



**THE MODERATING ROLE OF EMOTIONAL INTELLIGENCE
IN THE RELATIONSHIP BETWEEN PERSONALITY TRAITS
AND TRANSFORMATIONAL LEADERSHIP**

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Abstract

Background:

The study provides insightful information for leadership development and organizational development programs. Transformational leaders are inspired to help one another and the company as a whole. Workers react to this boss with sentiments of trust, loyalty, and admiration. Four behaviors—idealized influence, inspiring motivation, intellectual stimulation, and individual consideration are the foundation of a transformative leader's power.

Methods:

This Study employed a quantitative cross sectional research design, data was collected from a sample of 200 male and female Head of departments/ Institute with an age range of 25-60 years. Study participants were taken from the Hazara Division. The study will employ Convenience sampling technique. Statistical analysis was performed using SPSS version 27, employing methods such as Correlation, regression analysis, Moderation Analysis And t test. The study utilized the Big Five Inventory (BFI), Leadership Style Questionnaire (LSQ) and Emotional Intelligence Quotient (EIQ) to measure the variables effectively.

Results:

The alpha reliabilities were found out to be .82, .79 and .86 of three scales respectively. The results showed that neuroticism is negatively related to rest of the personality factors leadership styles (transactional, transformational, and laissez-faire), and emotional intelligence. Whereas personality factors (openness, conscientiousness, extraversion, and agreeableness), leadership styles (transformational) and emotional intelligence are significantly positively related with each factors ** $p < .01$. *** p

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$< .001$. This signifies that emotional intelligence enhances the relationship between extraversion personality trait and transformational leadership styles among participants ($p < .002$). Emotional intelligence enhances the relationship between conscientiousness personality trait and transformational leadership styles among participants ($p < .00$).

Conclusions:

Personality qualities that help leaders inspire and drive their people, like comfort, extroversion and openness to new experiences, are closely associated with transformational leadership. Developing creativity, teamwork, and satisfaction among workers as well as increasing effectiveness of leadership require emotional intelligence.

Keywords:

Personality Traits, Transformational Leadership, Emotional Intelligence.

Background:

Transformational leadership and extraversion are still closely related. According to a study by (Judge, et al., 2017), extraverted people's gregariousness, assertiveness, and excitement make them more successful in leadership positions. The enthusiasm and vision of extraverted leaders motivate their people. But according to a study by (Cai et al., 2021), emotional intelligence can enhance extraversion's beneficial impacts. Task-oriented behaviors and transactional leadership have long been linked to conscientiousness. The two most prevalent leadership philosophies are transformational and transactional. Transformational leadership emphasizes how leaders shape their staff members' beliefs and actions so that they are dedicated to achieving the objectives and visions of the company. According to (Yue et al., 2019), transformational leaders take part in goal-setting and provide their

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organization with strategic orientations while taking into account and satisfying employee expectations. They urge staff members to consider alternative viewpoints and take advantage of chances for personal development. The study by (Bernadette et al., 2018) sought to ascertain which combination of the Big Five personality traits best predicted authentic leadership and to investigate the relationship between the Big Five and authentic leadership.

According to Gignac et al. (2016), emotional intelligence can serve as a buffer in highly neurotic individuals, reducing the deleterious effects of unpleasant emotions and enhancing coping strategies. Emotional intelligence can enhance the effectiveness of agreeableness in fostering positive social interactions or help people with low agreeableness avoid interpersonal conflicts, according to Mayer et al. (2016).

Zhao et al. (2019) state that conscientious leaders often perform well in organized environments, focusing on achieving particular goals and maintaining high performance standards. According to recent research, however, diligent leaders can apply emotional intelligence to develop a more flexible and people-oriented leadership style. As per Wang et al. (2018), leaders who possess emotional intelligence and conscientiousness are better able to engage in transformative behaviors, which encourage followers' motivation and commitment without being overly severe or task-only focused.

Transformational leaders are process-oriented, as seen by their emphasis on effective communication with subordinates rather than the successful completion of specific initiatives. It does not imply, however, that work is not completed in these types of organizations; rather, a sense of connection to the process fosters a greater commitment to achieving objectives among employees. By identifying desired goals, transformational leaders encourage their

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staff to move from one activity to another. They are frequently goal-oriented and results-driven (Rani, 2018). External incentives are created by this leadership style to encourage employees to continue working efficiently, which is frequently enough for organizations to grow. Because they link a company's goals to either internal or external motivations, transformational style are thought to be successfu

Methods

Research Design

The current study is quantitative and has a cross-sectional design, which means that participant data is gathered all at once. With this method, researchers can look at how different variables like Transformational leadership, emotional intelligence, and personality traits relate to one another over a given period of time. Although it does not record variations or patterns over time, the study offers an overview of how these variables interact by collecting information from a sample at a single point in time. Although this methodology is helpful for investigating correlations, it restricts the capacity to monitor long-term impacts or deduce cause-and-effect linkages.

Objectives

Analyze how emotional intelligence functions as a moderator.

Examine the connection between transformational leadership style and personality attributes.

Hypotheses

- Extraversion will be positively co relate with transformational leadership style.
- Openness to experience And Agreeableness will positively co relate with transformational leadership.

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- High emotional intelligence will strengthen the positive relationship between extraversion, conscientiousness and transformational leadership style.

Sample

In present study Convenience sampling Technique Is used to collect desired Data from 200 participants. The sample of participants in this study included 200 individuals who provided complete data on the variable of interest.

INCLUSION CRITERIA

- The Head of departments / institute was included in this research.
- Both Genders (male, female) are the part of this research.
- Age range for the participant are 25_60 was Included.

EXCLUSION CRITERIA

- 1. The Head of department will included while other staff members will not.
- 2. Illiterate people will not be the part of this study.

Measures

The following tools were used to collect the data from the participants.

Big Five Inventory (BFI)

Inventory of the Big Five (BFI) created by John, O. P., and Rammstedt, B. (2007) Ten self-administered items make up the Big Five Inventory (BFI), which is rated on: Five points The Likert scale (5 = strongly agree, 1 = strongly disagree) BFI has subscales. five subscales: openness to experience, neuroticism, conscientiousness, agreeableness, and extraversion; Higher scores indicate more of the trait; the total score ranges from 10 to 50. The range of test-retest reliability is 0.75 to 0.85.

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3 Leadership Styles Questionnaire (LSQ)

Leadership Style Questionnaire by Peter G. Northouse (2009), item 18 Self administered items are rated on a 5-point Likert scale. Rated on related subscale: Transformational Leadership. Total score range: varies depending on subscale (e.g., Transformational: 20-100). Higher score indicates: stronger presence of respective leadership style. Test-retest reliability: reported as 0.82 to 0.93 for the three subscales (Northouse, 2009).

3.6.4 Emotional Intelligence Quotient (EIQ)

For emotional intelligence, use the Emotional Intelligence Quotient (EIQ). Paul Mohapel created the design in 2001. The 40 self-administered components that make up the Emotional Intelligence Quotient (EQI) are scored on: Five points The Likert scale 5 indicates strong agreement, 1 indicates significant disagreement. EIQ has subscales. Five subscales: Self-awareness, self-control, drive, compassion, and interpersonal abilities between 40 and 200; Higher emotional intelligence is indicated by higher scores. Reliability between tests: falls between 0.80 to 0.90.

Procedure:

Participants are approached by the researchers at their respective institutions in order to gather questionnaire responses. The summary of the current objective of the research includes specific instructions that the researcher has demonstrated through informed consent in order to gain the participants' cooperation. Neither participants nor those who choose not to participate were coerced. The permission also states that all of the respondent's information will be utilized for research purposes.

The research participant voluntarily participated in the study. When they were prepared, respondents were given the scale, and they were then instructed to respond to the statements in accordance with the rules. To confirm the results, a statistical

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analysis was conducted and the scores were computed. Both in-person interactions and Google surveys are used to calculate the data.

Results

In Current study the SPSS 27 is used to analyses the data. Reliability, Frequency, Descriptive and Psychometric Properties Correlation Analysis. Regression Analysis. Moderation Analysis applied for the verification of the hypothesis.

Table 1

Socio-demographic Characteristics of Participants (N = 200)

Variables	<i>f</i>	%
Gender		
Male	100	50.0
Female	100	50.0
Residence		
Rural	50	25.0
Urban	150	75.0
Organization Type		
Government	100	50.0
Private	100	50.0
Participant age		
25-45	100	50.0
45-65	100	50.0

Note f = Frequency, % = Percentage.

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Table 2

Descriptive and Alpha Coefficients For all Study Variables (N = 200)

Scales	k	M	SD	α	Range		Skew	Kurt.
					Potent	Actual		
					ial			
Openness to Experience	2	1.0	.24	.75	2-10	1-10	.13	-.25
Conscientiousness	2	.97	.26	.76	2-10	2-8	.23	-.24
Extraversion	2	1.0	.27	.78	2-10	2-10	-.57	.10
Agreeableness	2	1.3	.29	.74	2-10	1-7	-.46	.54
Neuroticism	2	1.2	.30	.80	2-10	0-8	.45	-.20
Personality Traits Scale	10	5.3	1.27	.82	10-20	5-14	.32	-.47
Transformational Leadership	6	3.2	.45	.89	6-35	5-30	-.90	.56
Emotional Intelligence	40	23.65	6.32	.86	0-160	20-148	.21	.45

Note. Skew = Skewness; Kurt = Kurtosis; M = Mean; SD = Standard Deviation; k = Number of items.

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Table 3

<i>Correlation Among Study Variables (N = 200)</i>										
Sr. #	Scales	k	1	2	3	4	5	6	7	8
1	Openness to Experience	2	-	-	-	-	-	-	-	-
2	Conscientiousness	2	.45 ^{***}	-	-	-	-	-	-	-
3	Extraversion	2	.34 ^{**}	-	-	-	-	-	-	-
4	Agreeableness	2	.23 ^{**}	.36 ^{**}	-	-	-	-	-	-
5	Neuroticism	2	.50 ^{**}	.30 ^{**}	.32 ^{**}	.23 ^{**}	-	-	-	-
6	Transformational Leadership	6	.40 ^{**}	.62 ^{**}	.62 ^{**}	.51 ^{**}	.33 ^{**}	-	-	-
7	Emotional Intelligence	40	.45 ^{***}	.36 ^{**}	.72 ^{**}	.65 ^{**}	.38 ^{**}	.63 ^{**}	.35 ^{**}	.32 ^{**}

Note. M = Mean; SD = Standard Deviation; k = Number of items.

^{**} $p < .01$. ^{***} $p < .001$.

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Table 4

Moderating Effect of Emotional Intelligence between Conscientiousness Personality Trait and Transformational Leadership Styles (N = 200)

Predictor	Estimate	SE	95%CI		p
			LL	UL	
Main Effect					
Constant	20.11	4.90	5.21	21.74	.03
Conscientiousness	.25	.03	.42	.90	.00
Personality Trait					
Emotional Intelligence	.18	.09	.36	.99	.03
Conscientiousness	.16	.02	.44	.87	.01
Personality Trait*					
Emotional Intelligence					
R ²	.58				
F	38.45				.00

Note. SE = Standard Error; CI = Confidence Interval; UL = Upper Limit; LL = Lower Limit.

Table 5

Moderating Effect of Emotional Intelligence between Personality Traits and Transformational Leadership (N = 200)

Predictor	Estimate	SE	95%CI		p
			LL	UL	
Main Effect					
Constant	16.85	5.08	6.85	26.85	.01

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Personality Traits	.33	.16	.01	.66	.03
Emotional Intelligence	.20	.19	.01	.35	.02
Personality Traits*Emotional Intelligence	.10	.12	.01	.13	.01
R ²	.40				
F	34.98				.00
<hr/>					
F	34.98				.00
<hr/>					

Note. SE = Standard Error; CI = Confidence Interval; *UL* = Upper Limit; *LL* = Lower Limit.

Table 6

Moderating Effect of Emotional Intelligence between Extraversion Personality Trait and Transformational Leadership Styles (N = 200)

Predictor		Estimate	SE	95%CI		p
				LL	UL	
Main Effect						
Constant		19.44	4.56	7.54	18.43	.00
Extraversion	Personality	.45	.23	.32	.98	.02
Trait						
Emotional Intelligence		.34	.12	.13	.85	.01
Extraversion	Personality	.22	.43	.44	.90	.00
Trait*	Emotional Intelligence					
R ²		.68				
F		45.33				.00

Note. SE = Standard Error; CI = Confidence Interval; *UL* = Upper Limit; *LL* = Lower Limit.

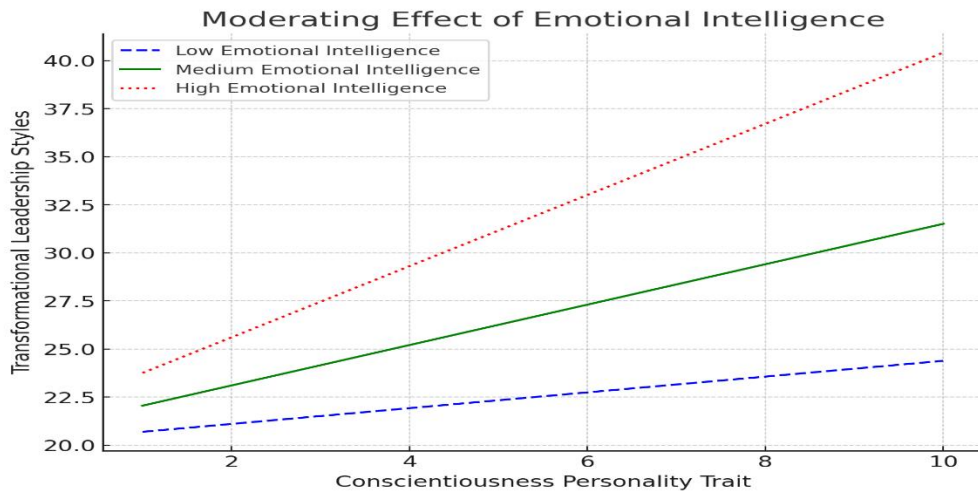
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Table 7

Hierarchical Regression Analysis: Moderating Effect of Emotional Intelligence between Extraversion Personality Trait and Transformational Leadership Styles (N = 200).

Model	Predictor	Estimate (B)	SE	95% CI (LL - UL)	p	R ²	ΔR ²
Step 1	Constant	19.44	4.56	7.54 - 18.43	- .00	.45	
	Extraversion	.45	.23	.32 - .98			
	Personality Trait				.02		
Step 2	Constant	19.44	4.56	7.54 - 18.43	- .00	.57	.12
	Extraversion	.45	.23	.32 - .98	.02		
	Personality Trait						
	Emotional Intelligence	.34	.12	.13 - .85	.01		
Step 3	Constant	19.44	4.56	7.54 - 18.43	- .00	.68	.11
	Extraversion	.45	.23	.32 - .98	.02		
	Personality Trait						
	Emotional Intelligence	.34	.12	.13 - .85	.01		
	Extraversion	.22	.43		.44	.00	
	Personality Trait				-		
	× Emotional Intelligence				.90		
	F	45.33**					

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The moderating effect of Emotional Intelligence (EI) between Conscientiousness Personality Trait and Transformational Leadership Styles.

- Low EI (blue, dashed line): The effect of Conscientiousness on Leadership is weaker.
- Medium EI (green, solid line): A stronger positive relationship emerges.
- High EI (red, dotted line): The strongest effect, showing that higher EI amplifies the impact of Conscientiousness on Leadership.

The participants' demographic details are presented in Table 1. Half of the participants were male, and the other half were female. According to the participants' backgrounds, 75% of them live in cities and 25% live in rural areas. In terms of organization type, half of the population works for government agencies, while the other half are employed by private companies. Half of the participants are in the 25–45 age range, and half are in the 45–65 age group.

Table 2 describes the psychometric properties of the scale of all the study variables. The variables are all sound to be used in the main study. The psychometric properties like the reliabilities of the scale are in the acceptable range. The personality trait Scale demonstrated excellent reliability with a Cronbach's alpha of .82,

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while the Leadership Style Scale showed acceptable reliability with a Cronbach's alpha of .79. The Emotional intelligence scale also exhibited strong reliability, with a Cronbach's alpha of .86. The actual range falls under the potential range of the scales. The values of skewness and kurtosis are within the range of -3 to +3, which is acceptable. The scales are further continued to be used in the main study.

Relationship for Study Variables

The correlation analysis is conducted to check the direction of the variables. The association between the studied factors of a sample of leaders is shown in Table 3. At the significance level ($**p < .01$), the findings demonstrated a negative relationship between neuroticism and the other personality traits (conscientiousness, extraversion, agreeableness, and openness), transformational leadership styles, and emotional intelligence. On the other hand, at the significance level ($***p < .001$), there is a substantial positive correlation between each of the following personality traits: emotional intelligence, leadership styles (transformational), and conscientiousness, extraversion, agreeableness, and openness.

The moderating effect of emotional intelligence on personality traits and leadership styles is displayed in Table 4. The table displays the findings of a moderation analysis that used emotional intelligence as a moderator to look at how personality factors affect leadership styles. The model is statistically significant ($F=34.98$, $p < .001$) and accounts for 40% of the variation in leadership styles ($R^2=.40$). According to the major effects, leadership styles are substantially predicted by emotional intelligence ($\beta=.20$, $p=.02$) and personality traits ($\beta=.33$, $p=.03$). The relationship between personality traits and leadership styles is moderated by emotional intelligence, according to the interaction term ($\beta=.10$, $p=.01$), which means that the degree of emotional

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intelligence determines how strongly personality traits and leadership styles are associated.

Table 5 shows the moderating role of emotional intelligence between extraversion personality trait and transformational leadership styles. The table presents the results of a moderation analysis examining the effect of extraversion on transformational leadership styles, with emotional intelligence as a moderator. The model explains 68% of the variance in transformational leadership styles ($R^2=.68$) and is statistically significant ($F=45.33, p<.001$). The main effects indicate that extraversion ($\beta=.45, p=.02$) and emotional intelligence ($\beta=.34, p=.01$) significantly predict transformational leadership styles. The interaction term ($\beta=.22, p=.00$) suggests that emotional intelligence moderates the relationship between extraversion and transformational leadership styles, meaning that the impact of extraversion on transformational leadership is influenced by an individual's level of emotional intelligence. The significant positive interaction effect implies that individuals with higher emotional intelligence exhibit a stronger relationship between extraversion and transformational leadership styles.

Table 6 shows the moderating role of emotional intelligence between conscientiousness personality traits and transformational leadership styles. The table presents the results of a moderation analysis examining the effect of conscientiousness on transformational leadership styles, with emotional intelligence as a moderator. The model explains 58% of the variance in transformational leadership styles ($R^2=.58$) and is statistically significant ($F=38.45, p<.001$). The main effects indicate that conscientiousness ($\beta=.25, p<.001$) and emotional intelligence ($\beta=.18, p=.03$) significantly predict transformational leadership styles. The interaction term ($\beta=.16, p=.01$) suggests that emotional

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intelligence moderates the relationship between conscientiousness and transformational leadership styles, meaning that the impact of conscientiousness on transformational leadership depends on an individual's level of emotional intelligence. The significant positive interaction effect implies that individuals with higher emotional intelligence exhibit a stronger relationship between conscientiousness and transformational leadership styles.

Table 7 The hierarchical regression analysis reveals that although both extraversion and emotional intelligence contribute independently to transformational leadership, it is their combined effect that is crucial. Leaders exhibiting high levels of both traits are most likely to excel in transformational leadership roles. The moderating effect of emotional intelligence on the relationship between extraversion and transformational leadership suggests that leaders with high extraversion and high emotional intelligence are most likely to exhibit strong transformational leadership behaviors. Extraversion significantly influences transformational leadership (Model 1), accounting for 45% of the variance in transformational leadership. When Emotional Intelligence is added (Model 2), it explains an additional 12% of the variance, suggesting that emotional intelligence plays a meaningful role in leadership styles independent of extraversion. The interaction term between Extraversion and Emotional Intelligence in Model 3 shows that the relationship between extraversion and transformational leadership is moderated by emotional intelligence, with the interaction term being statistically significant ($p = .00$). The final model (Model 3) with both predictors and their interaction accounts for 68% of the variance in transformational leadership, which is a strong effect size. This demonstrates the importance of both extraversion and emotional intelligence, as well as their interaction, in shaping transformational leadership behaviors.

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DISCUSSION

This study explored how emotional intelligence influences the relationship between personality traits and leadership styles. The findings contribute significantly to our understanding of these concepts. The sample consisted of 200 participants, selected through convenience sampling. Data were gathered from department heads aged 25 to 60 using self-reported questionnaires. Three reliable instruments were employed: the Big Five Inventory (BFI) for assessing personality traits, the Leadership Style Questionnaire, and the Emotional Intelligence Quotient (EIQ) for measuring emotional intelligence, with alpha reliability scores of .78, .82, and .86, respectively (see Table 4.1.2).

Since many participants left the study before finishing the survey, the researcher had a difficult time keeping them motivated and interested throughout. This created a number of challenges for gathering trustworthy research data. Convincing volunteers of the study's goal while maintaining their confidentiality presented another difficulty. For researchers working in quantitative research, managing huge datasets and carrying out intricate statistical analysis can sometimes be very taxing.

According to the study, transformational leadership style and extraversion would be positively correlated. Extraversion is the most reliable and persistent positive predictor of transformative leadership styles, according to a review of the literature (Ghazal et al., 2016).

According to the five-factor model of personality, extraversion is found to be significantly related to transformational leadership (Lim & Ployhart, 2014) (See Table 3). This correlation exists because extraverts tend to be outgoing, enthusiastic, and charismatic—qualities essential for inspiring and motivating others, which is a fundamental aspect of transformational leadership. The

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findings support the idea that transformational leadership is positively linked to extraversion (Zopiatis et al., 2012).

Neuroticism would be negatively associated with both transformational and transactional leadership styles. High levels of neuroticism are characterized by a tendency to experience negative emotions, such as anger, depression, and instability. Employees who score high in Neuroticism often exhibit emotional instability and display negative moods and behaviors, such as anxiety, depression, and low self-esteem. This can lead to unpleasant interactions with their leaders and increased feelings of insecurity (Almandeel, 2014). Openness to experience and agreeableness would have a positive relationship with transformational leadership. The findings presented in Table 4.1.3 support this idea. Attributes associated with openness to experience tend to promote self-expression and acceptance of diversity. Transformational leadership revolves around inspiring and motivating followers by crafting a vision, encouraging innovation, and supporting personal growth. It emphasizes emotional connections with followers and challenges the status quo to foster change and improvement (Almandeel 2014). Judge and Bono (2020) found that individuals high in openness to experience are often linked to transformational leadership due to their creativity, which correlates with high scores in intellectual stimulation (Yahaya et al., 2011).

Limitation And Future Direction.

When interpreting the reported data, it is important to take into account the many limitations of this study. There was a tiny sample size. Although strong, the Big Five personality traits used in the study may oversimplify the intricate interactions between individual variances. There are many unaddressed aspects that affect human behavior and leadership styles, including culture, experience, and situational considerations. Leadership varies

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according on the situation.

By examining new trends in management that may incorporate different work environments, new technology, and changing organizational cultures, the researcher may propose the managerial style of the future a topic outside the purview of this study. To obtain a more comprehensive understanding of how leadership styles affect worker engagement and efficiency in many circumstances, the researcher could also be exposed to additional studies conducted by different firms. Research on cross cultural leadership styles and global perspectives should be expanded to offer important insights into how different regions have different and effective leadership practices.

Conclusion

Male leaders are more likely to choose transformational management, which is task-focused and control-driven, whereas female leaders are more likely to embrace transformational leadership due to their superior relational abilities, such as empathy and focus. A leader must be emotionally stable since high levels of neuroticism might obstruct transformative leadership. Psychological stability can boost leadership effectiveness when both leadership ideologies are harmonized. Aligning leadership development with individual personalities and skill sets can help organizations boost employee engagement, productivity, and creativity.

Ethical Considerations.

Examining the relationship between personality traits and leadership styles with emotional intelligence as a moderating factor involves several ethical considerations. Researchers must ensure informed consent, confidentiality, and unbiased assessments while avoiding stereotypes or deterministic views. Emotional intelligence should not be used manipulatively but

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ethically to enhance leadership. Cultural differences must be respected to avoid one-size-fits-all frameworks. Organizations should transparently and fairly use data for leadership development without favoritism or exclusion. Leaders must model ethical behavior and consider the well-being of their followers. These considerations uphold integrity and inclusivity in both research and practice.

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