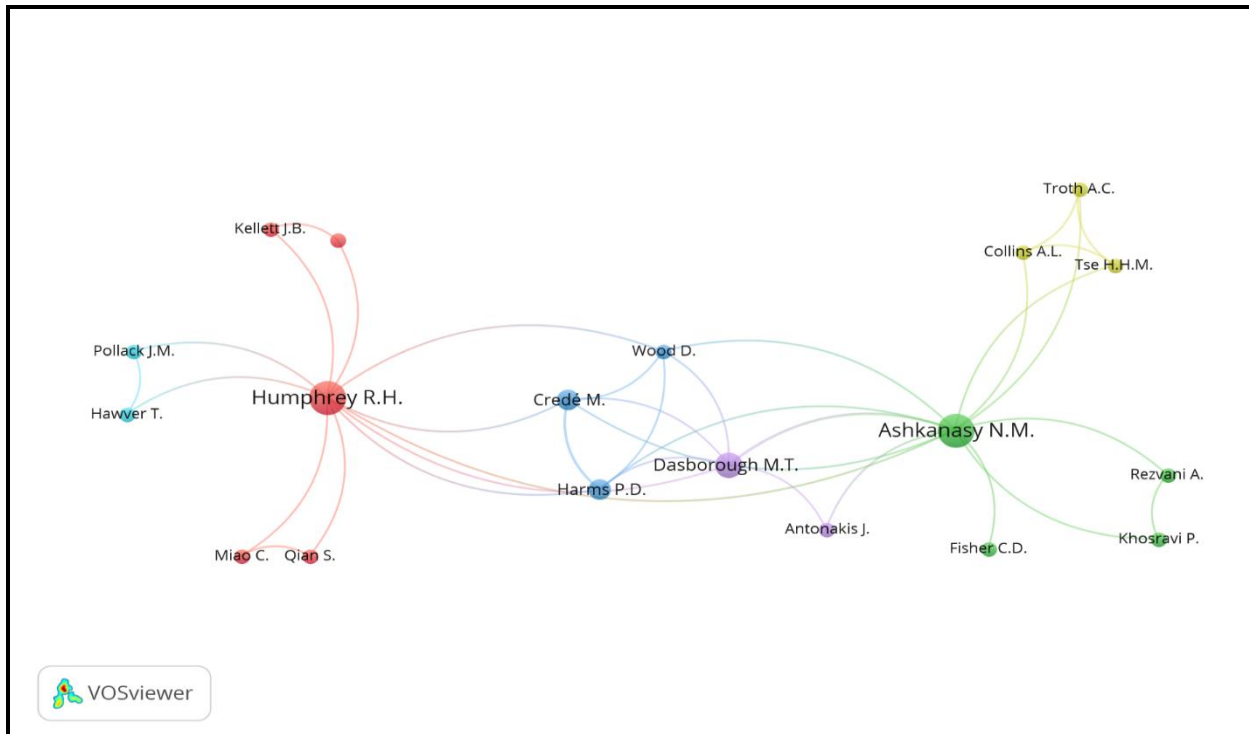


Figure 6 Co-authorship author’s map

4.2.2 Co-occurrence of keywords. According to Donthu et al. (2021), the co-occurrence of

words within a particular field indicates the interconnection of keywords and their role in shaping the intellectual framework of that field. In this study, total 60 keywords with the greatest link strength met the threshold of minimum 3 occurrences from the 572 keywords for the keywords co-occurrence mapping in VOS viewer. There was total eight clusters having nine items, total link strength 578, and total links 235. Our finding shows that emotional intelligence was the most frequently occurring keyword with 134 occurrences, total link strength 256, and 47 links to other keywords. Meanwhile, leadership was in cluster 5 of the keywords co-occurrence map, having total link strength 163, links 39, and keyword occurrence 75. We have also encountered another significant keyword, namely, "transformational leadership" (23 occurrences and 24 links) (see fig. 7). Additionally, EI has high link strength (59, 21, 10, and 07) with leadership, transformational leadership, leadership development, and competence compared to other keywords.

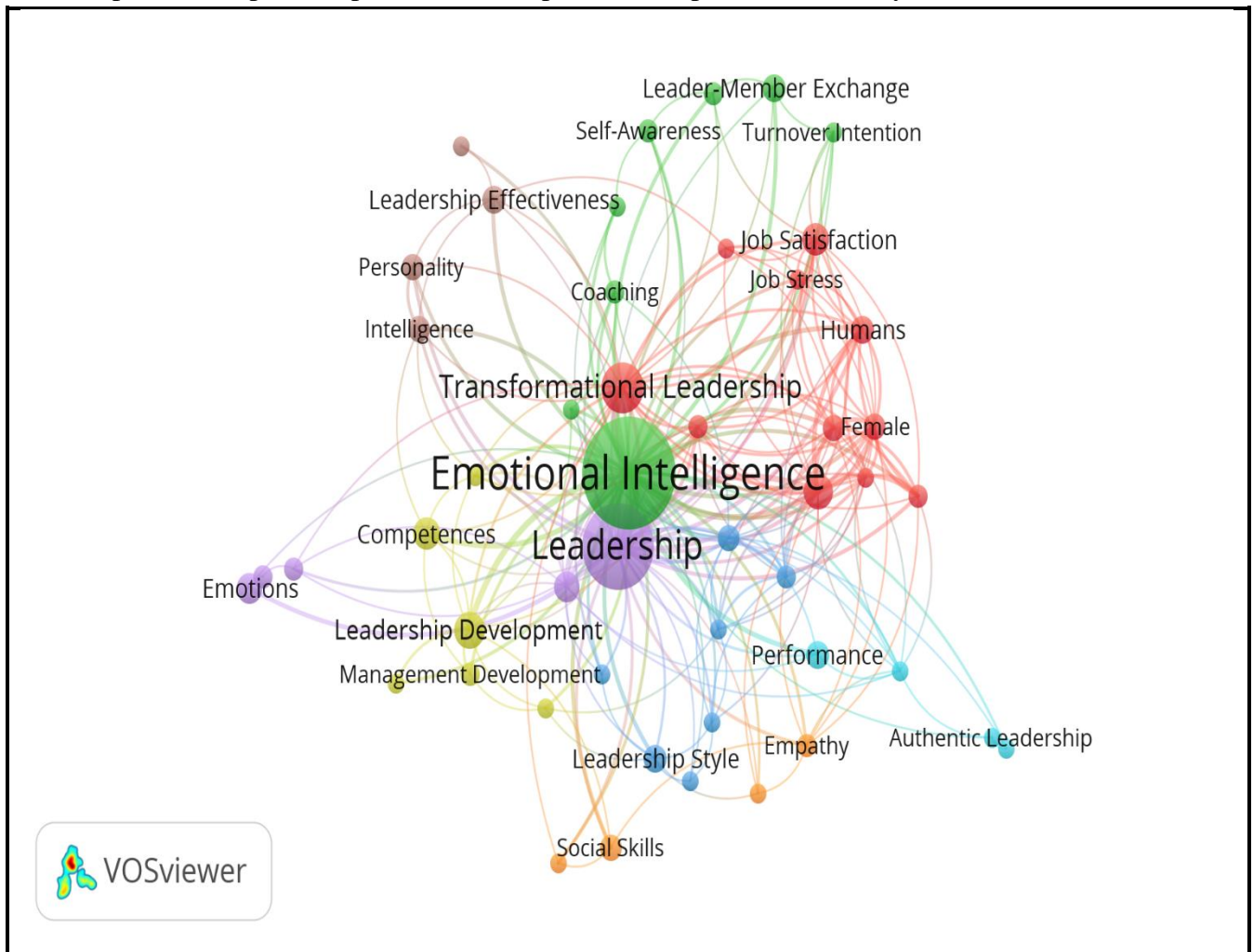


Figure 7 A bibliometric map generated using the network visualization, based on the co-occurrence of author keywords with a minimum occurrence threshold for a keyword is set to three.

4.2.3 Leading countries and international collaboration. The co-authorship map of countries highlights the prominent contributors in the field of leaders' EI on a global scale. Among these countries, the United States stands out significantly with the highest number of documents

(81) and a substantial number of citations (5740) in EI and leadership research. Following closely, the United Kingdom takes the second spot in terms of document production (27), while Australia has the highest number of citations (1865) after the United States. Furthermore, another notable country in terms of citations is Hong Kong, which has produced only six documents but has the highest number of citations (1840) in these documents, following Australia. Other countries have also significant contribution both in term of producing documents and higher number of citations in the EI and leadership research (see figure 8 and table 4).

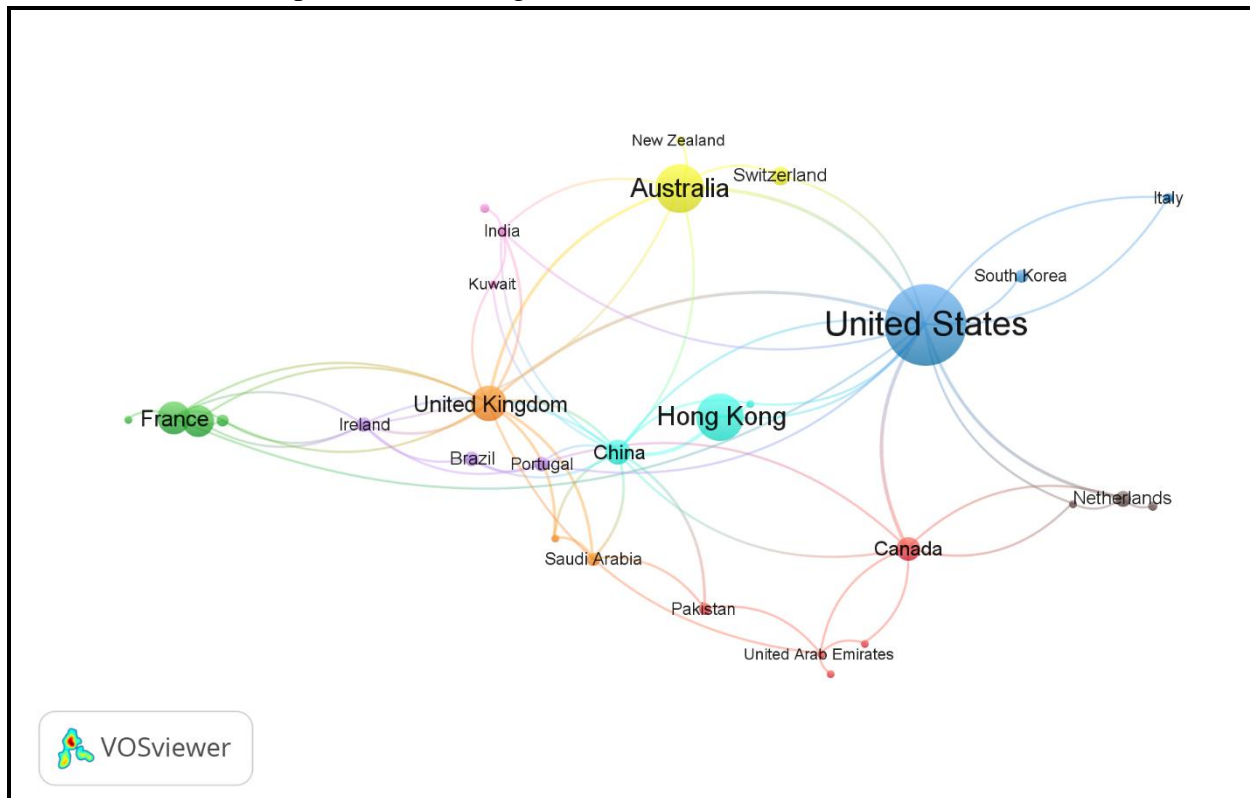


Figure 8. Bibliometric map created using the network visualization mode, which is based on co-authorships. Total clusters (nine), Items (31), Links (68), and Total link strength (96). Threshold as minimum no. of documents of each country is one and minimum no. of citations are two.

Table 4. Top countries with number of documents and citations on EI and leadership

Sr. No.	Countries	Cluster and Color	Links	Total Links	No. of Documents	No. of Citations
1	United States	3 (Blue)	15	26	81	5740
2	United Kingdom	7 (Orange)	12	21	27	946
3	Australia	4 (Yellow)	7	12	24	1865
4	China	6 (Turquoise)	14	22	16	446

5	Canada	1 (Red)	7	11	11	415
6	India	9 (Purple)	6	7	8	74
7	Hong Kong	6 (Turquoise)	3	7	6	1840
8	France	2 (Green)	6	8	5	807
9	Sweden	2 (Green)	4	6	3	767

5. Discussion

This study places a strong emphasis on EI in relation to leadership. Based on our thorough examination, we describe EI as a deliberate and conscious effort to express emotions, which is directly associated with leadership. Healthcare organizations (Nightingale et al. 2018), educational institutions (Berkovich & Eyal, 2015; Noori, Orfan, & Noori, 2023), military service (Garcia, Sankar, & Isna., 2023), the construction industry (Maqbool et al. 2017), and the marketing sector (Boyatzis et al. 2012) have all conducted extensive research on leaders' EI and show a significant relationship between EI and leadership. Findings of this study are also consistent with the previous studies found in literature, but with the novelty of including the most recent year studies of EI and leadership by extracting the latest articles from the Scopus database through a comprehensive query string and employing VOS viewer software.

Furthermore, multiple scholarly studies have found significant links between distinct types of leadership styles and EI. A study by Islam et al. (2023), for example, reveals a link between dictatorial leadership and negative impacts on well-being through the promotion of bullying behavior. This study emphasizes how emotional intelligence can moderate this link, implying that people with higher emotional intelligence can mitigate the negative effects of workplace bullying on their well-being. Similarly, Kim & Kim (2017) stress the importance of leadership style in connection with emotional intelligence, particularly in healthcare settings where transformational leadership is prominent.

A recent study conducted by Noori, Orfan, and Noori (2023) confirms these findings by indicating a significant positive link between school leaders' transformational leadership and emotional intelligence. Similarly, the findings reveal that EI and leadership have a strong relationship, as the literature shows that most of the studies published between 2006 and 2014 (see figure 1) were highly cited, including Wong and Law's 2002 study titled "The Effects of Leader and Follower Emotional Intelligence" with more than 1600 citations.

In terms of publications, the two most prominent journals were "Leadership and Organizational Development Journal" and "Journal of Management Development," but in terms of citation score, "Leadership Quarterly" stands out among all the journals. Ashkanasy, N.M., from "The University of Queensland, Australia," and Humphrey, R.H., from "Business School Lancaster University, United Kingdom," have the highest number of publications (n = 5) on EI

and leadership. Fifth, the US stands out as the leading country both in terms of producing the highest documents and having the highest number of citations among all the countries across the world in EI and leadership research.

Corporations can use a variety of techniques to harness EI for the improvement of leadership skills. To begin, including EI assessments in leadership development projects can help identify prospective leaders with strong EI skills. As a result, giving personalized training and mentorship can improve leaders' introspection, empathy, and ability to communicate effectively. Finally, creating a workplace that values emotional intelligence helps implant it in leadership approaches and interpersonal interactions among personnel.

5.1. Limitations and Recommendations for Future Research

While this paper provides a comprehensive and updated overview of the research on EI and leadership, it is essential to acknowledge its limitations, which are twofold. First, in this study, we adopted a bibliometric and systematic approach, which gave us comprehensive information but somehow limited it to an objective overview. Second, this paper is limited to the data that is retrieved from the Scopus database, and only bibliometric analysis has been performed. However, more research is needed for the generalizability of findings, especially when it comes to uncovering contextual elements that may explain potential variances.

We studied EI with leadership; future researchers can perform bibliometric analysis by taking keywords like leadership with different styles of leadership, cultural and contextual differences, trustworthiness, EI and crisis leadership, such as in the scenario of COVID 19, and leadership development.

Multi-level and mixed studies can also be conducted by taking pre- and post-data related to COVID-19 and in case of any crisis about EI and leadership effectiveness and factors that affect them. Cross-country comparisons can also be conducted to better understand the insights of EI and leadership, which were a major financial or geographical constraint in this study.

6. Conclusion

The emergence of emotional intelligence and leadership has once again become a hot topic in recent years as employees deal with many challenges at the workplace, such as work stress, emotional attachment and detachment, abusive supervision, cyber loafing, and cultural diversification. In this scenario, effective leadership is considered a significant element in overcoming all these challenges. Likewise, many researchers studied EI and leadership together to get more clarity, precision, and insights into effective leaders' roles and their emotional capabilities to control their behavior as well as others' behavior. Researchers continued to investigate the complex relationship between EI and effective leadership.

Therefore, the current study provides a comprehensive overview of EI and leadership from 1996 to 2023 and shows the significance of a leader's EI in the fields of business, management, and accounting. The results show a significant growth in terms of publication activity,

contributions from various top countries across the globe, top journals, top authors, and highly cited articles in this domain. This study dives into the trends of publications using bibliometric analysis, yielding useful insights that add to both theoretical knowledge and practical use in this domain. Recognizing and encouraging EI among leaders is critical for establishing collaborative, inventive, and resilient work environments as organizations continue to evolve. According to the most recent study, emotional intelligence is a major factor in leadership performance, emphasizing its role in developing leaders who can inspire, adapt, and lead with effect (Ahmad et al., 2023; Ahsan, 2023).

Sania Saeed: Problem Identification and Model Development

Sabra Munir: Literature search, Methodology

Fouzia Hadi Ali: Supervision and Drafting

Conflict of Interests/Disclosures

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