



Impact of Emotional Intelligence on Leadership Effectiveness: A Scopus-Based Bibliometric Analysis (2016–2026)

DOI: <https://doi.org/10.5281/zenodo.22337275>

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ABSTRACT

Emotional intelligence (EI) has become a key factor in effective leadership across various organisational contexts. Recent challenges have heightened the complexity of leadership roles. Leaders may now need a different skill set, including Emotional Intelligence (EI), to succeed and flourish in today's environment. Although many studies explore the link between EI and leadership, few recent reviews have examined this relationship systematically. As empirical research advances rapidly and EQ gains recognition among Human Resource professionals, it becomes essential to synthesise existing research findings. The expanding literature in this field calls for a thorough review of current research trends and scholarly work. This study analyses research on emotional intelligence and leadership effectiveness through a bibliometric approach, using the Scopus database. After a systematic selection, 356 publications from 2016 to 2026 were included. Bibliometric methods examined annual publication trends, influential authors, countries, institutions, journals, funding sources, document types, subject areas, and highly cited works. VOSviewer (Version 1.6.9) visualised networks of co-authorship, international collaborations, keyword co-occurrences, and citation links. Results show a significant rise in research output recently, peaking in 2025. The United States was the top contributor, and the University of Thessaly led in institutional productivity. This overview offers insights into the research landscape and intellectual structure of emotional intelligence and leadership effectiveness, guiding future research for scholars and practitioners.

KEYWORDS: Emotional Intelligence; Leadership; Leadership effectiveness; Scopus; Bibliometric analysis

1. INTRODUCTION

This **research background** highlights that leadership effectiveness is a widely studied theme in organizational and management research. In today's fast-changing and competitive workplaces, leaders must not only showcase technical and strategic skills but also effectively manage emotions to motivate individuals and teams. As a result, emotional intelligence (EI) has become a vital leadership skill that impacts employee engagement, organizational commitment, conflict resolution, decision-making, and overall performance.

The idea of emotional intelligence became well-known through Daniel Goleman and Reuven Bar-On, who defined EI as a set of emotional, social, and behavioral skills. These skills allow people to recognize, understand, regulate, and handle their own emotions, as well as respond effectively to others' emotions. Such competencies are now especially important in leadership roles, where interpersonal skills, motivation, trust, and teamwork greatly impact organizational success.

Recent research consistently shows that leaders with emotional intelligence positively impact employee engagement, psychological resilience, organizational atmosphere, and job performance in sectors like education, healthcare, hospitality, tourism, and business. Modern studies also emphasize the increasing significance of emotional intelligence in tackling leadership issues related to digital transformation, AI, sustainable development, and fast-evolving workplaces.

The swift growth in scholarly publications concerning emotional intelligence and leadership effectiveness necessitates a systematic assessment of this research area. The significance of this bibliometric analysis lies in its objective, quantitative approach to analyzing publication trends, key authors, collaboration networks, top institutions, major journals, citation patterns, and emerging themes. These analyses reveal the discipline's intellectual progression and provide researchers with evidence-based insights for future studies.

This study focused on the **research problem** of Emotional Intelligence and its impact on leadership effectiveness. A bibliometric analysis of publications indexed in the Scopus database from 2016 to 2026 was conducted. Using bibliometric indicators and VOS viewer visualization techniques, the study examines publication trends, influential authors, countries, institutions, journals, funding agencies, and collaborative research networks to present a comprehensive overview of the research landscape.

To achieve this **objective**, the study addresses the following **research questions**:

- **RQ1:** In which years were the maximum number of publications produced?
- **RQ2:** Who are the most prolific authors?
- **RQ3:** Which countries contributed the highest number of publications?
- **RQ4:** Which document type has the maximum representation?
- **RQ5:** Which subject area has the highest number of publications?
- **RQ6:** Which publications received the highest citations?
- **RQ7:** Which funding sponsors have supported research in this area?
- **RQ8:** Which journals have published the highest number of articles on emotional intelligence and leadership effectiveness?

2. CONTRIBUTION OF THE PAPER

This study presents several key contributions:

- It offers a thorough bibliometric overview of research on emotional intelligence and leadership effectiveness, covering publications in the Scopus database from 2016 to 2026.
- It recognises influential authors, institutions, countries, journals, funding sources, and highly cited works that have shaped the field.
- It maps collaboration patterns and thematic developments through analyses of co-authorship, international collaboration, keyword co-occurrence, and citation networks using VOSviewer.
- It identifies emerging research trends and suggests future directions, providing valuable insights for scholars, practitioners, and policymakers.

3. LITERATURE REVIEW / RELATED WORK / BACKGROUND STUDY

- Emotional Intelligence (EI) is a highly studied concept in leadership and organizational behaviors due to its influence on individual and organizational performance. The early definitions by Daniel Goleman (1995) and Reuven Bar-On (1997) described EI as a range of emotional, social, and behavioral skills that allow people to perceive, understand, regulate, and manage emotions in themselves and in others. These skills are generally seen as crucial for effective leadership.
- Recent empirical studies consistently show a positive relationship between emotional intelligence and leadership effectiveness across diverse organizational settings. Research indicates that emotionally intelligent leaders significantly enhance employee engagement, job satisfaction, organizational commitment, and overall work performance by fostering trust, effective communication, and positive workplace relationships. Furthermore, leaders with higher emotional intelligence are better equipped to manage interpersonal conflicts, motivate employees, and adapt to organizational change.
- The findings indicate a strong association between emotional intelligence, project managers' competencies, and transformational leadership style with project success. Construction project managers with a high emotional quotient, exhibiting transformational leadership behavior, and possessing competencies such as communication skills, teamwork, attentiveness towards others, and conflict management skills are expected to contribute more to project success than their counterparts (Maqbool et al., 2017)
- The findings of this paper indicate that the EI educational development was effective, whereas the personal leadership development was not. The data also showed a significant positive relationship between EI and transformational leadership. (Crowne et al., 2017)
- Recent studies highlight the importance of emotional intelligence (EI) in project settings, particularly how it affects leadership approaches and boosts collaboration satisfaction. Nevertheless, there is scarce empirical data on how leadership styles serve as a mediator between EI and collaboration satisfaction. What is evident is that leaders with high EI are more capable of adapting their leadership styles to improve collaboration satisfaction.

- The training of leadership skills and emotional intelligence, demonstrated by comparing students in the “Factory of Health Leaders” program with those who haven't received such training, has proven to be highly effective and crucial for developing highly qualified healthcare professionals.
- (Burkhanova & Tazhina, 2020) found positive links between instructional leadership skills, emotional intelligence, and teachers' professional growth. These results indicate that emotionally intelligent leadership plays a crucial role in enhancing educational quality and institutional effectiveness.
- Within the hospitality and tourism industry, (Reshetnikov et al., 2020) demonstrated that leadership emotional intelligence positively influences employee engagement and performance through psychological capital and service climate. This paper reveals the bibliometric profile (e.g. trends in publication activity and top articles, authors, countries and journals) and intellectual structure (e.g. themes and topics) of EI and leadership research, shedding light on EI manifestation in leadership, EI and leadership congruence, EI role in leadership and EI and leadership for human resource management (Saha et al., 2023) Likewise, (Prummer et al., 2024) emphasized that organizations should recognize the value of emotionally intelligent individuals regardless of their occupational roles, reinforcing the importance of emotional competencies in organizational success.
- Several recent studies have examined emotional intelligence from broader leadership perspectives. (Ojha et al., 2024) discussed the emergence of emotional artificial intelligence and its implications for leadership in technology-driven environments. (Gerhardt et al., 2026) found that emotional intelligence is positively associated with transactional leadership, problem-solving ability, and other task-oriented leadership competencies. (Abbas et al., 2026) The empirical findings revealed that leaders with high emotional intelligence positively impact employee engagement and job performance with service climate and psychological capital significantly mediating this relationship. The study provides both theoretical insights and practical implications to improve employee leadership abilities and employee performance. (Azhar & Ayobami, 2026) highlighted leadership competencies as critical organizational capabilities that influence long-term performance. Similarly, (Asghar et al., 2026) conceptualized leadership ability as a collection of recurring organizational routines that strengthen strategic sensing, resource mobilization, and organizational transformation. (Madaan & Singh, 2026) further demonstrated that emotional intelligence serves as a mediating mechanism between transformational leadership and employee empowerment, reinforcing its strategic significance in organizational effectiveness.
- Gender and inclusive leadership have also emerged as important themes in recent literature. (Makhubele & Msimango, n.d.) recommended integrating emotional intelligence into leadership development programmes while addressing organizational and cultural barriers that hinder equitable leadership practices. Furthermore, (Paredes-Saavedra et al., 2026) through a systematic review and meta-analysis, confirmed strong positive relationships among emotional intelligence, transformational leadership, and team effectiveness, providing robust empirical evidence supporting the role of emotional intelligence in enhancing organizational outcomes.
- Overall, the literature demonstrates a rapidly expanding body of knowledge linking emotional intelligence with leadership effectiveness across multiple disciplines and organizational contexts. However, despite

the substantial increase in empirical studies, there remains limited understanding of the intellectual structure, collaborative research networks, influential contributors, publication trends, and thematic evolution of this field. Existing studies have predominantly focused on empirical relationships rather than evaluating the overall development of the research domain.

- Accordingly, the **present study addresses this gap** by conducting a comprehensive bibliometric analysis of publications indexed in the Scopus database between 2016 and 2026. Through bibliometric indicators and network visualisation techniques, the study identifies influential authors, institutions, countries, journals, collaborative networks, and emerging research themes, thereby providing a comprehensive overview of the evolution of research on emotional intelligence and leadership effectiveness.

4. RESEARCH METHODOLOGY

4.1 Research Design

The present study adopts a **bibliometric research design** to examine the evolution of scholarly publications on the relationship between **Emotional Intelligence (EI)** and **Leadership Effectiveness**. Bibliometric analysis is a quantitative research technique that evaluates scientific publications to identify research trends, influential authors, productive institutions, collaborative networks, citation patterns, and emerging themes within a specific field. This approach provides an objective overview of the intellectual structure and development of a research domain.

4.2 Data Source

The bibliographic data were retrieved from the **Scopus database**, which was selected because of its extensive coverage of peer-reviewed journals and its comprehensive indexing of high-quality publications across multiple disciplines. The search was conducted using the keywords "**Emotional Intelligence**" and "**Leadership**". The search strategy was restricted to publications containing these terms in the **title, abstract, or keywords** and covered the period **2016–2026**.

4.3 Data Selection Process

The initial Scopus search retrieved **440 publications**. To ensure that only studies directly related to the research topic were included, each publication was manually screened by reviewing its title, abstract, and keywords. Following this screening process, **356 publications** were identified as relevant and included in the final bibliometric analysis.

4.4 Bibliometric Indicators

The selected publications were analyzed using the following bibliometric indicators

- Annual publication trends
- Most prolific authors
- Most productive countries
- Most productive institutions
- Most influential journals
- Most cited publications
- Funding sponsors
- Document types

- Subject areas
- Citation analysis
- Co-authorship networks
- Inter-country collaboration networks
- Keyword co-occurrence networks

These indicators provide a comprehensive understanding of the development, collaboration patterns, and thematic evolution of research on emotional intelligence and leadership effectiveness.

4.5 Bibliometric Mapping

Bibliometric network visualisation was performed using **VOSviewer Version 1.6.9**, a widely used software application for constructing and visualising bibliometric networks. The software was employed to generate:

- Co-authorship network maps
- Inter-country collaboration maps
- Keyword co-occurrence maps
- Citation network maps
- Organizational citation maps

These visualizations facilitate the identification of collaboration patterns, influential contributors, and major research themes within the selected literature. The methodology is depicted in the diagram below:

Scopus Search | ▼ Records Identified (n = 440) | ▼ Records Excluded (n = 84) | ▼ Studies Included (n = 356) | ▼ Bibliometric Analysis

5. RESULTS AND DISCUSSION

5.1 Year-wise publication of papers:

Figure 1 shows the number of papers published from 2016 to 2026. It can be seen that research on Emotional Intelligence and Leadership effectiveness has grown over the years. The number of published papers was very low from 2016 to 2023. Then, there was an impressive increase from 2024 to 2025: the number of papers rose from 69 to 76. Furthermore, the maximum number of papers has been published in the last four years. The number of papers increased exponentially from 38 to 76 between 2023 and 2025. This clearly shows that researchers' interest in this field has grown tremendously in recent times.

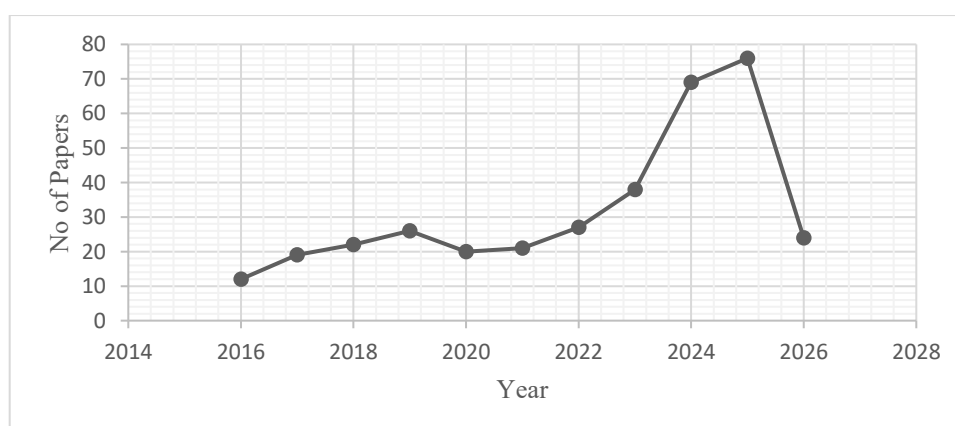


Figure 1: Year-wise Publication

5.2 Most Prolific Authors:

Figure 2 presents the ten most prolific authors. The analysis reveals that Rossidis Ioannis has the highest number of publications, with four papers focused on Emotional Intelligence and Leadership effectiveness. His research emphasises change management and emotional intelligence strategies for emotionally intelligent leadership. Rossidis has been affiliated with the Hellenic Open University in Patra, Greece. Following him, Sadia Anwar has three papers, exploring the role of emotional intelligence as a mediator between digital leadership and employee cynicism. Her work involves institutions such as the Faculty of Business & Communication at Universiti Malaysia Perlis (UniMAP) in Kangar, Malaysia; the Institute of Commerce and Management at the University of Sindh in Jamshoro, Pakistan; and the Department of Business Administration at Daffodil International University in Dhaka, Bangladesh.

5.3 Countries with Maximum Publications:

The top 10 countries contributing to this study are shown in Figure 3. These countries have the highest number of papers published on Emotional Intelligence and Leadership effectiveness. The first author's country was recognised as the paper's country of origin. The United States of America tops the list with 56 papers. India, China, Malaysia, and Pakistan are the next top countries with the most papers. Notably, of the 354 papers in the study, more than half (62%) are contributed by authors from the top four countries. Figure 5 highlights the countries whose authors have contributed to papers. The countries are assigned colours according to the scale provided at the bottom of Figure 3.

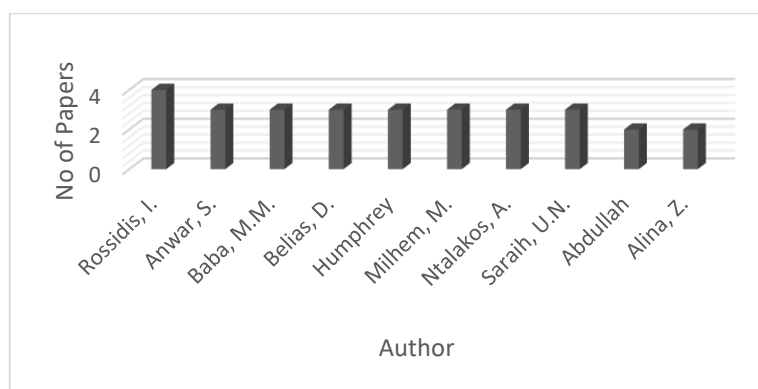


Figure 2: Most Prolific Authors

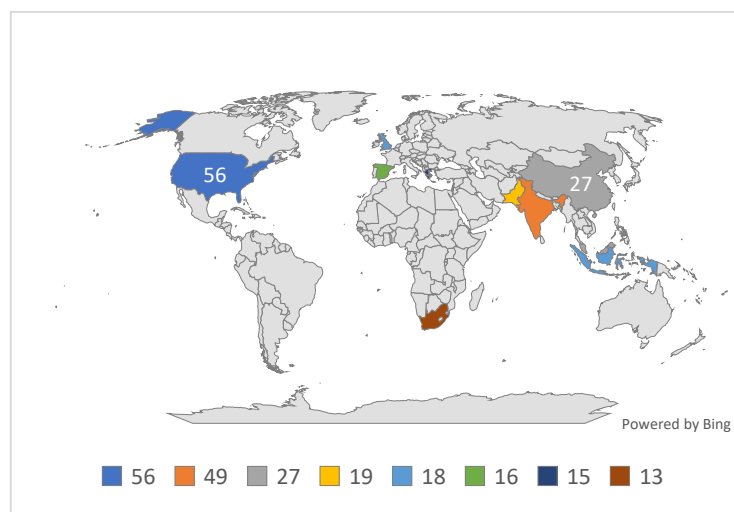


Figure 3: Countries with maximum publications

5.4 Papers representing document type and subject area:

It has been observed during the study that the majority of studies on Emotional Intelligence and Leadership have been published as articles (261), accounting for almost 74% of the total papers, followed by books and conference papers. The representation is shown in Figure 4 as a pie chart, with the method indicated in the legend. During the bibliometric review, it was also observed that among the top ten contributors, Business Management and Accounting is the first, followed by Social Sciences. Business Management accounts for almost 36% of the subject areas (Figure 5).

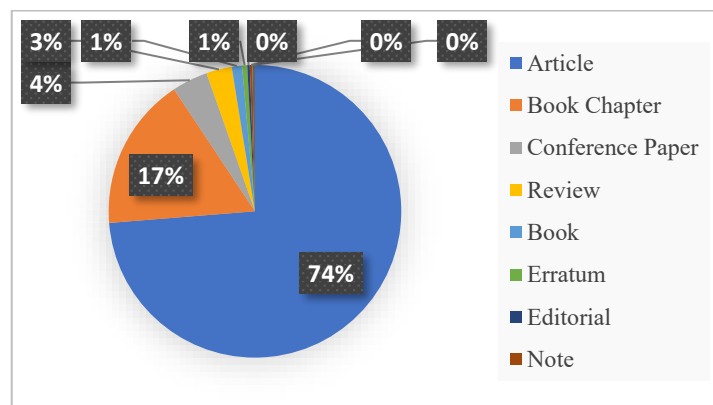


Figure 4: Document Type

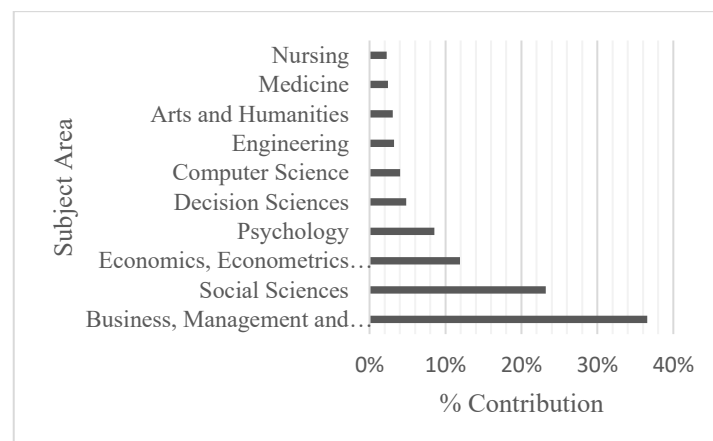


Figure 5: Subject area

5.5 Most cited papers:

Focusing on the Scopus content, a list of the twenty most cited papers is presented in **Table 1**. The most-cited paper, with 204 citations, is “The Impact of Emotional Intelligence, Project Managers’ Competencies, and Transformational Leadership on Project Success: An Empirical Perspective”. This study aims to examine the relationship and impact of construction project managers’ emotional intelligence (EI), managerial competencies, and transformational leadership style on project success. A total of 107 Pakistani construction firms were studied to measure the effects of these variables on the overall performance of construction projects. The results show that project managers with high emotional intelligence who bear the desired competencies and exhibit transformational leadership behaviour are effective leaders. The second-most-cited paper has 150 citations: “The relationship between emotional intelligence and leadership in school leaders: a systematic review” Further, the third-most-cited paper by Lee and Chelladurai (2018) has 149 citations. This study tested Emotional intelligence, emotional labour, coach burnout, job satisfaction, and turnover intention in sport leadership. Then, the fourth

most-cited paper with 130 citations, examined Emotional intelligence, leadership, and work teams. Further, the fifth most cited paper by which studied the mediation role of leadership styles in integrated project collaboration

#	Authors	Paper Title	Year	TC*
1	Maqbool R.; Sudong Y.; Manzoor N.; Rashid Y.	The Impact of Emotional Intelligence, Project Managers' Competencies, and Transformational Leadership on Project Success: An Empirical Perspective	2017	204
2	Gómez-Leal R.; Holzer A.A.; Bradley C.; Fernández-Berrocal P.; Patti J.	The relationship between emotional intelligence and leadership in school leaders: a systematic review	2022	150
3	Lee Y.H.; Chelladurai P.	Emotional intelligence, emotional labour, coach burnout, job satisfaction, and turnover intention in sport leadership	2018	149
4	Coronado-Maldonado I.; Benítez-Márquez M.-D.	Emotional intelligence, leadership, and work teams: A hybrid literature review	2023	130
5	Zhang L.; Cao T.; Wang Y.	The mediation role of leadership styles in integrated project collaboration: An emotional intelligence perspective	2018	123
6	Mysirlaki S.; Paraskeva F.	Emotional intelligence and transformational leadership in virtual teams: lessons from MMOGs	2020	113
7	Miao C.; Humphrey R.H.; Qian S.	Emotional intelligence and authentic leadership: a meta-analysis	2018	109
8	Alotaibi S.M.; Amin M.; Winterton J.	Do emotional intelligence and empowering leadership affect psychological empowerment and work engagement?	2020	108
9	Shariq S.M.; Mukhtar U.; Anwar S.	Mediating and moderating the impact of goal orientation and emotional intelligence on the relationship between knowledge-oriented leadership and knowledge sharing	2019	97
10	Issah M.	Change Leadership: The Role of Emotional Intelligence	2018	96
11	Bayighomog S.W.; Arasli H.	Reviving employees' essence of hospitality through spiritual wellbeing, spiritual leadership, and emotional intelligence	2022	96
12	Khalili A.	Transformational leadership and organisational citizenship behaviour: The moderating role of emotional intelligence	2017	92

#	Authors	Paper Title	Year	TC*
13	Alwali J.; Alwali W.	The relationship between emotional intelligence, transformational leadership, and performance: a test of the mediating role of job satisfaction	2022	87
14	Chen J.; Guo W.	Emotional intelligence can make a difference: The impact of principals' emotional intelligence on teaching strategy mediated by instructional leadership	2020	83
15	Lumpkin A.; Achen R.M.	Explicating the Synergies of Self-Determination Theory, Ethical Leadership, Servant Leadership, and Emotional Intelligence	2018	75
16	Maamari B.E.; Majdalani J.F.	Emotional intelligence, leadership style and organisational climate	2017	66
17	Saha S.; Das R.; Lim W.M.; Kumar S.; Malik A.; Chillakuri B.	Emotional intelligence and leadership: insights for leading by feeling in the future of work	2023	64
18	Doan T.T.T.; Nguyen L.C.T.; Nguyen T.D.N.	Emotional intelligence and project success: The roles of transformational leadership and organisational commitment	2020	63
19	Lee C.-C.; Yeh W.-C.; Yu Z.; Lin X.-C.	The relationships between leader emotional intelligence, transformational leadership, transactional leadership and job performance: A mediator model of trust	2023	62
20	Dasborough M.T.; Ashkanasy N.M.; Humphrey R.H.; Harms P.D.; Credé M.; Wood D.	Does leadership still not need emotional intelligence? Continuing "The Great EI Debate"	2022	62

Table 1 Note: *T.C.stands for Scopus total citations

5.6 Journals with maximum publications and funding sponsors:

All the 354 papers in this study belong to their respective 251 journals. **Figure 6** shows the top ten journals that published the maximum number of papers on Emotional Intelligence and Leadership. Among these top journals, 10 belong to the Leadership and Development Journal, and 7 to Nursing Management; 5 each belong to Current Psychology, International Journal of Organisational Analysis, International Journal of Educational Management, and Emotionally Intelligent Methods of Meaningful Leadership. The rest include 4 publications in the Journal of Management Development, Administrative Sciences, Sustainability, Environment and Social Psychology.

Figure 7 shows that the major funding sponsor has been the National Natural Science Foundation of China, with 6 papers, followed by the Fundamental Research Funds for the Central Universities, with 2 papers.

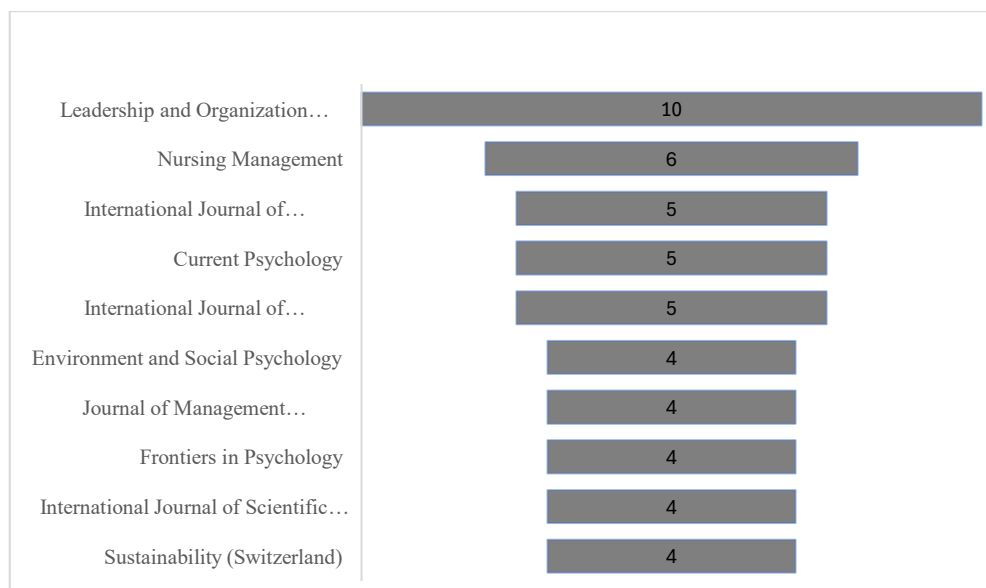


Figure 6: Journals with maximum publications

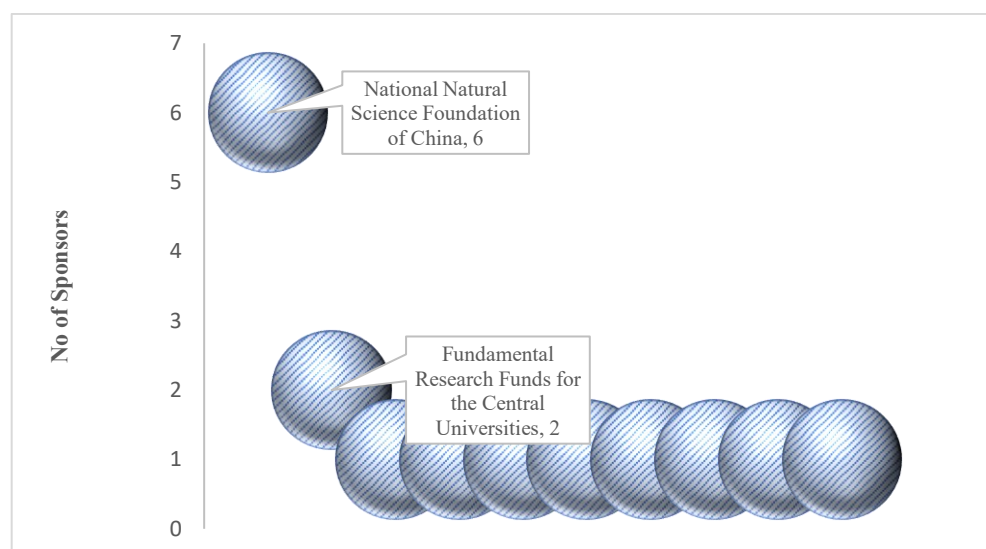


Figure 7: Funding sponsor

5.7 Country Co-authorship network analysis:

The VOSviewer (version 1.6.9) was employed to analyse co-authorship networks. Vosviewer is a tool that creates and visualises bibliometric maps, including author- or journal-based co-citation maps, known as the Visualisation of Similarities (VOS). It uses VOS mapping techniques to generate these visualisations. For a detailed explanation of VOS methods and the application. The co-authorship network analysis highlights author relationships and identifies those who have collaborated most extensively within the dataset.

This section focuses on global co-authorship networks, revealing which countries most frequently collaborate with authors. Figure 8 illustrates an international co-author network derived from a dataset of 49 software entities, with VOS-viewer identifying 18 countries as linked to co-authors. The research indicates that authors from the United States, India, China, Indonesia, and Malaysia tend to collaborate most often with international partners. In figure 8, the "United States" is represented by the most connected circle, with thicker lines indicating more papers shared between countries.

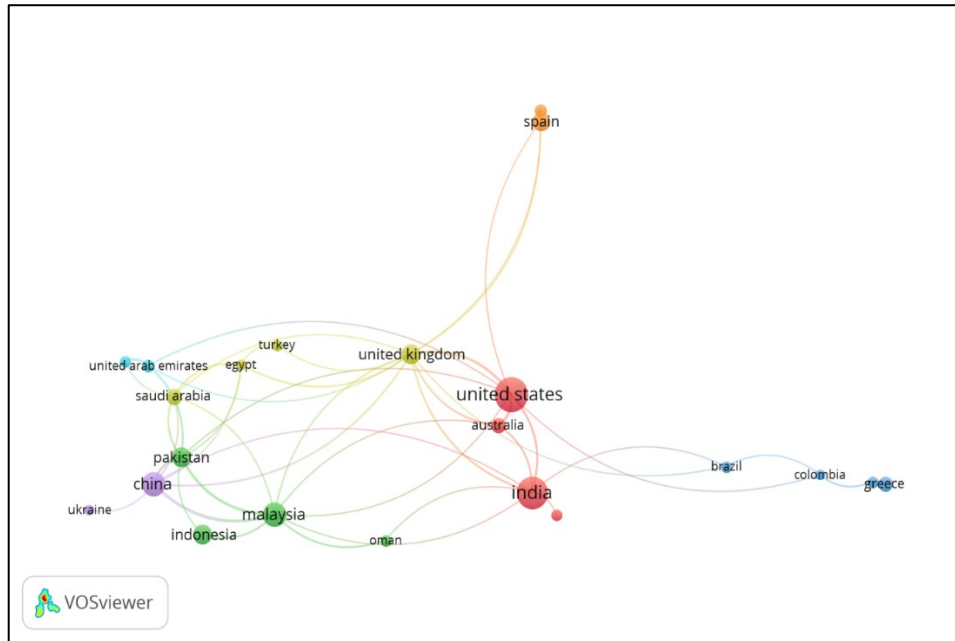


Figure 8: Country Co-authorship network map of various countries where research was conducted

5.8 Citation Organisations network analysis:

This section explores global citation network analysis, highlighting organizations with the highest number of citations. Figure 9 shows an international network of citation organizations, based on a dataset, with VOS-viewer revealing 16 linked organizations. Research on global citation networks from 2018 to 2024 indicates that most organizations contributing to citations from 2018 to 2020 were from the Institute of Commerce and Management at the University of Sindh, Pakistan; the Department of Business Administration at Daffodil International University, Bangladesh; and the Faculty of Economics and Business at Universitas Airlangga, Indonesia. In contrast, from 2022 to 2024, leading contributors included the Department of Business Administration at the University of Thessaly in Greece, Hellenic Open University in Greece, Florida International University, and the University of the Cumberlands, Bloomsburg University of Pennsylvania, all based in the United States.

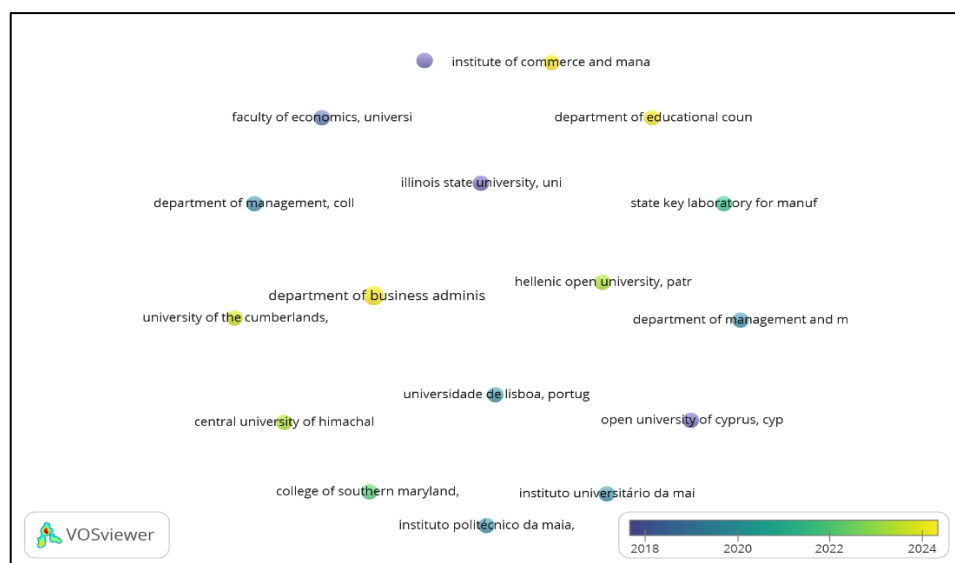


Figure 9: Citation Organizations network map of various countries where research was conducted

5.9 Keywords Co-occurrence network analysis:

The keyword co-occurrence network analysis highlights the most frequently used keywords across the publications in the study. This method offers insights into research themes and ideas that have attracted the most attention from scholars. Using VOS viewer's text-mining technique, a map is generated to show the relatedness of keywords based on their proximity to each other. The analysis of keyword co-occurrence reveals that a shorter distance between keywords indicates a stronger connection. Table 2 lists the top 20 keywords with the highest occurrences in the dataset. For instance, "Emotional Intelligence" appears 264 times, while "Leadership" and "Humans" occur 83 and 25 times, respectively.

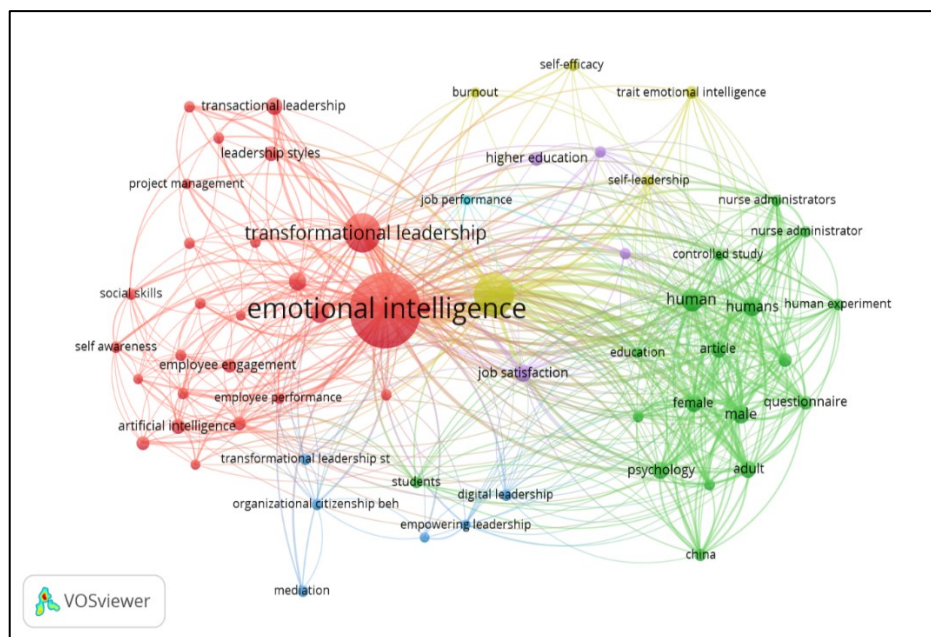


Figure 10: Keywords co-occurrence network map of various keywords that occurred in different papers on Emotional Intelligence and Leadership

Selected	Keyword	Occurrences	Total link strength
☒	emotional intelligence	264	602
☒	leadership	83	343
☒	human	25	229
☒	humans	19	195
☒	male	16	176
☒	transformational leadership	71	176
☒	female	15	171
☒	adult	14	151
☒	article	15	137
☒	psychology	15	134
☒	questionnaire	10	104
☒	surveys and questionnaires	9	99
☒	controlled study	7	83
☒	china	8	77
☒	middle aged	6	74
☒	job satisfaction	14	72
☒	nurse administrator	7	70
☒	nurse administrators	7	70
☒	human experiment	6	58
☒	structural equation modeling	7	56

Table 2. Top 20 Keywords that occurred the maximum number of times in various papers

5.10 Bibliometric coupling of documents network analysis:

Bibliometric coupling network analysis examines relationships among entities like authors, papers, journals, and keywords within scholarly literature. This method is essential in bibliometric research, helping scholars understand the structure and evolution of scientific fields. The study highlights a set of documents on emotional intelligence and leadership, where the most influential works tend to be recent and highly cited. In bibliometric coupling, documents are closer if they share more references, often making highly cited papers central or hub-like within the network. The pattern shows that research on emotional intelligence and leadership spans multiple interconnected documents, all based on common conceptual ideas. Key studies often blend leadership behavior, emotional regulation, workplace effectiveness, and organizational outcomes, which are typical themes in this area of research.

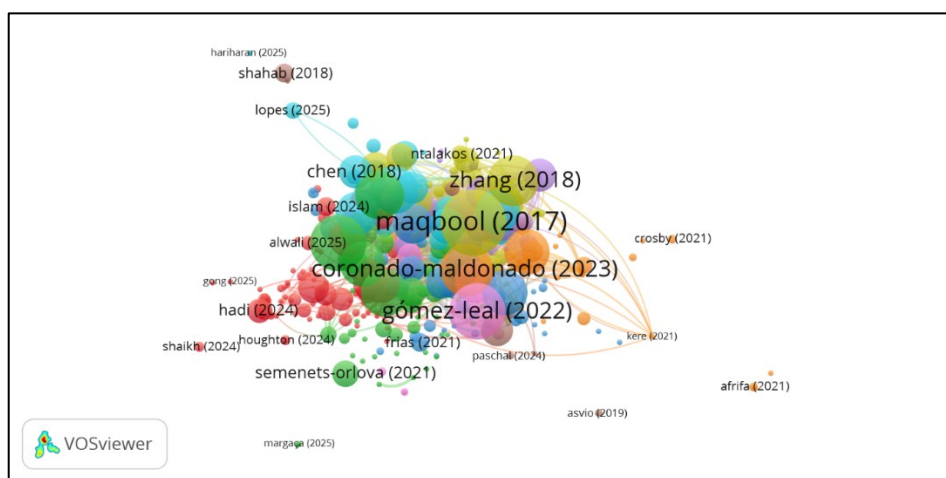


Figure 11: Bibliometric coupling network map of various documents on Emotional Intelligence and Leadership

Selected	Document	Citations
☒	maamari (2017)	66
☒	rajesh (2019)	11
☒	saha (2023)	64
☒	coronado-maldonado (2023)	130
☒	kim (2017)	60
☒	baba (2021)	43
☒	vijai (2025)	3
☒	lópez gonzález (2024)	7
☒	majeed (2017)	58
☒	badri-harun (2016)	13
☒	dasborough (2019)	12
☒	esteves (2024)	6
☒	balti (2024)	16
☒	dasborough (2022)	62
☒	kellner (2018)	6
☒	alotaibi (2020)	108
☒	taliadorou (2016a)	52
☒	ansari (2023)	10
☒	taliadorou (2016b)	0
☒	malik (2026)	0

Table 3. Bibliometric coupling table of various documents on Emotional Intelligence and Leadership

5. 11 Results and Discussion

The bibliometric analysis of **356 Scopus-indexed publications** provides a comprehensive overview of the research landscape on Emotional Intelligence (EI) and Leadership Effectiveness during the period **2016–2026**. The findings are discussed under major bibliometric indicators, including publication trends, prolific authors, countries, document types, subject areas, highly cited publications, funding sponsors, journals, and bibliometric network analyses generated through VOS viewer.

6. CONCLUSION AND FUTURE SCOPE

This review highlights a significant body of research on "Emotional Intelligence and Leadership Effectiveness" over the past decade. The study shows that the highest number of publications occurred in the last four years, with an exponential increase from 38 to 76 papers between 2023 and 2025. This trend indicates a sharp rise in researchers' interest in this area recently. Rossidis contributed to this field while working at the Hellenic Open University in Patra, Greece. Additionally, Anwar and Sadia have authored three papers exploring how emotional intelligence mediates the relationship between digital leadership and employee cynicism. The top ten countries with the most publications on this topic are identified, with the country of the first author marking the paper's origin. The United States leads with 56 papers, followed by India, China, Malaysia, and Pakistan.

The keyword "Emotional Intelligence" appears 264 times in the dataset, with related terms like "Leadership" and "Humans" appearing 83 and 25 times, respectively. Most publications are articles, totaling 261 and representing about 74% of the total, with books and conference papers following. A study involving 107 Pakistani construction firms examined how these variables affect project performance. Findings suggest that project managers with high emotional intelligence, necessary competencies, and transformational leadership skills are highly effective. The most prolific journals publishing on this topic include the Leadership and Development Journal and Nursing Management, with ten and seven articles, respectively. Research on global co-authorship networks found that authors from the United States, India, China, Indonesia, and Malaysia collaborated most often with authors from other countries. Research on global citation organization networks from 2018 to 2024 found that the majority of organizations contributing to citations in 2018 to 2020 were from the Institute of Commerce and Management, University of Sindh, Jamshoro, Pakistan; the Department of Business Administration, Daffodil International University, Dhaka, Bangladesh; and the Faculty of Economics and Business, Universitas Airlangga, Surabaya, Indonesia.

The study of bibliometric coupling of documents indicates that research on emotional intelligence and leadership is not confined to a single article but is organized into a set of interlinked documents that share common conceptual foundations. The most influential studies are likely those that combine leadership behavior, emotional regulation, workplace effectiveness, and organizational outcomes, which is typical in this research area.

This study presents several limitations that can be interpreted as suggestions for future research. First, this study focuses on articles published from 2016 to 2026. Subsequent studies might consider a broader time frame for their analyses. Second, this analysis exclusively used the Scopus database for paper searches. Future research could incorporate additional databases, such as the Web of Science, to conduct similar analyses. Third, this analysis is limited to research published solely in English, thereby excluding works written in other languages. Another limitation is that the dataset used in this study did not include master's dissertations, doctoral dissertations,

unpublished papers, or PhD theses. Future research may benefit from incorporating data from all these document types. Lastly, this research aims to provide new perspectives on the bibliometric analysis of Emotional Intelligence and its Impact on leadership effectiveness.

7. CONFLICT OF INTEREST.

The authors declare that there are no financial, commercial, institutional, or personal relationships that could have influenced the work reported in this research.

8. RESEARCH INTEGRITY STATEMENT

The authors declare that the manuscript is original, complies with the journal's plagiarism and AI usage requirements, has not been published or submitted elsewhere, and that all applicable ethical guidelines have been followed in conducting, reporting, and publishing the research.

9. REFERENCES

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