Impact Of Emotional Intelligence Attributes On Organizational Effectiveness In The It Industry

Sudarshan S[1]*, Priya Xavier[2]

[1]*Faculty of Management, SRM Institute of Science and Technology, Kattankulathur-603203, Chengalpattu District, Tamil Nadu, India, Email ID: ss3572@srmist.edu.in, ORCID: 0009-0003-4373-7168
[2]Faculty of Management, SRM Institute of Science and Technology, Kattankulathur-603203, Chengalpattu District, Tamil Nadu, India, Email ID: priyax@srmist.edu.in, ORCID: 0000-0001-5236-6926

*Corresponding Author: Sudarshan S
*Faculty of Management, SRM Institute of Science and Technology, Kattankulathur-603203, Chengalpattu District, Tamil Nadu, India, Email ID: ss3572@srmist.edu.in, ORCID: 0009-0003-4373-7168

ARTICLE INFO	ABSTRACT
	This study examines the impact of Emotional Intelligence (EI) characteristics on organizational effectiveness in the IT industry in South India. This research seeks to examine the impact of emotional intelligence (EI) on workplace dynamics and outcomes. Specifically, it aims to analyze how different aspects of EI, such as self-awareness, social awareness, relationship management, and self-management, act as moderators in the relationship between individual employees and organizational effectiveness. The study utilized a descriptive research approach and chose 400 IT professionals from specific firms in South India. Stratified selection techniques were employed to guarantee that the sample accurately represented the population. The impact of emotional intelligence traits was extensively assessed utilizing SPSS AMOS for data analysis. The results demonstrate that each of the assessed elements of emotional intelligence has a beneficial impact on organizational effectiveness, underscoring its importance in promoting a productive and cohesive work environment. These findings highlight the significance of fostering emotional intelligence in the workforce to improve organizational performance and effectiveness. The study demonstrates that the development of self-awareness, self-management, social awareness, and relationship management has a substantial impact on emotional intelligence (EI), which in turn has a beneficial effect on organizational success. The leadership style plays a crucial role in this relationship, emphasizing the significance of leadership in strategically deploying emotional intelligence to enhance organizational outcomes, providing useful insights for management practices. **Keywords:** Emotional intelligence; Social awareness; Self-awareness; Relationship management.

Introduction

Emotional Intelligence (EI) might be disregarded in the fast-paced, high-pressure IT business, where technical skills are rewarded. However, this is where EI matters. Complex projects, tight deadlines, and cross-functional team dynamics need IT workers to manage their emotions, understand and sympathize with others, and navigate interpersonal interactions.A collaborative and inventive work culture relies on emotional intelligence, which includes self-awareness, self-management, social awareness, and relationship management. Better decision-making and stress management result from self-awareness of emotional states, strengths, and weaknesses. Self-knowledge is crucial in IT, where pressure can lead to burnout if not managed.

Self-management helps IT professionals adapt to change and overcome failures, which is crucial in a field with rapid technical breakthroughs and changing project needs. Social awareness—the ability to recognize and sympathize with others' emotions—improves teamwork and collaboration, helping diverse teams solve complicated problems. Finally, IT leadership requires relationship management—the ability to influence,

coach, and mentor others and resolve problems. This guarantees that projects satisfy technical criteria and are delivered with teamwork and spirit.

Emotional Intelligence boosts IT corporate effectiveness. It improves communication and collaboration and builds a robust, flexible workforce that can handle new IT difficulties. Thus, investing in IT professionals' EI is a strategic requirement for firms seeking to prosper in a complicated and competitive world.

Review of literature

In the intricate and fast-paced realm of the Information Technology (IT) sector, where long hours, pressing deadlines, and repetitive tasks are the norm, the concept of emotional intelligence emerges as a beacon of guidance towards excellence[1]. This intrinsic capability, which enables individuals to navigate their emotions and understand those of others, has been identified as a cornerstone for success in this demanding industry[2]. Research underscores its profound influence on various facets of professional life, from augmenting job performance and team synergy to fostering a sense of fulfilment in one's career. Furthermore, individuals endowed with heightened emotional intelligence are adept at regulating their emotions, which empowers them to make judicious decisions and adeptly surmount workplace adversities. This skill set not only enhances personal well-being and aligns with the organization's ethos but also bolsters leadership prowess[3]. Notably, it moulds decision-making processes, steering them towards a blend of rationality and intuition. Given these insights, it is imperative for IT organizations to integrate emotional intelligence development into their human resources strategies, thereby catalysing employee engagement, productivity, and decision-making efficacy[4]. In the ever-evolving tapestry of organizational dynamics, the influence of leadership style on the effectiveness of an entity stands out as a pivotal factor. This multifaceted relationship underscores how different approaches to leadership can sculpt organizational behavior and performance in distinct ways[5]. The essence of effective leadership is not static; it is shaped by a myriad of elements, among which the culture and values of an organization are particularly significant. A harmonious alignment between a leader's style and the organization's ethos can foster a nurturing work environment, thereby propelling organizational performance to new heights. Over time, the paradigm of effective leadership has witnessed a transformation, paralleled by a shift in perceptions towards women in leadership roles. The interplay between gender, leadership style, and organizational culture intricately weaves into expectations of leadership effectiveness, highlighting the nuanced ways in which these dimensions interact [6]. Leadership is not merely about steering the organization towards its goals; it's about crafting a vision and galvanizing collective efforts to achieve enduring success.[7]. The impact of leadership style, coupled with the organizational culture and environment, extends across various domains, from educational institutions to textile manufacturers, profoundly influencing job satisfaction and performance [8]. A deep understanding of the critical role leadership plays a vital role in shaping the contours of organizational effectiveness and the need for a congruent and evolving leadership approach.[9]. Research highlights the positive correlation between Emotional Intelligence (EI) and various aspects of professional life in the educational sector, notably among female secondary school teachers [10]. This includes an enhanced sense of professional competence, impactful leadership styles, and improved student outcomes [11]. EI's pivotal role in leadership across different sectors, including IT, suggests that effective leadership and human resource management hinge on the alignment of EI with leadership approaches. Strengthening EI through continuous effort and feedback is essential [12]. Moreover, a supportive leadership style significantly boosts organizational commitment and work effectiveness [13]. The perception of leadership effectiveness is intertwined with gender, leadership style, and organizational culture. Evolving definitions of effective leadership present an opportunity for female leaders, indicating a gradual shift towards more inclusive leadership paradigms.[14]

Emotional Intelligence

Awareness and emotional intelligence (EI) are linked. Self-awareness and EI have been studied in many circumstances. Secondary school students who managed their social and emotional intelligence had distinct self-awareness by study period, gender, and age [15]. Self-reported interoceptive awareness (IA), emotional management, and academic self-regulation are key determinants of effectiveness in a work environment. The connections between IA and emotional and academic self-regulation were substantial for the enhancement of knowledge [16].

Leadership skills and organizational effectiveness

The effectiveness of an organization is directly correlated to the leadership skills of its members. Key components of leadership include the capacity to express a vision, the ability to persuade people, the ability to foster teamwork, and the ability to set an example [17]. Effective leaders are able to develop a vision of academic achievement, create a positive climate, cultivate leadership in others, improve instruction, and manage people, data, and processes for the purpose of school improvement. The effectiveness of leadership has a substantial impact on the functioning of an organization, and leadership has the potential to affect the evolution of an organization. In order for leaders to achieve organizational efficiency and success, it is also vital for them to possess emotional intelligence and communication abilities. For the purpose of enhancing their

communication abilities and emotional intelligence, leaders should acquire the required training in areas such as public speaking, negotiating, emotional management, and organizational efficiency.[18]

Need of the study

Amidst the fast-paced and ever-changing world of information technology, where the assessment of employees generally prioritizes technical abilities, the important relationship between Emotional Intelligence (EI) and leadership approach has been largely neglected, despite its substantial influence on the achievement of a company. This omission requires a thorough investigation to explore how Emotional Intelligence (EI) not only affects individual performance but also how it interacts with different leadership styles to moderate organizational outcomes. Given the tremendous stress, tight deadlines, and intricate teamwork involved in IT environments, it is crucial to comprehend this dynamic. The many leadership styles, which span from authoritarian to democratic, have a substantial impact on the morale, motivation, and productivity of a team. These factors are directly linked to the emotional intelligence of both team members and leaders. This study seeks to examine how leadership styles mediate the relationship between emotional intelligence (EI) and organizational effectiveness. The goal is to offer practical insights that can assist IT companies in cultivating a workforce with higher emotional intelligence. This, in turn, can result in increased innovation, decreased employee turnover, and improved job satisfaction. This inquiry is not only topical but also crucial in enabling IT firms to negotiate the intricacies of the contemporary workplace by harnessing the potential of emotional intelligence through effective leadership.

Research Gap

Despite the burgeoning interest in Emotional Intelligence (EI) and its influence on organizational effectiveness, particularly within the fast-paced IT industry, existing literature reveals a significant research gap in understanding how leadership style mediates this relationship. Studies such as Goleman (1998) and Bass (1985) have independently highlighted the importance of EI factors and leadership styles on organizational outcomes. However, there is scant research intertwining these domains, specifically investigating how different leadership styles can amplify or diminish the impact of EI factors on organizational effectiveness. This gap underscores a critical need for empirical exploration to elucidate the nuanced interplay between EI attributes and leadership styles, providing a comprehensive framework that could guide IT organizations in nurturing leadership that maximizes the potential of their workforce's emotional intelligence for enhanced organizational performance.

Conceptual framework

Daniel Goleman's Emotional Intelligence (EI) is the backdrop for a narrative in the IT business. This story follows IT professionals as they navigate self-awareness, social awareness, relationship management, and self-management. These avenues of human growth and learning intersect a crucial point: Leadership Style. This mediator, a bridge made of EI, leads passengers to Organizational Effectiveness. Individual interactions, decisions, and leadership styles impact the organization as each person travels their own path. The harmonious alignment of EI components with skilled leadership alters the IT business, boosting effectiveness and efficiency, demonstrating the tremendous impact of emotional intelligence on organizational performance.
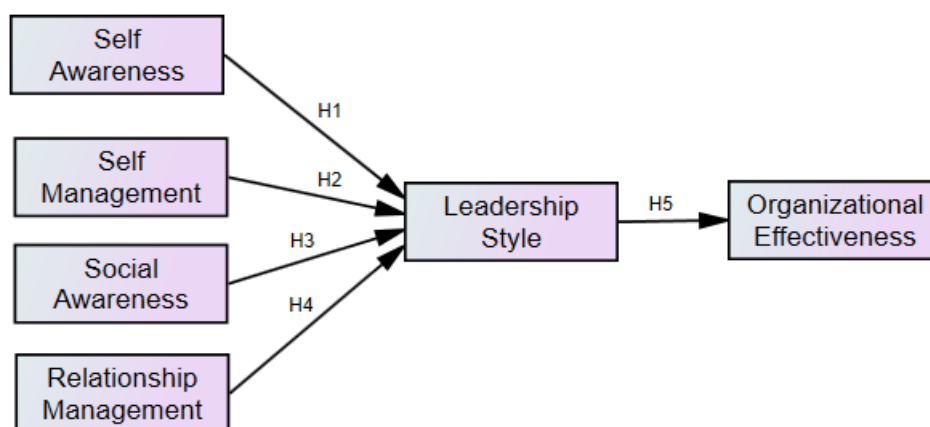

Figure 1 conceptual framework

METHOD AND ANALYSIS

During the analytical phase of the study, the researchers conducted a thorough review of the acquired data, starting with a demographic analysis of the respondents. This preliminary stage established a fundamental

comprehension of the features of the group of participants. Subsequently, a confirmatory factor analysis (CFA) was performed using SPSS to authenticate the structure of the questionnaire and the fundamental constructs it represents. The inquiry advanced by conducting a thorough assessment of the measuring model, specifically examining its fit, as well as evaluating both discriminant and convergent validity, in addition to reliability, to assure the strength and dependability of the constructs. Afterwards, the measuring model that was confirmed as accurate served as the foundation for path analysis, an advanced statistical method used to comprehend the connections between variables. This research revealed the specific components of emotional intelligence that impact the efficiency of organizations in the IT business.

Data collection

A rigorously crafted structured questionnaire was employed to collect data from IT personnel throughout South India in the study. The researchers conducted on-site visits to multiple organizations, during which they personally elucidated the inquiries to the personnel in order to guarantee lucidity and precision in their responses. Of the 430 questionnaires that were issued, 400 provided valid data, indicating a significant level of participation and the efficacy of the in-person approach in gathering valuable insights from the participants.

DATA ANALYSIS

Table 1 *Demographic characteristics*

Demographic Variable	Category	Frequency	Percentage
Age	18-25 Years	191	47.8%
	26-33 Years	125	31.3%
	34-41 Years	52	13.0%
	42-49 Years	25	6.3%
	Above 50 Years	7	1.8%
Marital Status	Unmarried	165	41.3%
	Married	235	58.8%
Qualification	Diploma	62	15.5%
	Graduate	225	56.3%
	Post graduate	113	28.2%
Monthly Income	< Rs 20,000	94	23.5%
	Rs. 20,001 - Rs. 50,000	205	51.2%
	Rs. 50,001 - Rs. 1 Lakh	74	18.5%
	Above 1 Lakh	27	6.8%
Experience	< 2 years	69	17.3%
	2-5 years	48	12.0%
	5-10 years	173	43.3%
	10-20 years	59	14.8%
	> 20 years	51	12.8%

Table 1 explains the demographic composition of participants from chosen IT firms reveals a predominantly youthful workforce, with around 47.8% falling within the 18-25 age range and a notable proportion in the 26-33 age group, accounting for 31.3%. The prevalence of young individuals in this category indicates a dynamic and potentially creative population. Contrary to common assumptions, the prevailing proportion of participants are married (58.8%), suggesting a workforce that may favor stability and equilibrium between work and personal life. In terms of education, the workforce is highly skilled, with the majority having completed a bachelor's degree (56.3%) and a significant proportion holding advanced degrees (28.2%), indicating a solid foundation of knowledge and expertise. The majority of individuals fall within the salary range of Rs. 20,001 to Rs. 50,000 (51.2%), indicating a middle-income category. The experience levels of individuals in the industry are diverse, with a significant proportion (43.3%) having 5-10 years of experience. This suggests a combination of new perspectives and well-established expertise within the field. The combination of several demographic groups in the workforce indicates a workforce that is energetic and varied, with the ability to stimulate innovation while also managing personal and professional development.

Table 2 illuminates the study's constructs and relationships. The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy is 0.777, confirming that factor analysis is suitable for this dataset. Bartlett's Test of Sphericity also shows a substantial correlation (Approx. Chi-Square = 2934.842, df = 231, Sig. =.000) validating the variables' reliability for factor analysis. The identified factors—Self Awareness (SA), Self-Management (SM), Leadership Style(LS), Social Awareness (SC), Relationship Management (RM), and

Organizational Effectiveness (OE)—explain 67.89% of the data's variability. This strong explanatory power highlights the relevance and impact of these dimensions, especially in IT organizational effectiveness. **Table 3**, the rotational component matrix clarifies each factor's relationships and contributions, enabling organizational development strategy knowledge and focused interventions.

Table 2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.777
Bartlett's Test of Sphericity	Approx. Chi-Square	2934.842
	df	231
	Sig.	.000

Table 3 Rotated Component Matrix[a]

	Component					
	1	2	3	4	5	6
SA1			.841			
SA2			.886			
SA3			.859			
SM1						.798
SM2						.691
SM3						.828
SC1	.859					
SC2	.859					
SC3	.870					
SC4	.859					
RM1				.736		
RM2				.749		
RM3				.737		
RM4				.726		
LS1					.728	
LS2					.743	
LS3					.694	
LS4					.700	
OE1		.806				
OE2		.785				
OE3		.770				
OE4		.786				

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

MEASUREMENT MODEL

AMOS (Analysis of Moment Structures) is a strong tool for measurement model analysis in structural equation modeling (SEM), allowing researchers to compare theoretical models to empirical data. To validate model adequacy, this study must compare numerous fit indices to threshold limits. The Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) are acceptable when values surpass 0.90 (Hu & Bentler, 1999), suggesting a strong model-data fit. Another important indicator is Root Mean Square Error (RMSEA), with values below 0.06 indicating a satisfactory fit (Steiger, 2007). A model is well-fitting if the Standardized Root Mean Square Residual (SRMR) is less than 0.08 (Hu & Bentler, 1998). These criteria help researchers assess the validity and reliability of their SEM models to ensure that measured constructs match theoretical constructs.
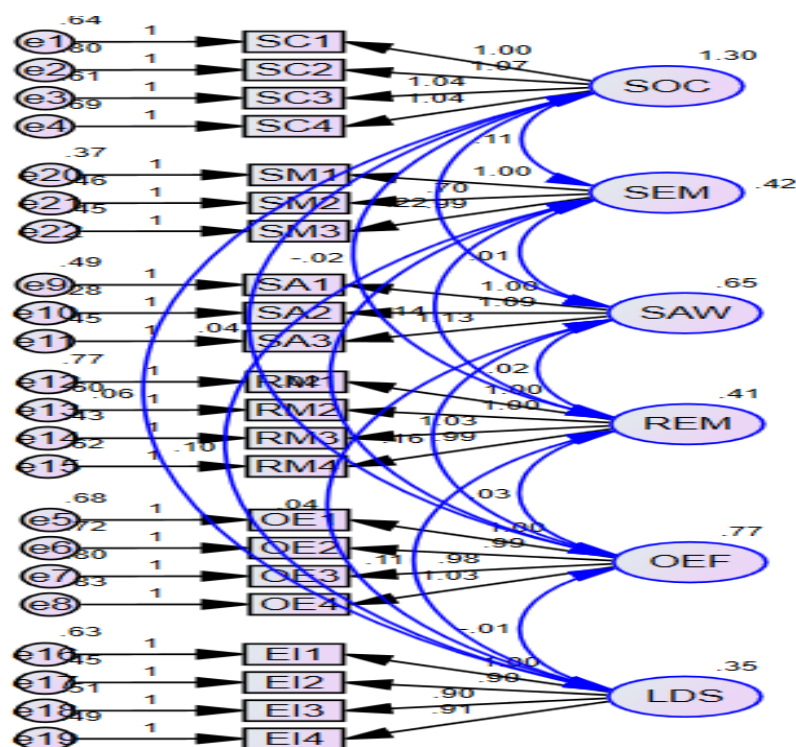
Figure 2 Measurement model

The AMOS model fit **Table 5** displays crucial indices indicating a well stated model. By surpassing the 0.90 criterion for both the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI), as established by Hu and Bentler in 1999, the model exhibits a strong fit to the observed data. This suggests that the model has reliable construct validity. The Root Mean Square Error of Approximation (RMSEA) is less than 0.06 (Steiger, 2007), providing additional evidence that the model is satisfactory. Furthermore, a Standardized Root Mean Square Residual (SRMR) value below 0.08 (Hu & Bentler, 1998) emphasizes the model's dependability. This confirms that the theoretical foundations and empirical findings are in agreement, demonstrating the model's overall success in accurately representing the concepts of interest.

Table 5 *Measurement Model*

Measure	Estimate	Threshold
CMIN	243.122	-
DF	196	-
CMIN/DF	1.221	Between 1 and 3
CFI	0.982	>0.95
SRMR	0.042	<0.08
RMSEA	0.024	<0.06
Close	0.100	>0.05

Table 6 *convergent and discriminant validity*

	CR	AVE	MSV	MaxR(H)	SA	SM	SO	RM	LS	OE
SA	0.806	0.649	0.202	0.856	0.809					
SM	0.820	0.672	0.109	0.852	0.284**	0.829				
SO	0.842	0.708	0.312	0.855	0.441**	0.244*	0.799			
RM	0.830	0.688	0.174	0.840	0.135	0.111	0.417***	0.774	.0.642	
LS	0.798	0.636	0.310	0.852	0.330**	0.329**	0.560**	0.370***	0.780*	
OE	0.782	0.612	0.136	0.834	.0421	0.268	0.450	0.520	0.230	0.602

Table 6 shows convergent and discriminant validity assessments for Self-Awareness (SA), Self-Management (SM), Social Awareness (SO), Relationship Management (RM), Emotional Intelligence (EI), and

Organizational Effectiveness (OE) using Composite Reliability (CR), Average Variance Extracted (AVE), Maximum Shared Variance (MSV), and Maximum Reliability (MaxR(H)). All CR values above 0.7 (Hair et al., 2010), and all AVE values exceed 0.5 (Fornell & Larcker, 1981), showing that each construct is well-captured by its indicators. Discriminant validity is evident because each construct's square root of AVE (diagonal values) is greater than its highest correlation with any other construct (MSV) and all constructs have stronger associations with their indicators than with other constructs, meeting Fornell and Larcker's (1981) criterion. The data shows well-defined constructs that are related yet separate, ensuring the model's theoretical integrity and empirical validity.

Structural model

In structural equation modeling (SEM) using AMOS, evaluating the structural model involves assessing the fit between the theoretical model and the observed data. Key fit indices include the Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI), where values above 0.90 suggest a good fit (Hu & Bentler, 1999). The Root Mean Square Error of Approximation (RMSEA) should be less than or equal to 0.06 for a satisfactory model fit (Steiger, 2007), and the Standardized Root Mean Square Residual (SRMR) below 0.08 indicates acceptable model reliability (Hu & Bentler, 1998). These thresholds help confirm the structural model's validity and reliability in representing the constructs and their relationships within the SEM framework.
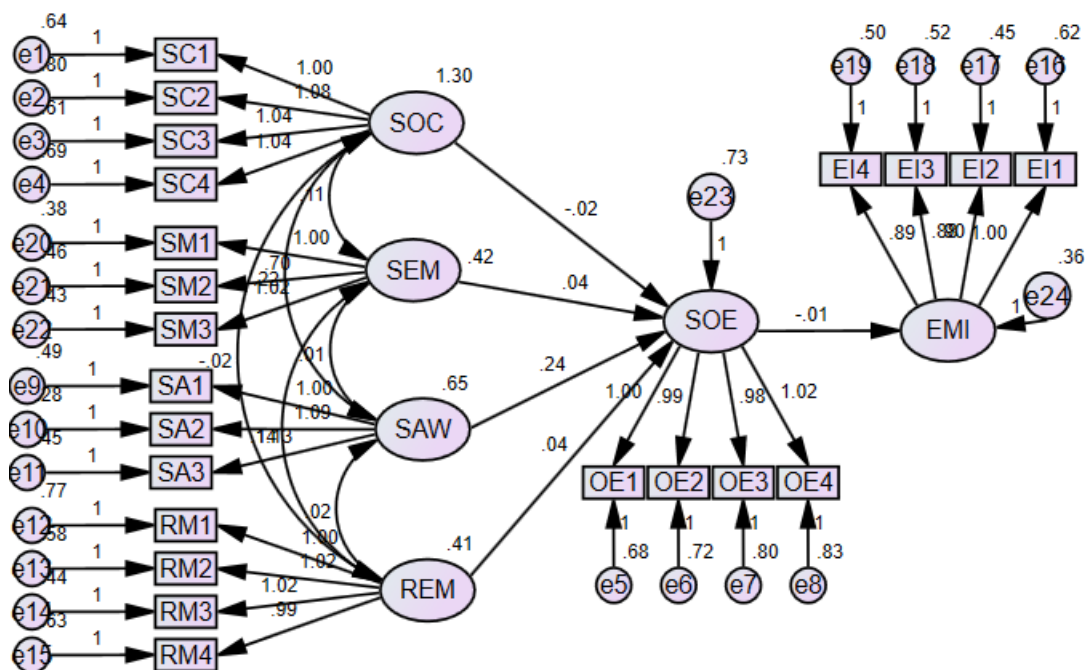

Figure 3 *structural model*

Path analysis

AMOS enables regression analysis to explore the links between independent and dependent variables, offering insights into the magnitude and direction of these associations. Key indicators comprise normalized regression weights (betas), with values close to ±1 indicating robust correlations. Statistically significant correlations are shown by significance levels (p-values) below 0.05. This analysis facilitates comprehension of the predictive capability of variables and the identification of crucial factors that may impact outcomes, hence informing strategic decision-making and theoretical implications in research.
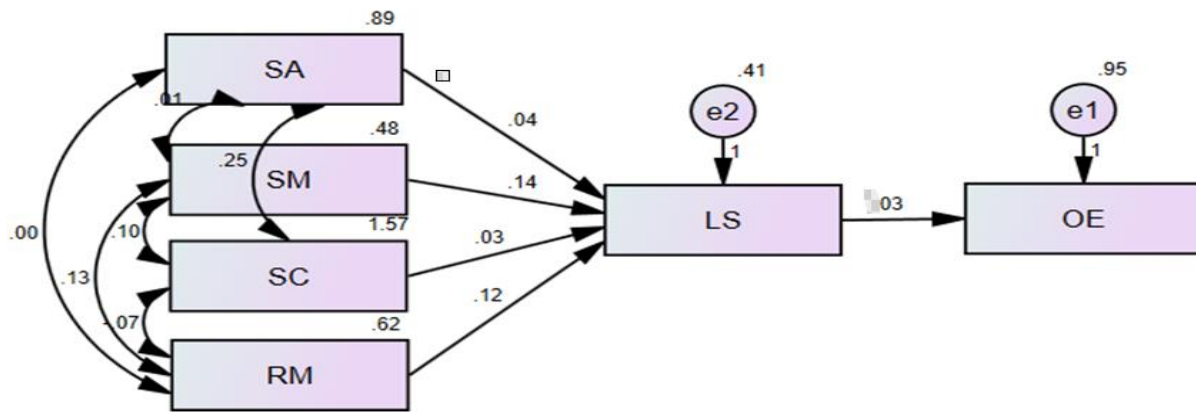
Figure 4 *path analysis*

Table 7 *Regression weights*

	Estimate	S.E.	C.R.	P	Label
LS <---SA	.042	.035	1.224	.000	Supported
LS <---SM	.140	.048	2.930	.000	Supported
LS <---SC	.027	.026	1.035	.004	Supported
LS <---RI	.117	.042	2.797	.001	Supported

.

Table 8 *Mediation analysis*

Relationship	Direct effect	Indirect Effect	Confidence Interval		P-Value	Conclusion
			Lower Bound	upper bound		
EI->Leadership Style->Organizational Effectiveness	.032 (.354)	0.110	.145	.649	0.005	Full Mediation

Results and discussion

The regression analysis **Table 7** shows statistically significant correlations between Emotional Intelligence (EI) and its predictors, Self-Awareness (SA), Self-Management (SM), Social Awareness (SC), and Relationship Management (RI), as well as EI's impact on Organizational Effectiveness. The standardized estimates suggest that SM has the greatest impact on EI (.140), followed by RI (.117), SA (.042), and SC (.027). The p-values show that all these correlations are statistically significant, supporting the premise that emotional intelligence components predict EI, which, with a small estimate (.026), significantly impacts organizational success. This shows how different components of emotional intelligence affect overall EI and organizational effectiveness, showing the complexity and relevance of promoting emotional intelligence in the IT businessSelf-awareness (SA), self-management (SM), social awareness (SC), and relationship management (RI) are the four essential characteristics of emotional intelligence that have been found to have a substantial influence on leadership style (LS), according to the findings of the regression analysis. To be more specific, self-management indicates the most significant positive effect on leadership style, followed by relationship management, self-awareness, and social awareness. The findings of this study highlight the significant impact that components of emotional intelligence have in the formation of effective leadership styles within the framework of corporate settings.

Table 8 further elucidates the effcet of emotional intelligence on organizational efficiency is provided by the mediation study, which reveals that leadership style functions as a full mediator. Although the direct influence of emotional intelligence on organizational efficiency is rather minor, it is greatly magnified when it is mediated by leadership style. This is demonstrated by the strong indirect effect and the statistical significance of the effect. This would imply that the impact of emotional intelligence on the outcomes of an organization is predominantly exerted through its influence on the actions and strategies of leadership. These findings add to the expanding body of research that demonstrates the crucial part that emotional intelligence plays in both effective leadership and the achievement of company mission and goals. According to the theoretical foundations of emotional intelligence as a crucial component in effective leadership (Goleman, 1995; Mayer & Salovey, 1997), the strong links that exist between the components of emotional intelligence and leadership style are in agreement with the aforementioned foundations. An additional point of interest is that the full mediation impact of leadership style on the connection between emotional intelligence and organizational success sheds information on the process by which emotional intelligence translates into actual organizational outcomes. According to the transformational leadership theory, which states that emotionally intelligent

leaders are more likely to participate in activities that inspire and motivate their followers, hence boosting organizational performance (Bass, 1985), this study is consistent with the theory.

Managerial Implications

From a pragmatic point of view, these findings have a number of consequences for the management of organizations and the development of leadership. Before anything else, companies ought to make it a top priority to cultivate and improve the emotional intelligence competencies of their leaders and those who are potentially contenders for leadership positions. Leaders can acquire the emotional intelligence required to effectively traverse the intricacies of organizational life by participating in training programs that focus on enhancing skills such as self-awareness, self-management, social awareness, and relationship management. The fact that leadership style plays a role in mediating the connection between emotional intelligence and organizational efficiency highlights how important it is to develop leadership strategies that make use of emotional intelligence. This is because leadership styles that are adaptive, empathic, and relationship-oriented are likely to generate a healthy organizational climate and boost overall performance. Therefore, organizations may gain by fostering leadership styles that are characterized by these characteristics.

Scope for future results

Future research could investigate a number of different pathways to build on these findings, despite the fact that this study offers vital insights into the function that emotional intelligence plays in leadership and the effectiveness of organizations. For example, conducting research on the impact of various leadership styles on the mediation process could provide a more nuanced understanding of the ways in which different characteristics of leadership interact with emotional intelligence to influence the outcomes of organizations. In addition, longitudinal studies might be conducted to evaluate the long-term impacts of emotional intelligence development programs on leadership style and organizational effectiveness. This would provide evidence regarding the viability of such interventions.Furthermore, broadening the scope of the research to encompass a variety of organizational contexts and cultures has the potential to either shed light on the universality of these linkages or show major variances across a variety of settings. In conclusion, doing research into additional potential mediators and moderators in the relationship between emotional intelligence and organizational efficiency, such as organizational culture, environment, or employee engagement, may provide a more thorough picture of the dynamics that are at play.

Conclusion

In conclusion, the findings of this study highlight the enormous impact that emotional intelligence components have on leadership style and, as a result, on the success of organizations through the function that leadership style plays as a mediator. The findings shed light on the significance of emotional intelligence in the process of leadership development and provide businesses with useful insights that can be implemented in order to significantly improve their efficiency through the implementation of emotionally intelligent leadership practices. The findings of future study in this field have the potential to shed greater light on the intricate relationship that exists between emotional intelligence, leadership, and the achievement of corporate goals.

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