JURNAL ILMIAH MANAJEMEN DAN KEWIRAUSAHAAN Vol 5 No 1 Mei 2025 pp 373-378
p-ISSN : 2808-876X (print)
e-ISSN : 2798-1312 (online)
http://journal.politeknik-pratama.ac.id/index.php/IMK

The Relationship Between Emotional Intelligence and Leadership Styles: A Systematic Literature Review of Their Impact on Leadership Effectiveness

Herty Ramayanti Sinaga[1]
[1] Universitas Sains dan Teknologi Komputer
Majapahit Street No. 605, Semarang City, Central Java 50192, e-mail: ramayanti_sinaga@yahoo.co.id

ARTICLE INFO

Article history:
Received 17 Maret 2025
Received in revised form 3 April 2025
Accepted 24 Mei 2025
Available online 27 Mei 2025

Keywords:
Emotional Intelligence
Leadership Styles
Leadership Effectiveness
Systematic Literature Review

** korespondensi: ramayanti_sinaga@yahoo.co.id*
DOI: https://doi.org/10.51903/manajemen.v5i1.1038

ABSTRACT

Emotional intelligence (EI) is an important psychological foundation in modern leadership practice. Leaders who have high EI tend to be able to understand and manage their own and others' emotions effectively, allowing for the implementation of a more adaptive and positive leadership style. Transformational leadership, for example, relies heavily on the leader's ability to show empathy, build intrinsic motivation, and provide individual attention to subordinates. EI strengthens these capacities and encourages leaders to create harmonious and inspiring working relationships. On the other hand, leaders who are low in EI tend to be authoritarian or use a rigid transactional leadership style, which has a negative impact on employee satisfaction and performance. Leadership effectiveness, in this context, is determined not only by the style used, but also by the emotional quality of the leader in executing the style. Therefore, the integration of EI and leadership style contributes directly to the achievement of organizational goals through increased individual performance, loyalty, and a productive work climate. Thus, the development of EI is a strategic need in today's leadership training and development.

1. INTRODUCTION

In the era of globalization and increasingly competitive business competition, organizations are required to not only manage physical resources but also develop leadership qualities that are able to direct change and improve organizational performance. Effective leadership is one of the main pillars in dealing with organizational dynamics, especially in creating a productive and adaptive work climate to changes in the external environment [1].

The concept of emotional intelligence has garnered the interest of scholars and practitioners in the context of leadership is emotional intelligence. Goleman [2] stated that effective leaders have a high level of emotional intelligence, which enables them to understand and manage their own and others' emotions well. Dimensions of emotional intelligence such as self-awareness, self-control, empathy, and social skills play a central role in determining the effectiveness of a leader [3].

p-ISSN : 2808-876X e-ISSN : 2798-1312

Research shows that emotional intelligence not only has a direct impact on leadership performance but also acts as a mediator or moderator between leadership style and organizational results such as work satisfaction, support for superiors and organizational commitment [4]. In the field of transformational leadership, leaders exhibiting high emotional intelligence are often more adept at inspiring, motivating, and empowering their subordinates to reach common objectives [3].

Mishra et al. [5] demonstrated that leadership styles, including micromanagement, can adversely affect employee performance. The existence of emotional intelligence as a moderating element can mitigate these adverse effects by enhancing leaders' awareness of the influence of their actions on subordinates. Consequently, emotional intelligence offers leaders a reflective opportunity to modify their strategies to enhance team productivity.

Research conducted by Ansari and Kumar [1] revealed a substantial positive link between emotional intelligence and all dimensions of transformational, transactional, and laissez-faire leadership styles within the banking sector. This research reinforces the assertion that emotional intelligence is essential for developing a leadership style that is congruent with ideals, contextual needs, and company culture.

In the realm of risk-based decision-making, Moon [6] highlighted that leaders with high emotional intelligence are more proficient at overcoming biases and misconceptions, leading to more rational and adaptive decisions. Leaders with emotional intelligence can manage risk more efficiently due to their heightened awareness of emotional factors in decision-making.

Emotional intelligence serves not only as a direct driver of leadership effectiveness but also mediates the relationship between leadership style and effectiveness. Research by Singh et al. [4] in Bhutan demonstrated that emotional intelligence serves as a complete mediator in the relationship between transformational leadership and perceptions of leader effectiveness. This underscores the need of interventions grounded in emotional intelligence for cultivating leadership competencies.

Fofack and Djofang [7] discovered that, among immigrants in Northern Cyprus, emotional intelligence had a positive and significant correlation with leadership performance. This study underscores the significance of emotional intelligence in cross-cultural and social adaptability, particularly when leaders confront the problems of integration and cultural diversity inside organizations.

In light of the aforementioned explanation, it can be claimed that while various study have proved the substantial role of emotional intelligence in leadership, further exploration into the specific and cross-cultural mechanisms of this influence remains necessary. This study intends to analyze the association among emotional intelligence, leadership style, and leadership effectiveness within the context of a dynamic and complex firm.

2. LITERATURE REVIEW

2.1. Emotional Intelligence

Emotional intelligence is an individual's capacity to identify, comprehend, and control their own and other people's emotions in social interactions [2]. This concept was first introduced by Salovey and Mayer [8], then popularized by Goleman through the book Emotional Intelligence: Why It Can Matter More Than IQ (1995), which states that emotional intelligence has a greater influence on success than intellectual intelligence (IQ). The widely used emotional intelligence model is Goleman's mixed model which includes five main dimensions, namely self-awareness, self-control, motivation, empathy, and social skills [1]. Boyatzis et al., [9] then simplified it into four dimensions: self-awareness, self-management, social awareness, and social skills. These dimensions have been shown to play an important role in organizational interactions and leadership behavior.

2.2. Leadership Styles

Leadership style is a behavioral approach that leaders use to direct, motivate, and influence their subordinates. Bass dan Avolio [10] grouped leadership styles into three: transformational, transactional, and laissez-faire leadership. Transformational leadership emphasizes empowerment, inspiration, and individual attention through four dimensions: idealized influence, inspirational motivation, intellectual stimulation,

and individual attention. [4]. Transactional leadership focuses on formal exchanges between leaders and followers, through rewards for performance or punishment for failure. While the laissez-faire style is characterized by minimal intervention and absence in decision making [7].

2.3. Leadership Effectiveness

Leadership effectiveness is the extent to which a leader is able to achieve organizational goals through influence over subordinates. Measures of this effectiveness can include job satisfaction, organizational commitment, subordinate performance, and perceptions of supervisor support. [11]. Previous research shows that effective leaders are those who are able to build strong emotional relationships with their subordinates [5]. Transformational leadership has been consistently shown to have a positive impact on outcomes such as job satisfaction, organizational citizenship behavior (OCB), and employee commitment [12]. EI is believed to be an important variable in increasing the effectiveness of this leadership style [3].

3. RESEARCH METHODOLOGY

The stages in this SLR research are as follows:

3.1 *Planning*

This stage begins with compiling a question as a reference for searching, selecting and analyzing literature data for research questions. The compilation of questions is based on the needs of the chosen topic. The following is the compilation of questions in this study:

Table 1. Reseacrh Question

RQ 1	How does emotional intelligence influence leadership effectiveness?
RQ 2	How does emotional intelligence influence leadership style?

3.2 Conducting

In the conducting stage there are several stages or steps. The first step is to identify literature that aims to obtain various relevant sources to answer the Research Question (RQ1 and RQ2). The sources used in this study are international journals that discuss the relationship between emotional intelligence, leadership styles and leadership effectiveness. The journal search process is carried out using a search engine via the URL https://scholar.google.com/. The second step is Inclusion and Exclusion criteria. This stage is used to decide whether the data found is suitable for use in SLR research or not. The criteria consist of the year of publication in the last 5 years, namely 2021-2025, obtained through the site https://scholar.google.com/, and the journals used are only related to emotional intelligence, leadership styles and leadership effectiveness. The following is a quality assessment in SLR research:

Table 2. *Quality Assesment*

	Quality Assessment Criteria	Meet the criteria	
		Yes	No
QA1	Are journal articles published in the 2021-2025 timeframe?	√	
QA2	Are journal papers related to emotional intelligence, leadership styles and leadership effectiveness?	√	
QA3	Can the journal be accessed via the https://scholar.google.com/?	√	

The next step is to determine the category of articles with exceptions or exclusion criteria and inclusion articles which are one of the mapping study activities to exclude irrelevant articles and include relevant articles [13]. In this study, we formulated exclusion and inclusion criteria to facilitate mapping in retrieving the literature taken.

p-ISSN : 2808-876X e-ISSN : 2798-1312

Table 3. Inclusion and Exclusion Criteria

Inclusion	Exclusion
1. Research focused on emotional intelligence, leadership styles and leadership effectiveness. 2. English. 3. Research journal only.	1. Journals that do not discuss emotional intelligence, leadership styles and leadership effectiveness 2. Other than English. 3. Dissertations, theses, book sections, proceedings, product descriptions and irrelevant references.

The next step is to summarize previous journals or research that are in accordance with quality assessment, inclusion and exclusion. Previous research is the writing of scientific works or relevant journals that will be used as material for conducting studies with the same or almost the same problems.

Table 4. Previous Research

Author dan Tahun	Judul Penelitian	Metode Penelitian	Hasil Penelitian
Mishra et al. (2022)	Emotional Intelligence as a Moderator Between Micromanagement Leadership and Employee Performance	Conceptual, literature review	EI moderates the negative influence of micromanagement leadership on employee performance.
Ansari & Kumar (2023)	Examining the Relationship between Emotional Intelligence with Leadership Styles and Effectiveness among Managers in Indian Banking Sectors	Quantitative, survey (n=114), convenience and snowball sampling techniques	All dimensions of EI are significantly related to leadership style and effectiveness.
Görgens-Ekermans & Roux (2021)	Revisiting the Emotional Intelligence and Transformational Leadership Debate	Quantitative, structural model with PLS-SEM, 267 respondents	Three of the four dimensions of TFL are influenced by EI; EI influences leadership effectiveness.
Singh et al. (2021)	A Study on the Relationship Between Emotional Intelligence, Leadership Styles and Perceived Leadership Effectiveness in Bhutan	Quantitative, survey (n=265), regression analysis	EI as a full mediator in the relationship between transformational style and effectiveness.
Moon (2021)	Effect of Emotional Intelligence and Leadership Styles on Risk Intelligent Decision Making and Risk Management	Quantitative, survey (n=173), t-test and chi-square	EI and leadership style influence risk-based decision making.
Djofang & Fofack (2022)	Emotional Intelligence and Leadership Effectiveness: Evidence From Cameroonian Immigrants in Nicosia	Quantitative, survey using MLQ and AES, correlation analysis	EI is positively correlated with TFL and leadership effectiveness; negatively with LFL.

3.3 Reporting

The reporting phase constitutes the concluding stage in systematic literature review research. This phase entails documenting the findings of the systematic literature review in the prescribed format.

p-ISSN : 2808-876X e-ISSN : 2798-1312

4. RESULTS AND DISCUSSION

The association between emotional intelligence and leadership style has been a prominent topic in modern leadership study. Research conducted by Ansari and Kumar [1] revealed that the key components of emotional intelligence, self-awareness, self-regulation, social awareness, and interpersonal skills exhibited high relationships with both transformational and transactional leadership styles. This shows that leaders adept in detecting and controlling emotions are more likely to adopt a leadership style that encourages and empowers workers to reach business objectives.

Moreover, the study conducted by Görgens-Ekermans and Roux [3] substantiated that emotional intelligence directly enhances transformational leadership behaviors, particularly in the areas of idealized influence, inspirational motivation, and individualized consideration. These dimensions delineate the capacity of leaders to inspire and guide subordinates with empathy. Leaders with robust self-awareness and emotional regulation abilities are more adept at shaping the views and behaviors of their subordinates, hence enhancing overall leadership effectiveness.

As a mediator, EI plays a crucial role in linking leadership style and organizational outcomes. Singh et al. [4] observed that EI fully moderated the association between transformational leadership style and perceptions of leadership effectiveness. This suggests that successful leadership is not primarily decided by the style adopted, but by the leader's ability to translate the style through emotional intelligence to develop healthy and productive interpersonal relationships with subordinates.

The importance of EI as a moderator is also proven in the context of extreme leadership styles, such as micromanagement. Mishra et al. [5] showed that EI can lessen the detrimental impact of micromanagement leadership style on employee performance. Leaders that have high EI are able to control the tendency to be too controlling and instead inspire people to be more independent and confident. This conclusion is essential, especially in an era of uncertainty that needs flexibility and empowerment in the workplace.

Meanwhile, Moon [6] highlights the relevance of EI in intelligent risk-based decision-making. Leaders with high EI have been proven to be more adept of identifying and regulating internal biases and developing an adaptive leadership atmosphere in crisis situations. EI-driven leadership styles, such as visionary and democratic leadership, help to more objective and strategic decision-making, which in turn boosts the overall effectiveness of the business.

Based on all of these studies, we can say that EI, leadership style, and leadership effectiveness all work together to make each other better. EI is a psychological basis that helps leaders show their leadership style in the best way possible. Both in complicated cultural contexts, such as in the study of immigrants by Djofang and Fofack [7], and in formal organizations such as banking, leaders with high emotional intelligence are better equipped to produce a beneficial impact on individual and collective performance. So, developing EI should be a top focus in today's leadership training and development programs.

5. CONCLUSION AND SUGGESTIONS

We may say that emotional intelligence (EI) is a key factor in improving the quality of leadership because of the study of the link between EI, leadership style, and leadership effectiveness. Leaders with high EI are better at using leadership styles that work for the team, especially transformational ones. They are also better at building trust, boosting motivation, and making the workplace a healthy place to be. EI helps leaders make smart decisions, recognize the emotional needs of their subordinates, and change their leadership style as needed to get the best results. So, as part of their leadership development strategy, businesses really need to focus on developing EI. Training that helps people become more self-aware, control their emotions, be more empathetic, and improve their social skills will make them better leaders overall. Also, when hiring and promoting people to leadership roles, EI should be taken into account as a possible sign of long-term success.

p-ISSN : 2808-876X e-ISSN : 2798-1312

REFERENCE

[1] H. Ansari and R. Kumar, "Examining the Relationship between Emotional Intelligence with Leadership Styles and Effectiveness among Managers in Indian Banking Sectors," *Int. Manag. Rev.*, vol. 18, no. 1, p. 2022, 2023.

[2] D. Goleman, "The emotional intelligence of leaders," *Lead. to Lead.*, vol. 1998, no. 10, pp. 20–26, 1998.

[3] G. Görgens-Ekermans and C. Roux, "Revisiting the emotional intelligence and transformational leadership debate: (how) does emotional intelligence matter to effective leadership?," *SA J. Hum. Resour. Manag.*, vol. 19, pp. 1–13, 2021, doi: 10.4102/sajhrm.v19i0.1279.

[4] E. H. Singh *et al.*, "A Study on the Relationship Between Emotional Intelligence, Leadership Styles and Perceived Leadership Effectiveness in Bhutan," *Glob. Bus. Rev.*, 2021, doi: 10.1177/0972150920978121.

[5] N. Mishra, M. Rajkumar, and R. Mishra, "Emotional Intelligence as a Moderator Between Micromanagement Leadership and Employee Performance," *Prabandhan Indian J. Manag.*, vol. 15, no. 10, pp. 63–70, 2022, doi: 10.17010/pijom/2022/v15i10/172409.

[6] J. Moon, "Effect of Emotional Intelligence and Leadership Styles on Risk Intelligent Decision Making and Risk Management," *J. Eng. Proj. Prod. Manag.*, vol. 11, no. 1, pp. 71–81, 2021, doi: 10.2478/jeppm-2021-0008.

[7] A. I. Djofang and A. D. Fofack, "Emotional Intelligence and Leadership Effectiveness: Evidence From Cameroonian Immigrants in Nicosia," *Int. Leadersh.*, vol. 14, no. February, pp. 87–109, 2022, [Online]. Available: https://www.researchgate.net/profile/Achille-Fofack/publication/358587588_Emotional_Intelligence_and_Leadership_Effectiveness_Evidence_From_Cameroonian_Immigrants_in_Nicosia/links/620a5f18cf7c2349ca1358e2/Emotional-Intelligence-and-Leadership-Effectivenes

[8] P. Salovey and J. D. Mayer, "Emotional intelligence," *Imagin. Cogn. Pers.*, vol. 9, no. 3, pp. 185–211, 1990.

[9] R. E. Boyatzis, D. Goleman, and K. Rhee, "Clustering competence in emotional intelligence: Insights from the Emotional Competence Inventory (ECI)," *Handb. Emot. Intell.*, vol. 99, no. 6, pp. 343–362, 2000.

[10] B. M. Bass and B. J. Avolio, "Transformational leadership and organizational culture," *Int. J. public Adm.*, vol. 17, no. 3–4, pp. 541–554, 1994.

[11] G. Yukl, "How leaders influence organizational effectiveness," *Leadersh. Q.*, vol. 19, no. 6, pp. 708–722, 2008.

[12] T. A. Judge and R. F. Piccolo, "Transformational and transactional leadership: a meta-analytic test of their relative validity.," *J. Appl. Psychol.*, vol. 89, no. 5, p. 755, 2004.

[13] F. N. Zaqiyah, T. N. Istiqomah, N. Fadillah, P. H. Mardianto, and R. S. Putra, "a Systematic Literature Review; Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Perusahaan," *WORLDVIEW (Jurnal Ekon. Bisnis dan Sos. Sains)*, vol. 2, no. 1, pp. 1–15, 2023.