

Emotional Intelligence and Leadership Effectiveness in Management

Melva Jenny Zambonino Torres¹, Jaime Marcelo Coello Viejo²

Abstract

A documentary review was carried out on the production and publication of research papers related to the study of the variables Emotional Intelligence, Effectiveness and Administration. The purpose of the bibliometric analysis proposed in this document was to know the main characteristics of the volume of publications registered in the Scopus database during the period 2017-2022, achieving the identification of 140 publications. The information provided by this platform was organized through graphs and figures, categorizing the information by Year of Publication, Country of Origin, Area of Knowledge and Type of Publication. Once these characteristics have been described, the position of different authors on the proposed topic is referenced through a qualitative analysis. Among the main findings made through this research, it is found that the United States, with 35 publications, was the country with the highest scientific production registered in the name of authors affiliated with institutions of that nation. The Area of Knowledge that made the greatest contribution to the construction of bibliographic material related to the study of Emotional Intelligence and Effectiveness in Administration was Social Sciences with 42 published documents, and the most used Publication Type during the period indicated above were Journal Articles with 61% of the total scientific production.

Keywords: *emotional intelligence, effectiveness, leadership, management.*

1. Introduction

In the complex and dynamic landscape of modern management and leadership, the concept of emotional intelligence has emerged as a fundamental factor in determining the effectiveness of leaders. Emotional intelligence refers to the ability to effectively recognize, understand, manage, and use emotions in oneself and others. This ability to navigate the intricate realm of human emotions plays an important role in shaping successful leadership in administrative contexts.

Leadership within management is a multivariate function that demands not only technical expertise but also the ability to inspire, guide, and mobilize teams toward common goals. Traditional leadership models often emphasized traits such as decisiveness, strategic thinking, and problem-solving skills. However, the recognition that effective leadership extends beyond the realm of cognitive capabilities has led to a growing recognition of the vital role emotional intelligence plays in leadership success.

¹ Mevaz1980@gmail.com

² jcoellov2@unemi.edu.ec

Emotional intelligence encompasses a variety of competencies, including self-awareness, self-regulation, empathy, and social skills. Leaders who possess high emotional intelligence are not only attuned to their own emotions, but they are also adept at understanding and influencing the emotions of those they lead. In a managerial context, this translates into the ability to build strong interpersonal relationships, foster collaboration, and create a positive organizational culture.

One of the most compelling aspects of emotional intelligence is its ability to improve decision-making and problem-solving. Leaders with well-developed EI are more inclined to make informed, empathetic decisions that take into account the diverse perspectives and emotions of their team members. This, in turn, contributes to a more inclusive and adaptable approach to leadership, which is especially crucial in the interconnected and rapidly evolving global management landscape.

In addition, leadership effectiveness is not only measured by the achievement of short-term goals but also by the long-term sustainability and growth of an organization. Here, emotional intelligence plays a fundamental role in improving the resilience and adaptability of leadership. Leaders who can effectively manage their emotions and meet challenges with a high degree of emotional intelligence are better equipped to inspire and motivate their teams in times of adversity. For this reason, this article seeks to describe the main characteristics of the compendium of publications indexed in the Scopus database related to the variables Emotional Intelligence, Effectiveness and Administration, as well. Such as the description of the position of certain authors affiliated with Latin American institutions, during the period between 2017 and 2022.

2. General Objective

To analyze, from a bibliometric and bibliographic perspective, the preparation and publication of research papers in high-impact journals indexed in the Scopus database on the variables Emotional Intelligence, Effectiveness and Administration, during the period 2017-2022.

3. Methodology

This article is carried out through a research with a mixed orientation that combines the quantitative and qualitative method.

On the one hand, a quantitative analysis of the information selected in Scopus is carried out under a bibliometric approach of the scientific production corresponding to the study of Emotional Intelligence, Effectiveness and Administration.

A qualitative perspective, examples of some research works published in the area of study mentioned above, based on a bibliographic approach that allows describing the position of different authors on the proposed topic. It is important to note that the entire search was carried out through Scopus, managing to establish the parameters referenced in Figure 1.

3.1. Methodological design

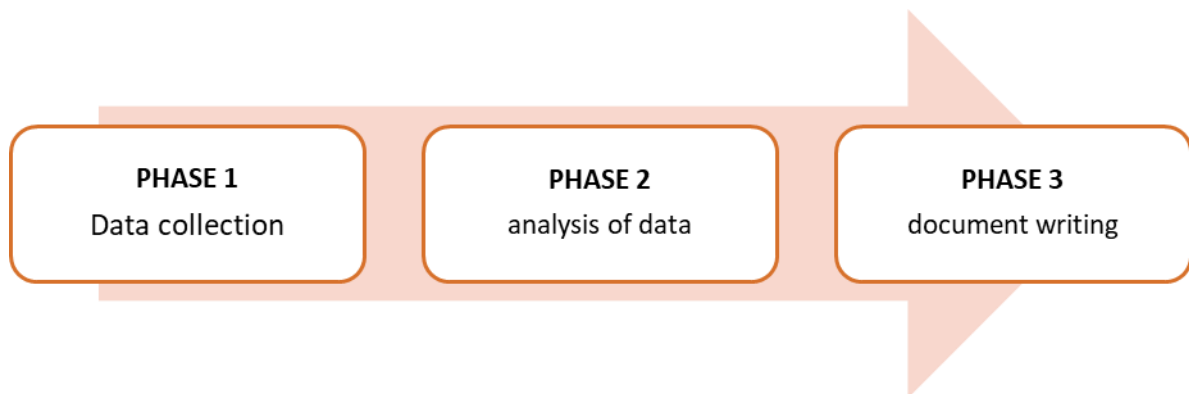


Figure 1. Methodological design

Source: Authors' own creation

3.1.1 Phase 1: Data collection

Data collection was carried out from the Search tool on the Scopus website, where 140 publications were obtained from the following filters:

TITLE-ABS-KEY (emotional AND intelligence, AND effectiveness, AND management) AND PUBYEAR > 2016 AND PUBYEAR < 2023

- Published documents whose study variables are related to the study of Emotional Intelligence, Effectiveness and Management.
- Limited to the years 2017-2022.
- Without distinction of country of origin.
- Without distinction of area of knowledge.
- No distinction of type of publication.

3.1.2 Phase 2: Construction of analytical material

The information collected in Scopus during the previous phase is organized and then classified by graphs, figures and tables as follows:

- Co-occurrence of words.
- Year of publication.
- Country of origin of the publication.
- Area of knowledge.
- Type of publication.

3.1.3 Phase 3: Drafting of conclusions and outcome document

In this phase, the results of the previous results are analysed, resulting in the determination of conclusions and, consequently, the obtaining of the final document.

4. Results

4.1 Co-occurrence of words

Figure 2 shows the co-occurrence of keywords found in the publications identified in the Scopus database.

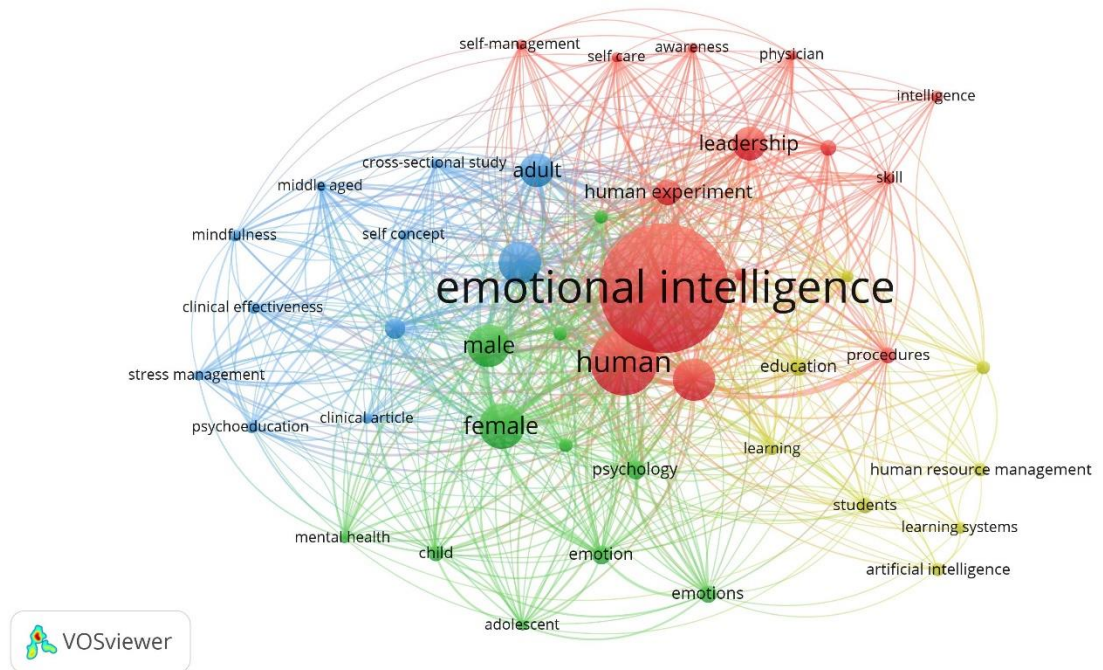


Figure 2. Co-occurrence of words

Source: Authors' own elaboration (2023); based on data exported from Scopus.

Emotional Intelligence was the most frequently used keyword within the studies identified through the execution of Phase 1 of the Methodological Design proposed for the development of this article. Leadership is among the most frequently used variables, associated with variables such as Effectiveness, Human Resources, Emotions, Technology, Leadership in Administration, and Business. From the above, it is noteworthy, to prepare the scenario that achieves a deeper exploration in the control of emotional intelligence and with this measure the impact of administrative leadership in a multifaceted way. Therefore, it is important to know and deepen the various components of emotional intelligence, its various applications in the practical part of leadership with the main functional of exploring in a meaningful way the administrative effectiveness and with this being able to promote and develop emotional intelligence in a more effective way with good results of long-term success.

4.2 Distribution of scientific production by year of publication

Figure 3 shows how scientific production is distributed according to the year of publication.

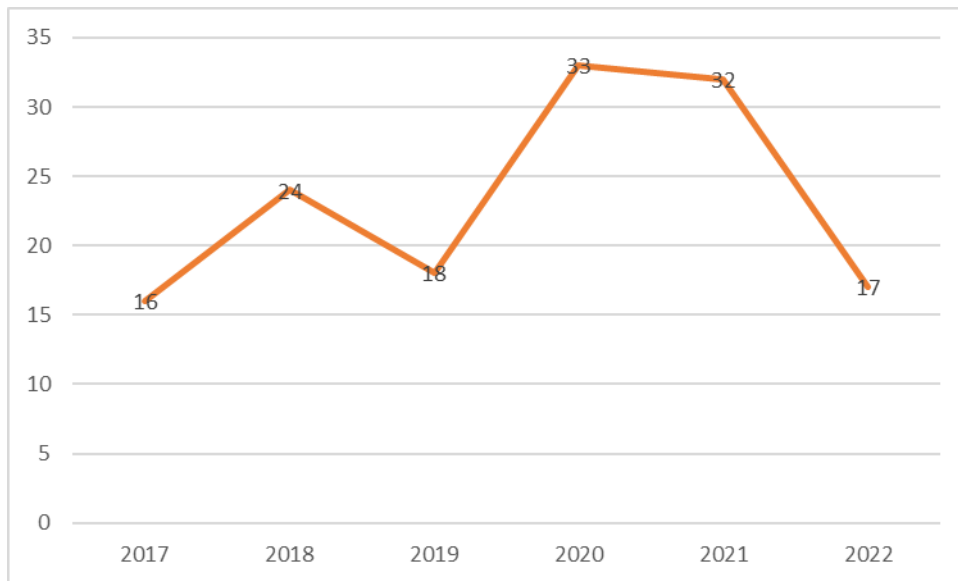


Figure 3. Distribution of scientific production by year of publication.

Source: Authors' own elaboration (2023); based on data exported from Scopus

Among the main characteristics evidenced through the distribution of scientific production by year of publication, the number of publications registered in Scopus was in 2020, reaching a total of 33 documents published in journals indexed on this platform. This can be explained thanks to articles such as the one titled "Self-assessment of conflict management skills: a cross-sectional study among Vietnamese nurses in 2021" this cross-sectional descriptive study involved 202 nurses who were enrolled in short professional training courses at the Faculty of Nursing of Thai Nguyen University of Medicine and Pharmacy (TUMP). From March to June 2021, they completed self-administered questionnaires that included assessments of ten common conflict management skills. The four-point rating scale ranged from very bad (0 points) to very good (3 points). Descriptive statistics, Mann-Whitney's U, Kruskal-Wallis and Spearman's rho were used for data analysis. Results: Nurses rated their ability to identify their emotions and feelings and those of others as the highest [mean (SD): 1.99 (0.42)]. Their ability to self-manage conflict-induced stress was rated as the lowest [1.86 (0.56)], while managing one's own feelings and emotions [1.88 (0.56)] and negotiation [1.90 (0.53)] were ranked as the second and third lowest, respectively. There were no differences in skills among nurses according to gender (Mann-Whitney U = 2814.50, $p = 0.720$), department (Kruskal-Wallis = 5.89, $g1 = 3$, $p = 0.117$), job (Mann-Whitney U = 1502.50, $p = 0.522$) and education (Mann-Whitney U = 3304.00, $p = 0.394$). In addition, nurses who demonstrated better skills reported greater efficacy in prior conflict management ($r = 0.45$, $p < 0.001$). (Long, 2022)

4.3 Distribution of scientific output by country of origin

Figure 4 shows how scientific production is distributed according to the country of origin of the institutions to which the authors are affiliated.

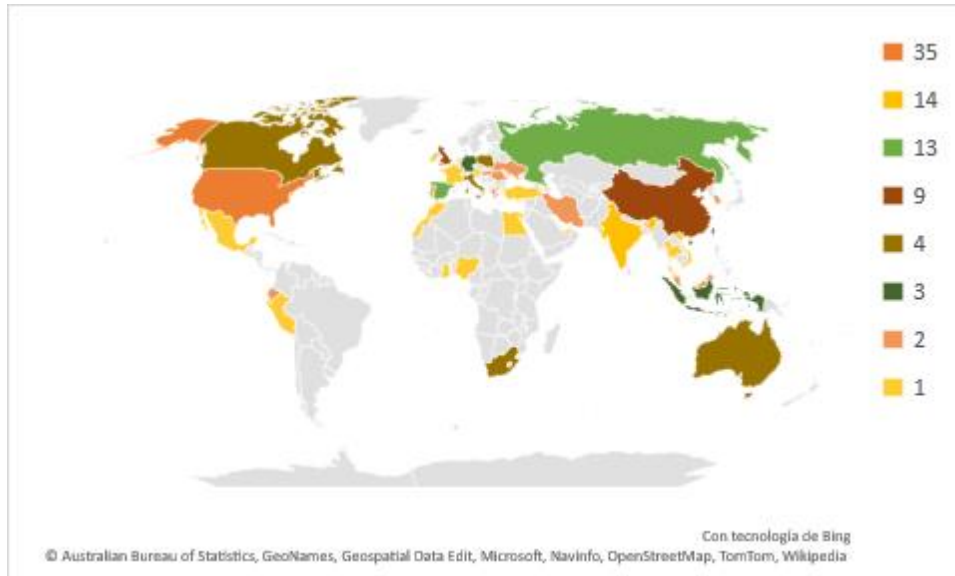


Figure 4. Distribution of scientific production by country of origin.

Source: Authors' own elaboration (2023); based on data provided by Scopus.

Within the distribution of scientific production by country of origin, registrations from institutions were taken into account, establishing the United States as the country of this community, with the highest number of publications indexed in Scopus during the period 2017-2022, with a total of 35 publications in total. In second place, India with 14 scientific papers, and Russia occupying third place presenting to the scientific community, with a total of 13 documents among which is the article entitled "Results of the training program in emotional competencies for primary school teachers" The objective of this work is to evaluate the effectiveness of a teacher training program in Emotional Intelligence for primary school teachers. The intervention aims to improve five teaching dimensions: intrapersonal intelligence (AI) and interpersonal intelligence (EI), stress management (S), adaptation (A) and mood (M). A total of 141 primary school teachers (54.6% women and 45.4% men) participated in the study, with an average age of 38.4 years and an average teaching experience of 13.1 years. Randomly, 70 were assigned to the experimental group and 71 to the control group. The first group completed the training program for 14 weeks. The 51-item Emotional Quotient Inventory (EQ-i) was used to evaluate the dimensions. Cronbach's alpha values are: 0.75 (AI), 0.77 (EI), 0.83 (S), 0.84 (A) and 0.88 (M). Pre-test measures were collected two weeks before the start of the program and post-test measures were collected two weeks after the end of the program. For data analysis, the SPSS version 22 program was used, where the Student's t-test, MANOVA and ANOVA were performed. The results indicated that all dimensions improved in the intervention group, highlighting the one corresponding to the teacher's mood. (Izquierdo, 2022)

4.4 Distribution of scientific production by area of knowledge

Figure 5 shows the distribution of the elaboration of scientific publications based on the area of knowledge through which the different research methodologies are implemented.

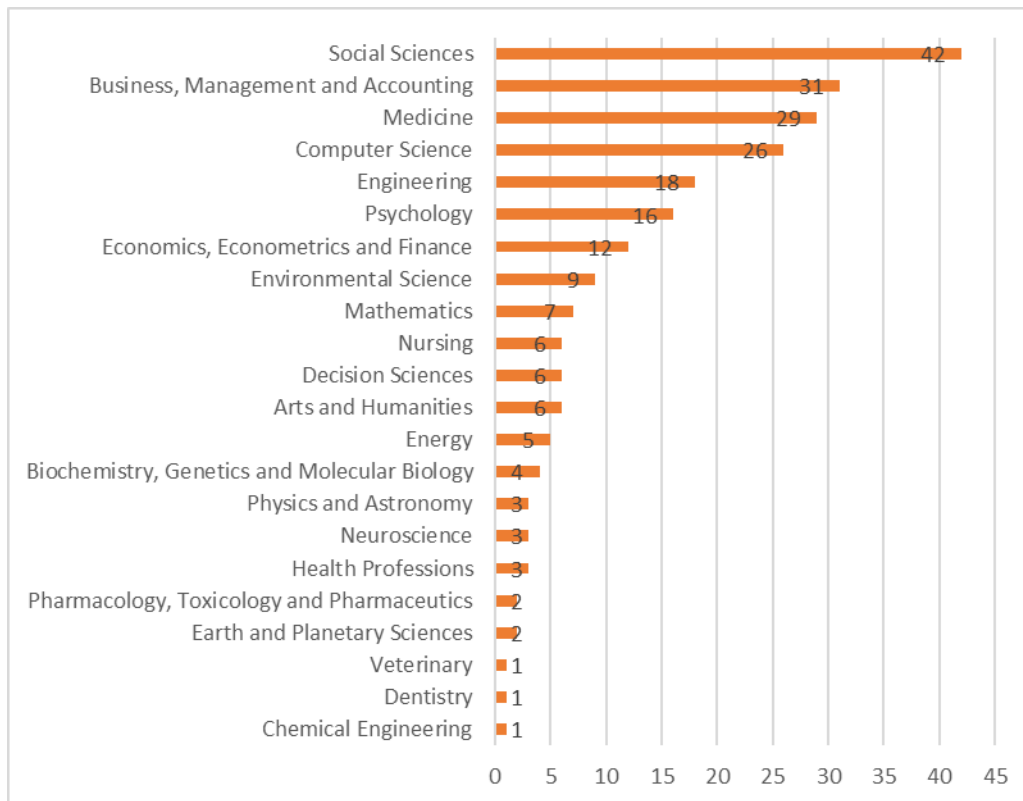


Figure 5. Distribution of scientific production by area of knowledge.

Source: Authors' own elaboration (2023); based on data provided by Scopus

Social Sciences was the area of knowledge with the highest number of publications registered in Scopus with a total of 42 documents that have based their variable methodologies Emotional Intelligence, Effectiveness and Administration. In second place, Business, Management and Accounting with 31 articles and Medicine in third place with 29. The above can be explained thanks to the contribution and study of different branches, the article with the greatest impact was registered by the area of Social Sciences entitled "Developing Compassionate Self-Leadership: A Conceptual Framework for Leadership Effectiveness in the Digital Age" in this study reflects the importance of self-compassion in leadership effectiveness. Compared to previous studies, which originate primarily from task- and material-oriented cultures, the HEART-led framework posits a new and dynamic approach to leadership development. This model, which calls for a return to the overriding leadership qualities of mindfulness, integrity, resilience, and compassionate human connection, resonates most with the much-needed leadership skills of the post-COVID-19 digital age. Findings from the literature review reveal that self-compassion positively affects levels of emotional intelligence and self-directed behaviors, such as optimism and initiative, which in turn influence leadership effectiveness. Preliminary qualitative evidence from the application of the framework in management education suggests that compassionate self-leadership can be taught and transferred to a variety of learning contexts in both higher education and the workplace with encouraging results.(Tzortzaki, 2022)

4.5 Type of publication

In the following graph, you will see the distribution of the bibliographic finding according to the type of publication made by each of the authors found in Scopus.

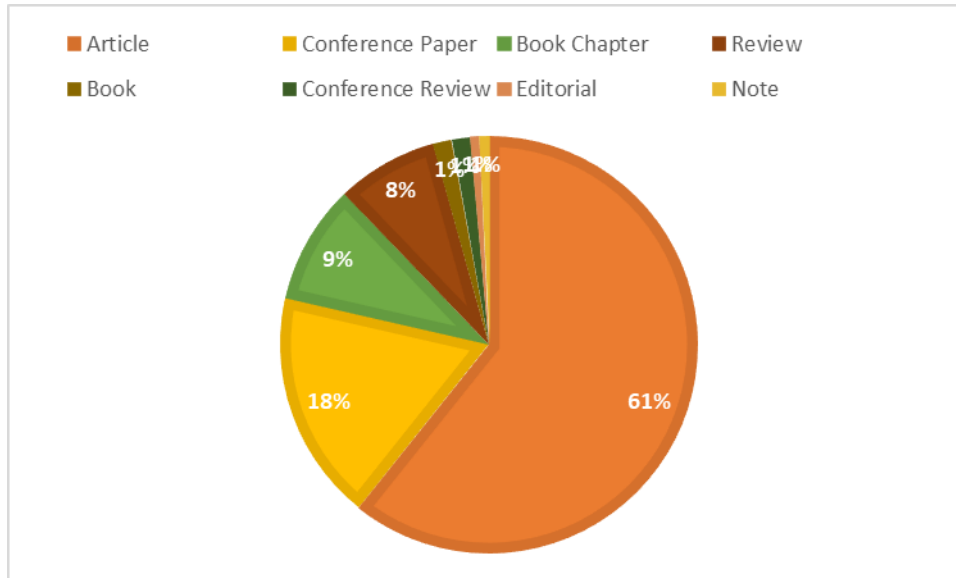


Figure 6. Type of publication.

Source: Authors' own elaboration (2023); based on data provided by Scopus.

The type of publication most frequently used by the researchers referenced in the body of this document was the one entitled Journal Articles with 61% of the total production identified for analysis, followed by Book Chapter with 18%. Chapter of the Book are part of this classification, representing 9% of the research papers published during the period 2017-2022, in journals indexed in Scopus. In this last category, the one entitled "EDUCATION OF PROFESSIONAL EMERGENCY SERVICES WORKERS" stands out, this article aims to provide vital information to management teams in the field of emergency professional services to understand why some workers have a higher level of resilience in relation to professional development and others a lower one. Based on this data, they should be able to provide adequate support, foster a positive work organization culture, and develop programs that help them be and remain resilient in the professional environment, especially in uncertain times like the ones we are currently experiencing. More than ever, employees need stable benchmarks, security, recognition, credibility, so internal education and on-the-job training must play a critical role by internal managers and specialists. It is important that "frontline personnel" receive not only material resources, but also continuous and adequate training, so that they are always ready to transform themselves to keep pace with change, to use their crystallized intelligence before it flows, to carry out their tasks in a way that does not expose themselves, others or the institution to unnecessary risks.(Tomiță, 2022)

5. Conclusions

Through the bibliometric analysis carried out in this research work, it was established that the United States was the country with the highest number of published records regarding the variables Emotional Intelligence, Effectiveness and Administration. with a total of 35 publications in the Scopus database. In the same way, it was established that the application of theories framed in the area of Social Sciences were used more frequently in the component of emotional intelligence and leadership in management, since it fulfills a critical criterion that significantly influences the success of a manager. In addition, emotional intelligence allows managers to skillfully navigate complex and emotionally charged situations. They can handle conflict more constructively, encourage open communication, and make decisions that consider the emotional well-being of their team members. Ultimately, this will create a more harmonious and productive work environment. It is important to highlight that this collaboration emphasizes the

importance of self-regulation of management. Leaders with high emotional intelligence are better able to manage stress and tension and remain calm in high-risk situations. This resilience helps them provide stable and consistent leadership even in challenging times. In short, emotional intelligence is undoubtedly an important attribute of effective leadership. Managers who invest in developing emotional intelligence skills can expect positive results in team dynamics, conflict resolution, decision-making, and overall organizational performance. As the leadership landscape continues to evolve, recognizing the critical role of emotional intelligence in leadership is critical to continued success.

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