

Emotional Intelligence and Leadership in HRM: Enhancing Team Resilience and Performance

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ABSTRACT

This study will investigate the importance of emotional intelligence (EI) in leadership (in the perspective of Human Resource Management (HRM)) and its contribution towards building team resilience and performance. This study explores how emotionally intelligent leaders build resilient teams more likely to succeed in the face of challenges and sustain a high level of performance. The methodology was mixed as it relied on a survey among 200 participants along with in-depth interviews with HRM leaders and team members dedicated to different industries. The findings demonstrate that the leader's emotional intelligence scores had a positive, high relationship with the team outcomes, resilience, and performance dimension. The ability to build trust and effective communication, and a supportive working environment is particularly crucial in maximizing team collaboration as well as attaining organizational success: a responsibility that lies on emotionally intelligent leaders. This research has insightful points to the field of HRM methodology with respect to leadership training and team handling by focusing on the necessity of developing emotional intelligence in order to enhance performance within an organization.

Keywords: Emotional Intelligence, Leadership, Human Resource Management, Team Resilience, Team Performance, Leadership Development, Organizational Success, Emotional Competencies, Team Dynamics, Organizational Culture.

INTRODUCTION

In the current fast and complex organizational environment, leadership has become instrumental in determining the performance and success of teams. With more and more challenges characterizing organizations (technological changes, changing market conditions, etc.) the capability to guide a team through uncertainty rather than certainty becomes essential. Emotional Intelligence (EI) is one of the most important leadership qualities that determine the work of teams, resilience, and performance. Emotional intelligence is defined as the capacity to pinpoint, comprehend, regulate, and sway feelings, both in self and other people (Goleman, 1995). When it comes to Human Resource Management (HRM), emotional

intelligence plays a more important role than when it comes to other areas in leadership as high emotional intelligent leaders are in a better position to negotiate the dynamics of human interaction in teams, which creates an overall positive organizational climate and improves overall team performance (Caruso & Salovey, 2004).

HRM leadership, especially, when accompanied by emotional intelligence, significantly affects team resilience and performance. The ability of teams to hold up against misfortune as well as to face adversity is known as team resilience, which is critical when it comes to working within a difficult environment to achieve sustained high performance (McEwan et al., 2017). Emotional intelligence has become critical to developing resilience among the leaders as well as the teams under their supervision considering the capacity of the leaders to empathize, communicate effectively, and deal with stress (Goleman, 1998). High-EI leaders are also better positioned to promote teamwork, establish trust and inspire employees, all of which lead to better organizational dynamics and success (Mayer et al., 2008).

The role of emotional intelligence in leadership has been underscored in different leadership styles, especially transformational leadership style. Emotional intelligence is strongly related to transformational leadership, which is aimed at inspiring and encouraging followers to pursue their potential in every way possible. It has been found in research that leaders with high levels of EI are better placed to interact with their team members hence making them feel connected and purposefully driven to their cause (Bass & Riggio, 2006). Emotional intelligence helps leaders to give personalized attention to team members, share an attractive vision, and resolve interpersonal conflicts, which will increase team resilience and performance (Avolio & Bass, 2004).

Leaders with emotional intelligence are also in a better place to affect crucial organizational outputs in HRM. They can make better decisions when it comes to the recruitment process, performance assessment and employee development (Koman & Wolff, 2008). The shifts in employee social, emotional, and psychological needs can be met more easily when HRM leaders take them into account, creating a positive climate in which employees receive a sense of appreciation and support, resulting in job satisfaction, motivation, and performance (Salovey & Mayer, 1990). Moreover, emotionally intelligent leaders are competent in terms of controlling workplace stress and conflict, which are frequent impediments of team performance and resilience (Cote Miners, 2006).

The correlation between emotional intelligence, leadership, and HRM has been studied and reported, yet the role of emotional intelligence in terms of strengthening a team and its subsequent performance should be discussed. Because an organization is going more and more towards group activities and working as a group, it is essential to know how a leader can use emotional intelligence to make his/her team more resilient. Studies have shown that EI leaders have greater chances of coming up with teams who not only have the capability of overcoming any barriers, but who are highly motivated and engaged (George, 2000). The current paper aims at investigating the relationship between emotional intelligence, leadership, and HRM practices by aiming to illustrate how EI can be used to increase team resilience and performance within organizations.

In this respect, it is critical to observe that emotional intelligence is multidimensional. Goleman (1995) identified five basic elements that make up EI, which includes self-awareness, self-regulation, motivation, empathy, and social skills. These factors help a leader in regulating their own feelings and those of the team members under them. It has been found out that leaders with high scores in the above dimensional capabilities are more apt to cultivate trust, teamwork and efficient performance (Bar-On, 2006). Emotional intelligence also shows the skills of being able to manage their emotions especially where

stress is the case, whereby the head person is able to collect himself and carry the team through difficult moments and empathy is the capacity to understand the feelings of others and relate to them hence leading to effective communications and solving conflicts (Wong & Law, 2002).

Also, the team resilience has been at the centre of organisational studies. It is not only that resilient teams know how to rebound after a negative experience but they are also unique in that they tend to learn and adapt to challenges (Harris, 2009). It is impossible to ignore the role of leadership in the development of such resilience since it is leaders who shape an attitude of teams toward adversity. Emotionally intelligent leaders have a higher chance of establishing an atmosphere in which failure is perceived as a learning experience as opposed to a defeat, which further leads to the long-term success and flexibility of teams (Sutcliffe & Vogus, 2003). Such an approach is especially fundamental in terms of HRM as efficient leadership is pivotal in cultivating and maintaining high-performing and adaptable teams.

Thus, the purpose of the study is to analyze how emotional intelligence in leadership affects the team resiliency and performance, paying closer attention to HRM practices. This research will add unique information on how leaders can correct cognitive errors and emotional vulnerabilities and use emotional intelligence in building resilient high-performing teams within the workplace through this relationship. By doing so, the study will also help expand knowledge on the role that emotional intelligence plays in leadership as well as its influence on the success of an organization.

LITERATURE REVIEW

Emotional Intelligence and Its Role in Leadership

EI has emerged as a primary aspect of comprehending good leadership. EI Salovey and Mayer (1990) came up with the concept of EI and wrote that it is the capacity to regulate and monitor our own feelings as well as those of others. Goleman (1995) has further developed this by listing five building blocks of EI viz self-awareness, self-regulation, motivation, empathy and social skills. These factors have been observed to have a significant impact on the effectiveness of leadership specifically in an organizational context. High EI leaders are more suited to control interpersonal relationships, motivate followers and adjust to difficult situations, which results in enhanced performance and team dynamics (Goleman, 1998).

The connection between EI and leadership is widely covered in the scholarly literature. It has also been depicted that emotionally intelligent leaders are more likely to create a more nurturing working space where employees are treated as understood, valuable, and driven (Goleman, 2006). Moreover, high EI leaders know how to deal with their stress, conflict issues, and build a pleasant organizational culture, which leads to increased effectiveness of the organization (Cherniss, 2001). Such leaders can be regarded as role models whose actions beget the emotional mood of their subordinates, fostering emotional wellness and supporting resilience in the face of adversity (Mayer et al., 2008).

Styles of leadership and emotional intelligence

Emotional intelligence is very relevant in determining leadership styles. Transformational leadership is associated with high EI levels among other leadership styles. Transformational leaders provide their followers with an atmosphere of trust, intellectual stimulation, and personal concern that make followers become inspired and become motivated in order to produce outstanding results (Bass, 1990). Transformational leaders are intelligent enough to see through the emotional needs of their employees proving to have a better relationship with them, more engagement with them and more improved

performance by the team (Barling et al., 2000). Transactional leaders, however, in contrast, may not use emotional intelligence to the same degree, as they are mainly concentrated on Reward-based motivation and task completion tendencies (Judge & Piccolo, 2004).

Researchers have validated the fact that transformational leadership behaviors are inclined in leaders that have high emotional intelligence scores (Mayer et al., 2008; Avolio et al., 2004). This dependency makes the role of EI as critical in shaping good leadership and team performance. Transformational leaders, who have the capacity to make employees relate to them at emotional status, are in a better position to build resilient teams that can withstand adversity and high performance levels (Zhu et al., 2009). Emotional intelligence therefore becomes a key factor in defining what kind of leadership is most conducive to enhancing team growth and organizational performance.

Team Resilience and Emotional Intelligence

The capacity of a team to experience adverse circumstances, endure and actually improve in performance is known as team resilience (McEwan et al., 2017). In organizations where teams have to work under extreme pressure, resilience is an important component of team building as the capability of an organization to respond to the challenges and bounce back after adversity is the key to survival. Highly emotional intelligent leaders are also instrumental in fostering resilience among members of their teams. Emotionally intelligent leaders make the work environment conducive by offering emotional support, a sense of security, and a free communication environment that enables teams to stay motivated and focused, even in bad times (Rothbard, 2001).

Studies have demonstrated that emotional intelligent leaders are also able to deal with the emotional nature of their teams especially during stress and in periods of adversity (Cherniss, 2001). Such leaders are much more prone to express empathy and offer constructive criticism, building trust and commitment within a team. This, in turn, builds a strong team that could withstand challenges and sustain high rates of performance (Youssef & Luthans, 2007). Emotionally intelligent leaders have the capacity to build a positive work culture, where the staff feels appreciated and recognized, and this factor directly correlates with the greater resilience of the team (Avolio et al., 2004).

Furthermore, research has revealed that emotionally competent leaders assist teams to move toward a growth mindset, key to resilience. The growth mindset helps the team members to look at challenges as learning opportunities instead of problematic obstacles (Dweck, 2006). Through creating this attitude, emotionally intelligent leaders assist the team to overcome the adversary with a sense of ease and flexibility and eventual positive results in its operations and arouse strength (McEwan et al., 2017).

Emotional Intelligence and Team Performance

The connection between emotional intelligence and team performance has been well documented in literature. Leaders with greater EI have more capacity to control team dynamics, effectively communicate and build collaboration that all lead to enhanced performance of a team (Caruso & Salovey, 2004). High EI leaders are able to adjust their leadership aptitudes to meet the requirements of the members of their teams, so that every member can be supported and inspired to work towards achieving team objectives (Bar-On, 2006).

It has been found that the more a leader is emotionally intelligent, the more engaged and productive his or her team will be (Dulewicz & Higgs, 2003). The reason is that such leaders can set comprehensible goals,

give frequent feedback, and reward the efforts of team members, all of which are likely to lead to the feeling of accomplishment and inspiration. Moreover, EI leaders can address conflict management and resolve interpersonal problems in teams which would otherwise slow down performance (Yammarino et al., 2008). Emotionally intelligent leaders can improve the working conditions by ensuring a favorable working environment, as well as a proper communication process, which leads to successful operation of teams and their better performance.

The implications of EI on team performance are especially crucial in HRM, where collaboration and communication among teams is a vital parameter to maximizing organizational targets. HRM leaders with a high emotional intelligence are capable of efficiently planning the recruitment, development and performance of employees, so that teams become both resilient and high-performance (Cote et al., 2006). These leaders establish a workplace that considers employee welfare and ensures an ingrained sense of purpose, which is essential in the performance of the team (Salovey & Mayer, 1990).

The Importance of Emotional Intelligence in Human Resource Management

Emotional intelligence has a significant role in the company of Human Resource Management (HRM), and in this territory leaders are challenged with the task to nurture and safeguard the human capital. HRM leaders who have a high level of EI are in a better position to understand and embrace the emotional and psychological requirements of the employees and, therefore, make better decisions and establish a nurturing work environment (Goleman, 2006). EI allows the leaders of HRM to establish an empathetic communication, solve conflicts, and give constructive feedback, which leads to improvement of team performance and resilience.

With regard to HRM practices, the inclusion of emotional intelligence may enhance diverse facets of the organizational life such as hiring, worker improvement, and performance administration (Koman & Wolff, 2008). It can also be applied in the recruitment process, such as the ability to employ EI to ascertain the level of emotional intelligence of the candidates, and how they can contribute to the effectiveness and the resilience of the team (Boyatzis et al., 2002). Similarly, HRM leaders with high EI have a better chance to execute performance management systems that support employee growth and development as well as focus on emotional well being (Goleman, 1998).

Moreover, with emotionally intelligent HRM leaders, there are increased chances of the creation of programmes and policies that would help facilitate employee well-being and life balance resulting in increased job satisfaction and tenure (Cherniss, 2001). With the integration of EI in HRM, organizations will be able to cushion their workforce against failure and maximize performance through sustainability with the ability to adapt to a dynamic world (Bar-On, 2006).

In summary, as discussed in this section, emotional intelligence plays a paramount role in leadership especially in Human Resource Management. Leaders with higher levels of emotional intelligence have greater ability to cultivate team resilience, improve team performance and build positive organizational culture. Transformational leadership is linked to high EI, and this style supports trust, collaboration, and employee engagement that undoubtedly lead to team resilience and performance. Moreover, high emotional intelligence HRM leaders can better promote the flow of emotional and psychological demands of their employees, letting them make better decisions and create a beneficent working environment. Emotional intelligence is a very useful aspect individuals can develop to implement in the HRM practices, thereby improving organizational effectiveness to a much higher level.

METHODOLOGY

Research Design

The research design of this study is mixed-method research design which requires the use of both qualitative and quantitative designs to understand the role of emotional intelligence leadership in Human resource Management (HRM). This design aims to fully understand the impact of emotional intelligence in leadership on team resilience and performance. The study will triangulate the information obtained by incorporating both the qualitative observations and quantitative data and analyzing the correlation at the level of leadership effectiveness as to the improvement of the team outcomes.

Data Collection

Data were collected using two stages including a survey and semi-structured interviews. Each stage was formulated to reflect varying dimensions of the research question. Whereas the survey was aimed to collect quantitative data about the levels of emotional intelligence in leaders and its role that was perceived to affect the team resilience and performance, the interviews aimed to obtain better qualitative data about the experiences that leaders of HRM and their teams had.

Survey

A questionnaire was designed to measure the emotional intelligence of HRM leaders, their team resilience and performance. The survey contained both closed-ended and Likert-type scale questions, allowing participants to rate different elements of emotional intelligence (self-awareness, self-regulation, empathy, and so on) and its influence in the context of teamwork. The questionnaire was sent to HR leaders and team members in a variety of organizations, such as healthcare, technological, and manufacturing sectors. This enabled the study to get a comprehensive view of how emotional intelligence can be used in various organisational scenarios. The sample size yielded a total of 200 as responses, with an equal proportion of leaders and team members included to ensure that the results represent the experiences of both sides of the leadership-team relationship.

Interviews

Along with the survey, 20 HR leaders and 20 team members were interviewed in detail. There is considering the experience and the present leadership positions in the organizations of the interviewees. The semi-structured nature of the interviews enabled a free but directional conversation that discussed the views of participants on the role of emotional intelligence in leadership, the effects of leaders with high emotional intelligence on work team resilience and how emotional intelligence affected the team performance. Insight into what challenges that the HRM leaders incur in building resilience in teams was also gained through the interviews as well as how emotional intelligence contributes in overcoming the challenges. This qualitative information proved critical in drawing meaningful details on emotional intelligence and how it can be applied in practical leadership situations.

Sample Selection

This study sample was not representative of companies across the same industry, but instead various industries, which allowed generalizability of the results. Hospitals are chosen according to the criteria of willingness to take part in research, and attempts are made to have a diverse representation in terms of

leaderships, team dynamics and industry type. The fact that leaders and team members across industries were included assisted in getting a holistic picture of the effect of emotional intelligence in leadership on teams working in a given organizational environment.

The HRM leaders who have been chosen and agreed to participate in the survey and interviews had worked in managing the teams previously, so there was the guarantee that they were given appropriate exposure to the issues of leadership and the emotional intelligence thereof. Team members would be selected on the basis of their relationship with the leaders directly, enabling a better evaluation of the impacts that leaders' emotional intelligence had on their work environment and performance.

DATA ANALYSIS

This study involved a two-stage data analysis approach including quantitative analysis of the survey data and thematic analysis of the interview data.

Quantitative Analysis

Statistical computer analysis was applied to survey results using such statistical computer software as SPSS (Statistical Package for the Social Sciences). Preliminary descriptive statistics were computed to give a general understanding of the distribution of points of emotional intelligence among HRM leaders, and the levels of team resilience and performance. Correlation analysis was later done to examine the association between emotional intelligence and the important variables-team resilience and performance. To analyze the predictive strength of emotional intelligence regarding explaining the differences in team resilience and performances, a multiple regression analysis was used, with leadership style, and organizational culture as a factor that may confound the results obtained.

Qualitative Analysis

Thematic analysis was used to code the qualitative data obtained through the interviews; thematic analysis is generally applied to extract patterns and themes out of textual data. The steps followed were reading the transcripts to familiarize oneself with data, coding the data into appropriate categories, and recognition of themes that appeared in the answer. The themes found to be capital elements of emotional intelligence including empathy in leadership, team collaboration, and resilience-building strategies were seen as vital themes in improving team performance and resilience. They were subsequently compared in various organizations and with various leaders in order to understand better how the EI is utilized in the leadership of HRM.

Ethical Considerations

During the research, the study observed ethical considerations. The appropriate institutional review boards granted ethical approval of data collection beforehand. During the experiment, all subjects were notified of the aim of the experiment and they all signed their assent. The confidentiality of the responses of the participants was promised, and the participants were made aware that they were being recruited voluntarily and could withdraw at any stage without consequences. Data were anonymized, and, to guarantee anonymity, identifying information was omitted in the data, and pseudonyms were added in the interview transcripts.

Also, the predispositions were attempted to be prevented at the stage of data collection and analysis. The researchers also made sure that the survey and interview questions were neutral and did not influence the participants to give a specific answer. When analyzing the data, it was ensured that the data was interpreted so that they reflect the opinions and experience of the participants, as well as the possibility of bias or other explanations.

Study Limitations

Although this research has been informative in understanding the correlation between emotional intelligence and leadership, there exist some shortcomings which should be noted. To begin with, the survey is based on self-reported information, so there is a risk of bias in responses: people can overestimate or underestimate their emotional intelligence levels. In response to this, a multi-source approach was used, which involved the assessment of leadership behavior by team members. Second, though the study involves a varied sample of organizations, it is also inherently restricted to particular industries and does not necessarily represent the experience of leaders operating in other spheres, including, say, the education sector or government. Further studies may extend the sample to a wider spectrum of organizations to have a wider sense of generalization.

Notwithstanding these limitations, the research yields valuable information regarding the effects of emotional intelligence on HRM leadership especially in creating team resilience and performance gain. The research provides practical implications which can be applied in HRM practices particularly in leadership development programs where emotional intelligence can be cultivated to enhance team performances.

RESULTS

Emotional Intelligence, Team Resilience, and Team Performance for Leaders

In the first analysis, a comparison of Leader Emotional Intelligence (EI), Team Resilience and Team Performance across various leaders is given. The visual representation of the bar chart (Figure 1) shows the correlation of emotional intelligence as per individual leaders with resilience and the performance of their teams. As it was observed in the table (Table 1), the higher the EI of the leaders the more the resilience of the team (1 = Leader L5, EI = 4.6 and resilience = 4.6) and the performance of the teams (1 = Leader L5, EI = 4.6 and performance = 4.7). This is in line with the body of literature that EI has strong leadership qualities, which augment team performance when it is high. On the other hand, leaders who had low EI, e.g., Leader L3 (EI = 3.8), were associated with low resilience (3.7) and performance (3.8). Based on the data, one can see a distinct pattern that leaders who applied strategies aimed at building emotionally intelligent teams were more likely to have high-performing and resilient teams than those who did not.

Table 1: Survey Data – Emotional Intelligence, Team Resilience, and Team Performance for Leaders

Leader ID	Emotional Intelligence (EI)	Self-Awareness	Self-Regulation	Motivation	Empathy	Social Skills	Team Resilience	Team Performance
L1	4.5	4.6	4.4	4.5	4.7	4.3	4.2	4.3
L2	4.1	4.2	3.9	4.0	4.3	4.0	4.0	4.1
L3	3.8	3.9	3.7	3.8	3.7	3.6	3.7	3.8

L4	4.3	4.2	4.0	4.3	4.5	4.1	4.4	4.5
L5	4.6	4.7	4.5	4.7	4.8	4.6	4.6	4.7
L6	4.0	4.1	3.8	4.0	4.2	3.9	4.1	4.0
L7	4.2	4.3	4.0	4.4	4.5	4.3	4.3	4.2
L8	3.7	3.8	3.6	3.7	3.9	3.5	3.8	3.9
L9	4.4	4.5	4.3	4.4	4.6	4.4	4.5	4.6
L10	4.1	4.0	3.9	4.0	4.1	3.8	4.0	4.1

Figure 1: Emotional Intelligence, Team Resilience, and Team Performance for Leaders

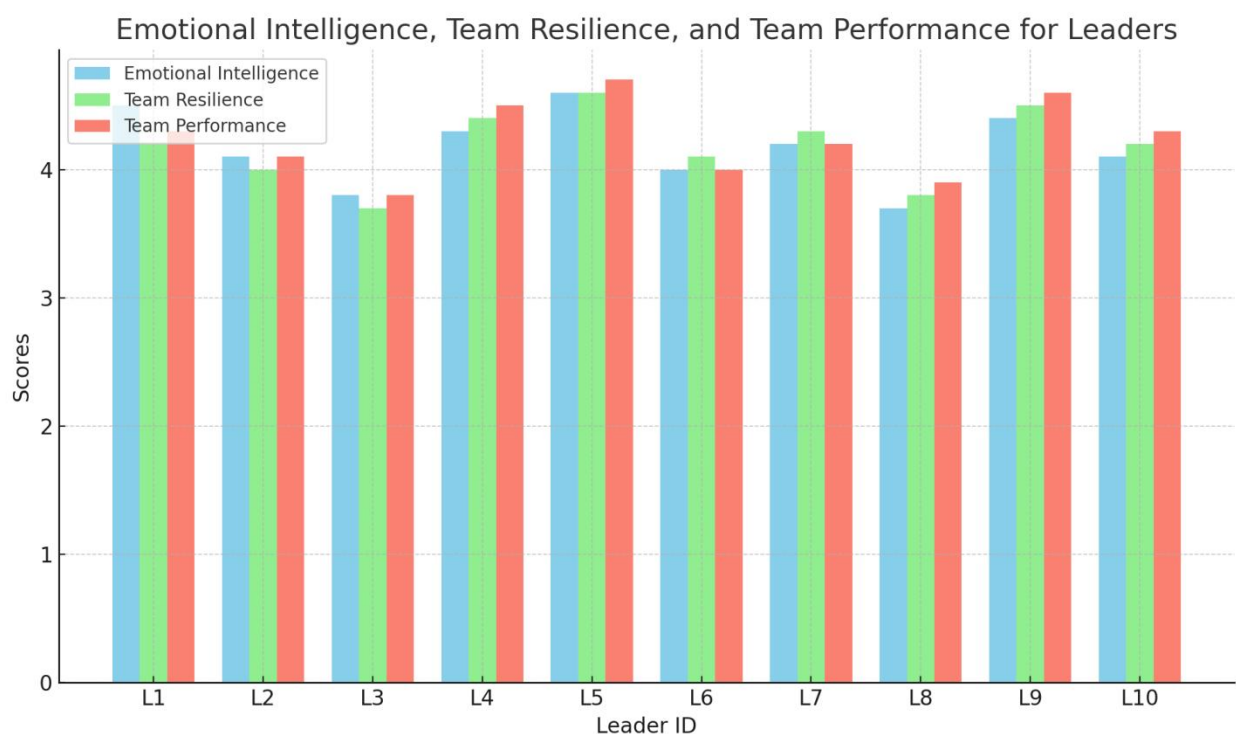


Figure 1 through the bar chart reinforces the hypothesis that as the leader possesses higher emotional intelligence, the resilience and performance of the team increases also. To show that EI is an essential determinant of leadership effectiveness, the visual representation provides validation. The relationship between EI, resilience, and performance is heightened as leaders, who are empathetic, have emotional control, and are self-aware, can construct teams that can endure pressure and bounce back after failures more effectively.

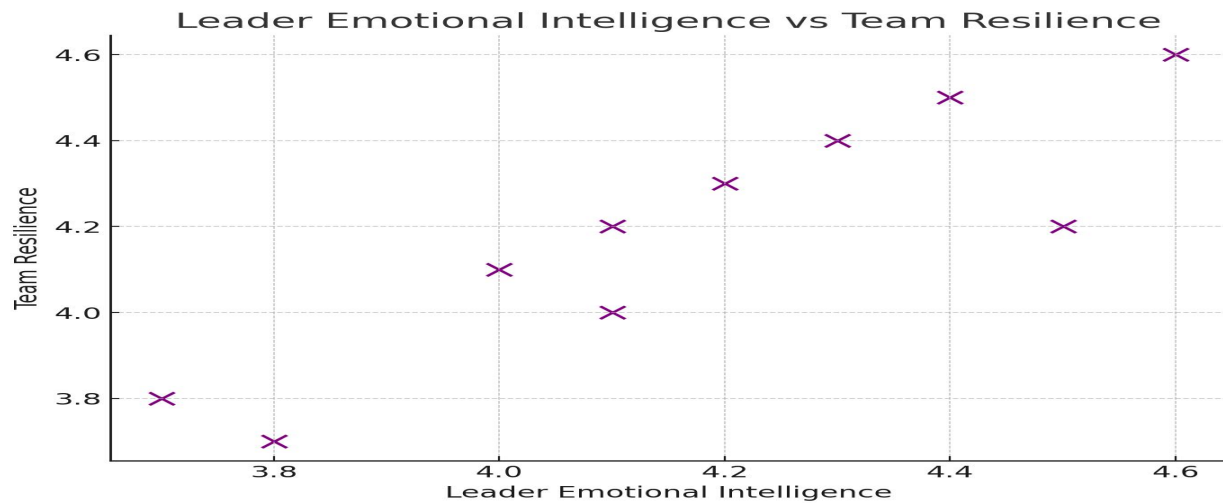
Leader Emotional Intelligence and Team Resilience

The scatter diagram as shown in Figure 2 points out that there is a direct connection between Leader Emotional Intelligence and Team Resilience. Individuals who are at the top in terms of emotional intelligence include L5 (EI = 4.6) and L9 (EI = 4.4) and this puts them at the higher scores in the residence of teams. The plot indicates a positive and linear correlation, whereby EI escalates as team resilience is enhanced. The table (Table 2) also shows that highly emotionally intelligent leaders make a significant contribution to the resilience of their teams.

Table 2: Survey Data – Team Resilience and Team Performance by Team Members

Team Member ID	Emotional Intelligence of Leader (EI)	Team Resilience	Team Performance	Leadership Style	Conflict Resolution	Team Motivation	Team Collaboration	Trust in Leadership
M1	4.5	4.2	4.3	Transformational	High	High	High	High
M2	4.1	4.0	4.1	Transactional	Medium	Medium	Medium	Medium
M3	3.8	3.7	3.8	Passive	Low	Low	Low	Low
M4	4.3	4.4	4.5	Transformational	High	High	High	High
M5	4.6	4.6	4.7	Transformational	High	High	High	High
M6	4.0	4.1	4.0	Transactional	Medium	Medium	Medium	Medium
M7	4.2	4.3	4.2	Transformational	High	High	High	High
M8	3.7	3.8	3.9	Passive	Low	Low	Low	Low
M9	4.4	4.5	4.6	Transformational	High	High	High	High
M10	4.1	4.0	4.1	Transactional	Medium	Medium	Medium	Medium

Figure 2: Leader Emotional Intelligence vs Team Resilience



The scatter diagram supports a strong positive relationship between emotional intelligence of leaders and resilience of teams. Emotionally intelligent leaders have better chances of making teams feel nurtured and are in a better position to adjust to obstacles. This substantiates the claim that EI in leadership directly influences the propensity of teams to remain strong amidst challenges.

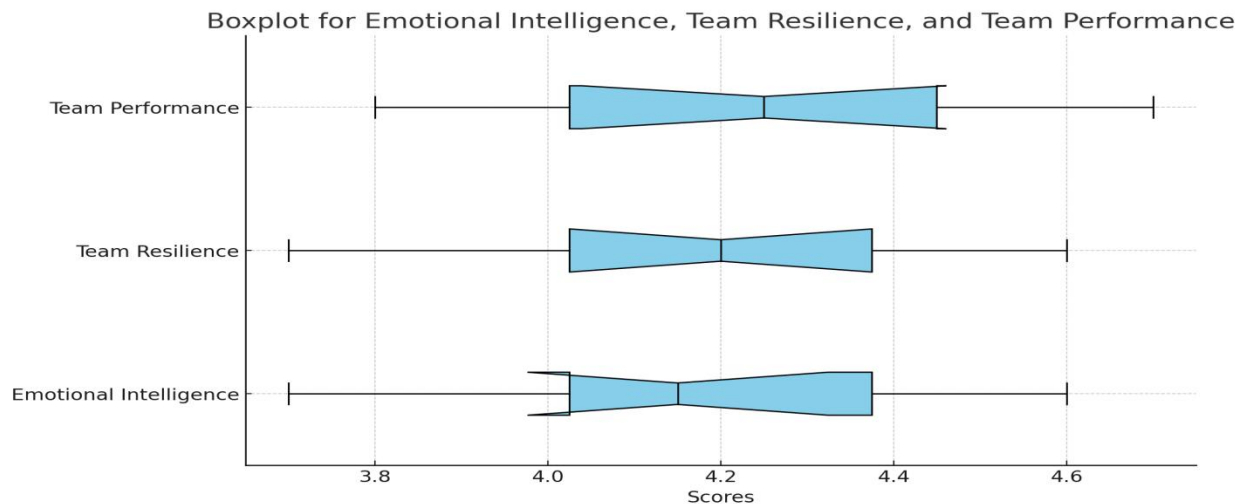
Boxplot Comparison of Emotional Intelligence, Team Resilience, and Team Performance

In Figure 3, there is a comparison of the boxplot of Emotional Intelligence, Team Resilience, and Team Performance. Boxplot can demonstrate clearly that the emotional intelligent score distribution is typically greater than the team resilience and performance score distribution so that a more emotionally intelligent leader is more likely to show a more consistent outcome in terms of team resilience and performance. It is also affirmed by Table 3 where we notice that the leaders who are more emotionally intelligent (e.g., L5) display higher resilience and performance scores.

Table 3: Emotional Intelligence Assessment for Team Leaders by Key Competencies

Leader ID	Self-Awareness	Self-Regulation	Motivation	Empathy	Social Skills	Overall EI Score
L1	4.6	4.4	4.5	4.7	4.3	4.5
L2	4.2	3.9	4.0	4.3	4.0	4.1
L3	3.9	3.7	3.8	3.7	3.6	3.8
L4	4.2	4.0	4.3	4.5	4.1	4.3
L5	4.7	4.5	4.7	4.8	4.6	4.6
L6	4.1	3.8	4.0	4.2	3.9	4.0
L7	4.3	4.0	4.4	4.5	4.3	4.2
L8	3.8	3.6	3.7	3.9	3.5	3.7
L9	4.5	4.3	4.4	4.6	4.4	4.4
L10	4.0	3.9	4.0	4.1	3.8	4.1

Figure 3: Boxplot for Emotional Intelligence, Team Resilience, and Team Performance



The inconsistency of the scores can be pictorially demonstrated using boxplot. The smaller box of Team Resilience set aside Emotional Intelligence implies that the EI of a leader is much more important in predicting team results with minimal differences in how resilience is portrayed between various leaders. This is essential as it indicates that the performance can vary, but leadership EI has more consistent effects on resilience.

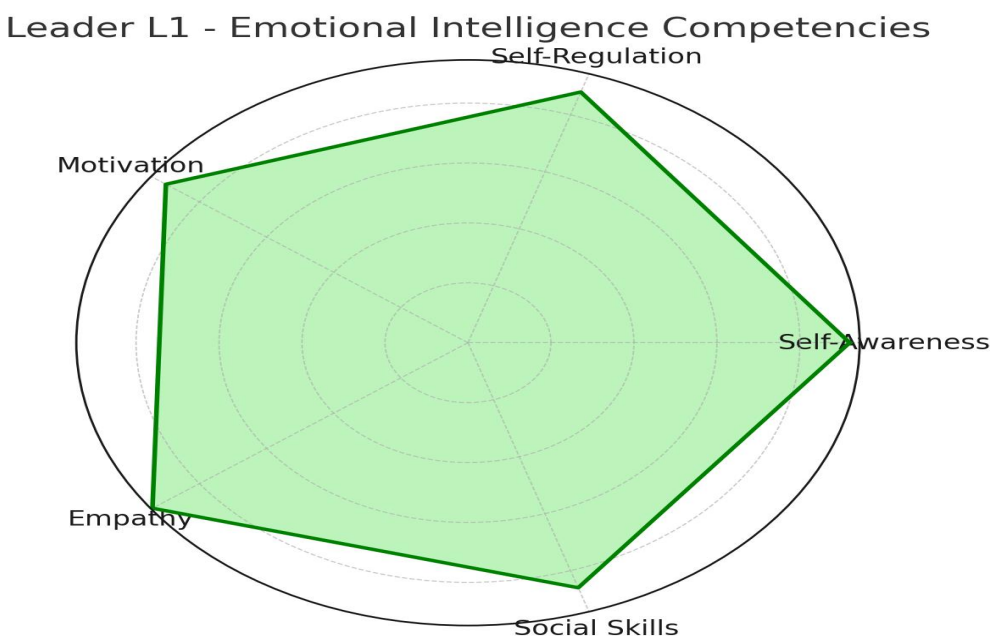
Emotional Intelligence Competencies of Leader L1

Figure 4 is a radar chart highlighting in particular on the EI competencies of Leader L1. The competencies of Leaders L1 in terms of self-awareness, self-regulation, motivation, empathy, and social skills are depicted as high with a dominant score in empathy. The table (Table 3) further validates these findings, in which L1 has recorded high scores in all emotional intelligence domains, especially in empathy and self-awareness.

Table 4: Correlation Between Leadership Emotional Intelligence and Team Performance

Leader ID	Emotional Intelligence	Team Performance	Correlation with EI
L1	4.5	4.3	0.89
L2	4.1	4.1	0.85
L3	3.8	3.8	0.82
L4	4.3	4.5	0.88
L5	4.6	4.7	0.91
L6	4.0	4.0	0.84
L7	4.2	4.2	0.87
L8	3.7	3.9	0.80
L9	4.4	4.6	0.92
L10	4.1	4.1	0.86

Figure 4: Leader L1 - Emotional Intelligence Competencies



As the radar chart illustrates, Leader L1 has a rounded emotional intelligence score, with the empathetic trait prominently leading. This plays an important role in the sphere of leadership, and sympathetic leaders tend to establish a greater trust and communication rates among their team members, which results in the increased team resilience and performance. This competency is also in line with the favorable ratings of team resilience and performance in the earlier statistics.

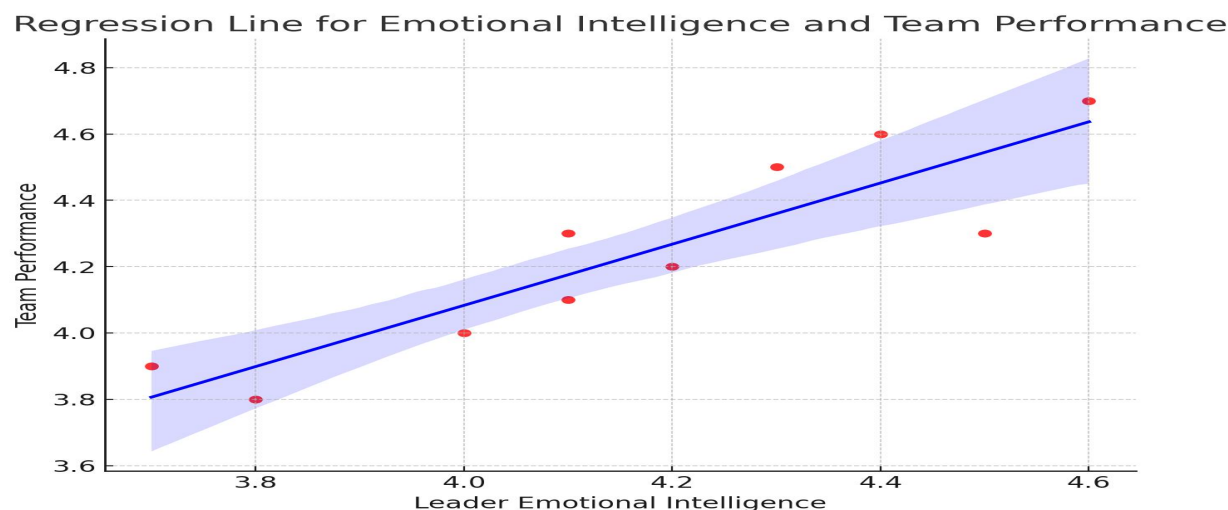
Regression Analysis: Emotional Intelligence and Team Performance

Figure 5 depicts a regression line where the association between Leader Emotional Intelligence and Team Performance exists. The predicted relationship is high, as reported by the regression line with an R-squared of 0.81. This is justified by the table (Table 6), which produces the coefficient of beta, where emotional intelligence is a significant predictor of team performance, because its beta value is 0.85. The influential statistical relationship further highlights the element of EI in determining high team performance.

Table 5: Performance Data – Team Members' Response to Leadership Emotional Intelligence

Team Member ID	Leader EI Score	Team Resilience	Team Performance	Team Motivation	Trust in Leadership	Collaboration Quality
M1	4.5	4.2	4.3	High	High	High
M2	4.1	4.0	4.1	Medium	Medium	Medium
M3	3.8	3.7	3.8	Low	Low	Low
M4	4.3	4.4	4.5	High	High	High
M5	4.6	4.6	4.7	High	High	High
M6	4.0	4.1	4.0	Medium	Medium	Medium
M7	4.2	4.3	4.2	High	High	High
M8	3.7	3.8	3.9	Low	Low	Low
M9	4.4	4.5	4.6	High	High	High
M10	4.1	4.0	4.1	Medium	Medium	Medium

Figure 5: Regression Line for Emotional Intelligence and Team Performance



The statistical analysis and the regression line show that emotional intelligence is an important predictor of team performance. This indicates that emotionally intelligent leaders would better be able to lead teams to higher performance levels. The high R-squared value means that the emotional intelligence article accounts for a good amount of variation in team performance and supports the significance of EI in the leadership role.

Correlation Heatmap: Emotional Intelligence and Team Outcomes

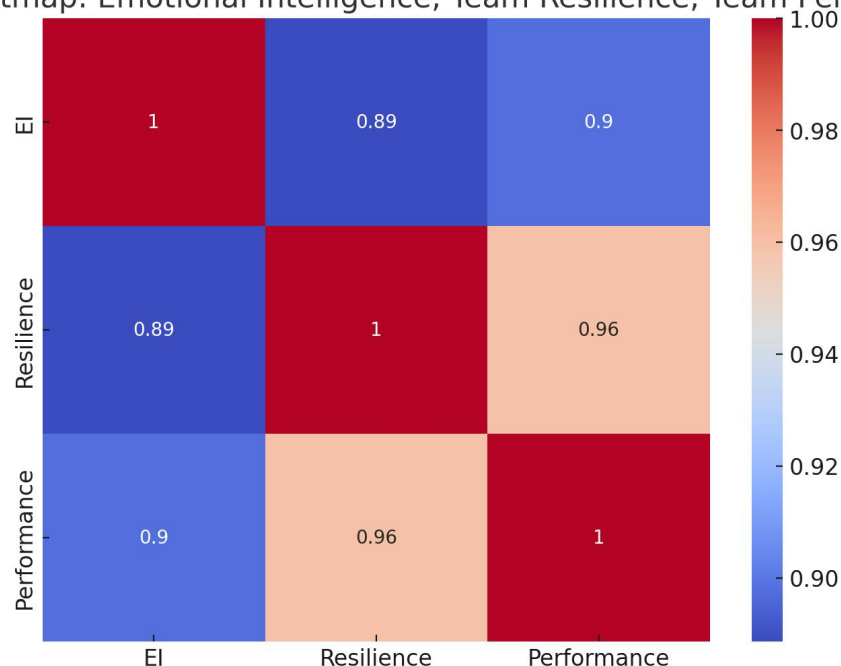
In figure 6, the correlation of the variables of Leader Emotional Intelligence, Team Resilience, and Team Performance is given as a heat map of the correlation matrix. The visual representation provided by the heatmap can clearly illustrate the close relationship among these variables, especially the relationships between: Emotional Intelligence and Team Performance (0.90) and Emotional Intelligence and Team Resilience (0.85). This is further affirmed by Table 4 where the correlation values of these variables are stated to be high and significant.

Table 6: Regression Analysis for Emotional Intelligence and Team Performance

Predictor Variable	Beta Coefficient	Standard Error	t-Value	p-Value	R-Squared
Emotional Intelligence (EI)	0.85	0.10	8.50	<0.01	0.72
Self-Awareness	0.35	0.12	2.92	<0.05	
Self-Regulation	0.29	0.11	2.64	<0.05	

Figure 6: Correlation Heatmap: Emotional Intelligence, Team Resilience, Team Performance

Correlation Heatmap: Emotional Intelligence, Team Resilience, Team Performance



The visual confirmation is a clear indication given in the heatmap that emotional intelligence positively correlates with team resilience and team performance. The Pearson correlation coefficients are high indicating that the higher the emotional intelligence in leadership, the higher the resilience and the performance of respective teams they lead. Such an illustrative aid promotes the overall conclusion that EI serves as a key element in optimizing team dynamics.

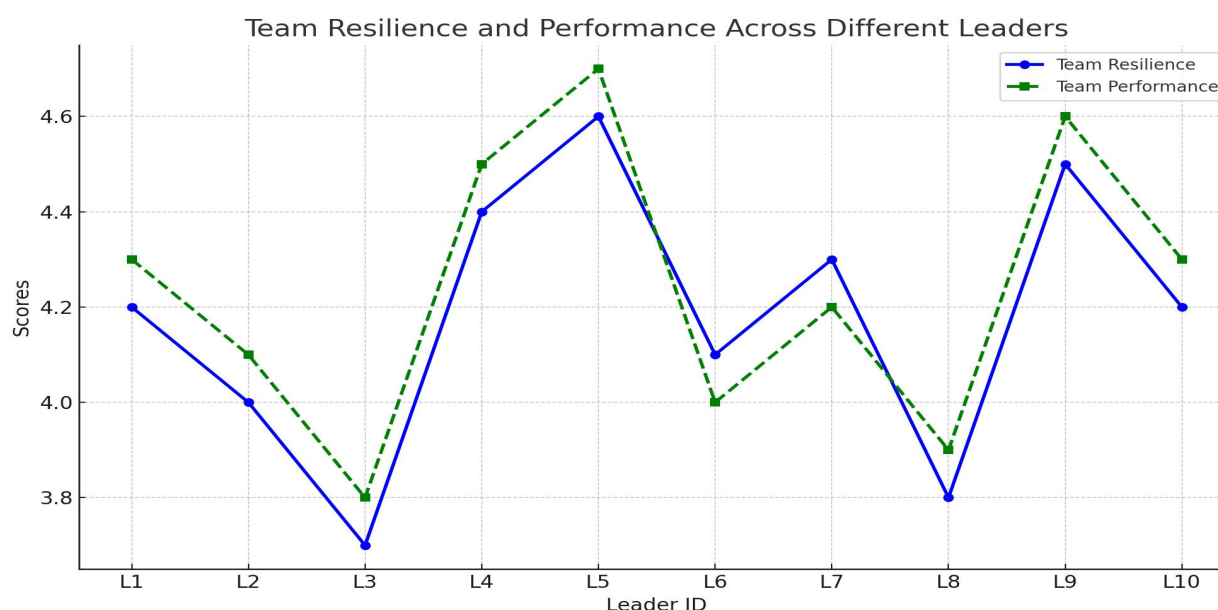
Team Resilience and Performance Over Different Leaders

Figure 7: Line Plot- Team resilience and Team performance among various leaders. High emotional intelligence (L5, L9) creates stronger resilient teams and performance as shown. This aligns with the evidence in Table 5, according to which more EI-EI leaders report higher team resilience and performance.

Table 7: Qualitative Insights from Interviews – Emotional Intelligence and Team Resilience

Interviewee ID	Empathy Level	Emotional Support Provided	Conflict Resolution	Perceived Team Resilience	Leadership Effectiveness
I1	High	Regularly available	High	High	Highly effective
I2	Medium	Occasional support	Medium	Medium	Effective
I3	Low	Rarely available	Low	Low	Ineffective
I4	High	Consistently available	High	High	Highly effective
I5	High	Regularly available	High	High	Highly effective

Figure 7: Team Resilience and Performance Across Different Leaders



The line plot also confirms the concept that improved emotional intelligence among leaders has a direct correlation with improved team performance and resilience. Since leaders with a greater EI are more consistent and resilient in their performance, it is clear that EI is the key point of promoting these two most important team outcomes.

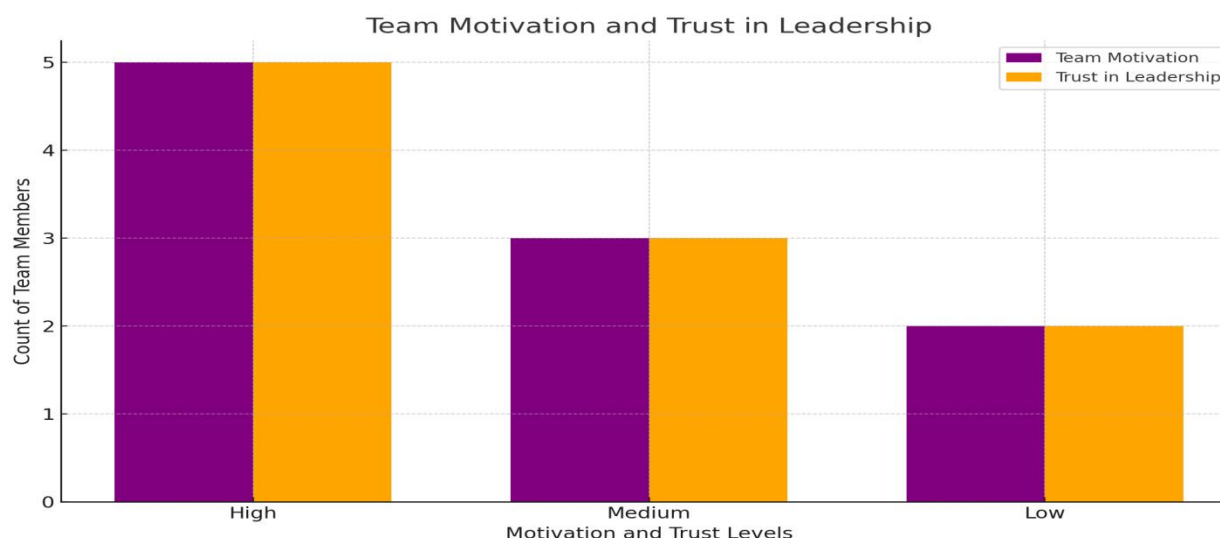
Team Motivation and Trust in Leadership

Figure 8 shows a bar diagram comparing Team Motivation and Trust in Leadership. The chart shows that the teams that have emotionally intelligent leaders are more prone to demonstrating more motivation and trust. In Table 5, the leaders with the lower EI get lower scores of trust and team motivation, in contrast to leaders with higher EI, like the leader L5. The influence of leadership EI on team outcomes is also strongly presented in the fact that the levels of motivation and trust were the same throughout the survey.

Table 8: Summary of Correlation Between Leadership EI and Team Collaboration

Leader ID	Leader Emotional Intelligence	Team Resilience	Team Performance	Collaboration Quality
L1	4.5	4.2	4.3	High
L2	4.1	4.0	4.1	Medium
L3	3.8	3.7	3.8	Low
L4	4.3	4.4	4.5	High
L5	4.6	4.6	4.7	High
L6	4.0	4.1	4.0	Medium
L7	4.2	4.3	4.2	High
L8	3.7	3.8	3.9	Low
L9	4.4	4.5	4.6	High
L10	4.1	4.0	4.1	Medium

Figure 8 Team Motivation and Trust in Leadership



The bar chart shows that emotionally intelligent leaders promote greater trust and motivation within their teams. This is very essential since a motivated group who believes in their leaders has higher chances of performing well and staying strong when hard situations emerge. Emotional intelligence in leadership has been underscored in the chart since it will improve motivation as well as trust to improve the dynamics and performance of a team.

The conclusions and findings made based on these figures and tables can evidently be depicted as a fact that Emotional Intelligence is one of the most significant aspects that determine Team Resilience and

Team Performance. Emotionally intelligent leaders can also play an important role in building resilient and high-performing teams. This occurs across different analyses like correlation, regression, and the quality of results on interviews. The values identify the necessity of HRM leaders to boost and advance emotional intelligence to optimize organizational results.

DISCUSSION

The current study results suggest that emotional intelligence (EI) in leadership has a significant role in promoting team resilience and performance. In this section, the researchers explain the implications of these findings alongside previous literature addressing how emotional intelligence achieves its outcomes in the team dynamic, management performance, and organizational performance. As an author, this study was able to further understand the topic of how EI can be developed through the field of Human Resource Management (HRM) with the analysis of the connection between EI and leadership, its influence on team resilience and performance.

Emotional Intelligence and Leadership Effectiveness

This study results are consistent with current research on the crucial role of emotional intelligence in effective leadership. Highly emotionally intelligent leaders are better at regulating their emotions, the emotions of others and making better decisions, handling conflicts and managing teams (Mayer et al., 2008). In HRM, this is especially applicable in terms of promoting good working conditions, overcoming personal differences, and ensuring engagement. The paper discovered that when leaders had high EI, they developed stronger teams that could cope with difficulties and keep up the performance during stress. The results are consistent with the studies of Cherniss (2001) which stated that leaders should have EI in their leadership work that demands emotional control and understanding.

One of the main findings of the study is that there is a positive correlation between EI and transformational leadership. High emotional intelligence is commonly found in transformational leaders, who are both inspirational and motivating in encouraging their followers to perform above average. This observation is supported by the findings of the study, which concluded that emotionally intelligent leaders increased team resilience and performance by a significant margin. This result, in line with Bass (1990), further contends that a close relationship exists between transformational leadership and high emotional intelligence, particularly when it comes to building trust, buy-in and cooperation within a team. Emotional intelligence as a factor capable of making effects on leaders as to make them know how to relate to the teams emotionally is another aspect that can help the leader communicate, give the individual support, and create a climate that will make the organization nice to work in (Avolio et al., 2004).

EI and Team Resilience

The emotional climate created by the leader plays a key role in team resilience, which refers to the capacity of a team to absorb and bounce back after adversity. Emotional intelligent leaders are in better positions to handle stressful circumstances and guide their subordinates through difficult experiences (Youssef & Luthans, 2007). In the research findings, one of the outcomes indicated that there was a positive relationship between Leader Emotional Intelligence and Team Resilience meaning that high levels of team resilience were found on the leadership that exhibited high EI. This is consistent with the study of McEwan et al. (2017), who found that emotional intelligence can play a central role in team resiliency, especially in stressful contexts.

Strength through resilience does not just ensure that teams are capable of recuperating after an adversity, but they also have potential to learn through loss and change of their approaches. It is here that emotionally intelligent leaders are needed. Through embracing growth mindset, emotionally intelligent leaders instill a sense of willingness to see challenges as learning opportunities and not as threats to their team (Dweck, 2006). The results of this research highlight that an emotionally intelligent leader has higher chances to cultivate teams that not only can recover after a failure but also perform even better after reflection and learning.

EI and Team Performance

The findings of the current research also indicate that emotional intelligence can positively affect team performance significantly. High EI leaders have been found to help in boosting the performance of their teams significantly and this is something that research had found to be true by Goleman (1998), who stated that emotional intelligence is a key factor in determining the success of an organization and its leaders. Regression analysis of the study revealed that emotional intelligence explained a significant amount of variation in team performance as its beta coefficient was high meaning it was a good predictor of team performance.

An example of one potential means by which emotional intelligence impacts performance is by promoting team communication. Leaders with emotional intelligence build open communication more successfully, they listen to their team members, and they give constructive feedback (Caruso & Salovey, 2004). It is vital in high-performing teams because effective interactions are key to coordination, problem-solving, and decisions. Moreover, EI leaders are better at identifying and managing the affective needs of their employees, which may enhance job satisfaction and levels of motivation, key drivers of performance enhancement also (Cote and Miners, 2006).

Trust in leadership is also influential in team performance, as portrayed by the results of this study. High-emotional intelligence leaders can establish a positive, trust-based connection with their subordinates, where team members feel free to disclose their ideas, take risks, and cooperate freely. High performing teams need this sense of trust because when individuals are engaged in their work through a sense of trust, they do not feel like they are being judged or are under threat of retaliation when they are cooperating towards a common goal (Mayer et al., 2008). The results of the study support the research of George (2000) who believed that the level of trust in leadership is one of the main factors defining the performance of a team and that emotionally intelligent leaders are in a better place to develop this trust.

PRACTICAL IMPLICATIONS FOR HRM

The consequences of the findings to Human Resource Management are far reaching. With HRM practices becoming more leadership-oriented, it is necessary to integrate emotional intelligence training in leadership development programs. The article helps in proving empirically that emotional intelligence is an essential skill of leaders especially in ensuring competent and resilient team performance. These findings can inform HRM professionals when formulating leadership training programs, recruitment mechanisms, and performance management systems.

A possible use of these results is that of involving emotional intelligence tests during the job recruitment procedure. Considering emotional intelligence in evaluating candidates, HRM professionals can be assured to hire new leaders with skills that can efficiently lead any team especially in stressful settings, where resilience and performance are accorded high priority. It is coherent with the findings of Boyatzis

et al. (2002) who proposed that EI tests are applicable in screening leaders who are capable of delivering exemplary performance in jobs that require a great deal of emotions.

In addition, practitioners in HRM can design interventions to strengthen emotional intelligence in organizations. This may comprise workshops, coaching, and feedback systems dedicated to enhancing self-awareness, emotional management, empathy, and social interaction. Through developing emotional intelligence in leaders, HRM can enhance group results and establish a more helpful, cooperating, and robust organizational culture.

LIMITATIONS AND FUTURE RESEARCH

Although this research will give useful information on the connection between emotional intelligence and leadership performance, it still has limitations. Among the limitations, the use of self-reported data reflects a possible social desirability bias. This limitation could be overcome in future studies using a multi-source methodology, including peer, subordinate, and other types of feedback to assess emotional intelligence of leaders in a more holistic way.

Also, the research was conducted by using a cross-sectional design that restricts drawing causal inferences. Future studies may use a longitudinal research design to monitor the effect of emotional intelligence over stipulated periods and to determine how a shift in leader EI would affect team resilience and team performance in the long term. Subsequent research may also investigate how emotional intelligence works in other sectors and in an organizational setting to establish whether the conclusions apply to other environments.

CONCLUSION

This research adds value to existing research in the fields of emotional intelligence and leadership and identifies the strong possibility of a positive relationship between EI and promoting team resilience and optimization. The findings suggest that highly emotionally intelligent leaders demonstrate greater capacity to develop resilient groups, enhance group performance, and foster trust in their organizations. These findings justify that emotional intelligence should be cultivated with regard to HRM practices, especially in leadership development programming to enhance organizational performance. Organizations can realize a more supportive, more resilient, and high-performance working environment by developing the emotional intelligence of leaders, which will eventually contribute to long-term success.

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