



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

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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