Artificial Intelligence as a Catalyst for Leadership Development: Enhancing Emotional Intelligence in Leaders

Bharat Bhusan[1], Dr. Pooja Jain[2]

[1]SMCS, Shri Guru Ram Rai University, Dehradun, Bharat1170@gmail.com
[2]SMCS, Shri Guru Ram Rai University, Dehradun

Abstract

Emotional intelligence (EI) enhances employees' ability to recognize and understand their ownemotions, promotes emotional expression, fosters creativity and transparency, and strengthenstrust and loyalty in interactions inside and between organisations. Technology and itsapplications are in a constant state of flux and progression. During the era of the Fourthis the shift of businesses and Industrial Revolution, Digital Transformation societies from theThird to the Fourth Industrial Revolution. This transition utilises digital technology such as AI todevelop innovative products and services. Artificial intelligence (AI) is a branch of informationtechnology that concentrates on developing systems with the ability to carry out tasks thatusually necessitate human intelligence, including acquiring knowledge, deductive problem solving, and comprehending natural language.

The field covers multiple subfields, such asmachine learning, neural networks, and robotics, with the goal of replicating cognitivecapabilities in computational models. The integration of artificial intelligence (AI) in machinesallows for the development and enhancement of human-like emotional responses and decision making.This connection between emotional intelligence and AI enables robots to have moreempathic and effective interactions. Artificial intelligence (AI) can also be utilized to evaluateand enhance human emotional intelligence, specifically in leadership and interpersonal situations Increasing interconnectedness of computer systems and the combination of cyber-physical systems in the manufacturing sector are both contributing factors that are causing an increase in the amount of data that is being produced. Artificial intelligence (AI) is becoming increasingly utilised by businesses in order to evaluate and draw conclusions from massive amounts of data stored in their systems. Work systems that are socio-technical are being significantly impacted by the increasing adoption and utilisation of artificial intelligence (AI).

In particular, it is possible to recognise the challenges and prerequisites that leaders and leadership personnel are required to confront. As a result, leaders and their capacity to lead are necessary components for successfully integrating and utilising artificial intelligence. In order to provide businesses with useful information and recommendations, it is necessary to conduct additional study to investigate the impact that artificial intelligence has on leaders and leadership. The research mostly utilized secondary data for data collecting and conducted a comprehensive assessment of factors associated with artificial intelligence (AI) and emotional intelligence (EI). According to the variables examined in the research this study explores the impact of artificial intelligence (AI) on emotional intelligence, leadership, and organizational performance, drawing upon principles from theories in emotional intelligence, leadership, and organizational behaviour.

***Keyword:** Emotional Intelligence, Artificial Intelligence, Leadership, organizational Performances future of work.*

INTRODUCTION

Artificial Intelligence (AI) The continual process of technological advancement has had aprofound impact on the working environment, leading to substantial changes. The proliferation of IT system interconnectivity and the rising adoption of cyber-physical systems are resulting in a substantial influx of data.Companies are progressively employing Artificial Intelligence (AI) tools to methodically assess and exploit the extensive data accessible. Artificial Intelligence is widely recognised as an extension of prior digitalisation efforts.

Within this framework, the increasing integration and application of artificial intelligence (AI) substantially impact the operating environment of organisations. AI influences not just employees but also significantly affects executives and leadership. This poses new difficulties and necessitates additional responsibilities for leaders. Therefore, several factors must be considered within a comprehensive strategy. This article aims to provide valuable insights into the issues and prerequisites that leaders and leadership face when integrating and utilising AI. This paper will assess the challenges and prerequisites associated with the thematic integration of AI and leadership. It will also address the necessity of augmenting previous research with actionable advice.

By 2024, artificial intelligence (AI) has become an integral component of the daily lives ofbillions of individuals around the globe. Although it is challenging to determine the exact figures, estimations indicate that more than 3 billion individuals engage with artificialintelligence (AI) on a regular basis through different devices, applications, and services. Voice Assistants such as Siri, Alexa, and Google Assistant are utilised for tasks such as creating reminders, managing smart home devices, providing answers to enquiries, and performing additional functions. Another AI technique is suggestion algorithms. Platforms like Netflix, Spotify, and YouTube utilise algorithms to recommend movies, music, and videos to users based on their tastes and behaviour. AI-powered navigation applications such as Google Maps and Waze deliver real-time traffic updates, recommend routes, and provide projected travel durations for route navigation and maps. Fitness and wellness Apps, such as My Fitness Pal and Fitbit, are designed to track physical activity, monitor health parameters, and offer personalised fitness advice. AI technologies have grown so deeply embedded in everyday life that numerous individuals utilise them without even being aware that they are driven by AI. The technology is always advancing, enhancing the efficiency and convenience of daily tasks. This notable transformation shows the substantial influence of AI. AI is not only being used in households, but it is also quickly becoming prevalent in the office, where it acts as an intuitive companion to improve productivity. Artificial Intelligence (AI) is not just a prospective aspect of work; it is now evident and progressing. HR leaders are currently testing chatbots to improve employee experiences, following the example of marketers who have used chatbots to customize customer interactions (Wassan S. et.al, 2021). In the year 2016 almost 200 AI-focused firms obtained investments exceeding $1.5 billion, resulting in total funding reaching $2 billion. This tendency is expected to continue in the near future. Artificial Intelligence encompasses the exploration of algorithms that enable perception, analysis, and decision-making. Winston, P. H. (1992). Intelligence refers to a system's ability to adapt its behaviour to achieve its objectives in varying situations. Fogell, D.B.(2006).

Emotional intelligence refers to the comprehension of human emotions. Grasping the concept of "Emotion" is essential before addressing the significance of Emotional Intelligence. In 2016, almost 200 AI-focused firms obtained investments exceeding $1.5 billion, resulting in total funding reaching $2 billion. This tendency is expected to continue in the near future. "Artificial Intelligence encompasses the exploration of algorithms that enable perception, analysis, and decision-making." Winston, P. H. (1992). Intelligence refers to a system's ability to adapt its behaviour to achieve its objectives in varying conditions. Fogell, D. B. (2006).Emotional intelligence refers to the comprehension of human emotions. Comprehending the concept of "Emotion" is essential before addressing the significance of Emotional Intelligence.

What we mean when we say "it" is a subjective experience that includes many behavioural patterns in addition to different mental, emotional, and physiological states. Anger, sadness, fear, surprise, joy, love, disgust, humiliation, and many more emotions are all within the human emotional spectrum. Tomaximize long-term success through a healthy equilibrium of emotion and rationality, leaders must have emotional intelligence, often called emotional management abilities. This ability allows them to effectively recognise and regulate their own and others' emotions. (The study conducted by Mayer and colleagues in 1993) According to Mayer et al. (1993), emotional intelligence (EI) is the ability to identify and understand one's own and other people's emotions and to react appropriately to these signals. "person with high emotional intelligence (EI) is able to manage their emotions effectively, which helps them deal with stress, communicate more effectively, show empathy, overcome challenges, and resolve conflicts. It permeates every part of our lives, influencing how we act and engage with people. Emotional intelligence (EI) takes precedence over intelligence quotient (IQ) when evaluating factors contributing to happiness and achievement in life". Bar-On (2006)

Bar-On (2006) states that the concept of behavioural intelligence has evolved into a prominent theoretical framework that has attracted attention from other scientific

disciplines, especially the realm of Emotional Intelligence, as articulated by Daniel Goleman in management. In 1995, it emerged as a highly successful magazine and was the initial platform where the notion was first introduced. According to Golman (1995), IQ is directly linked to just 20% of the variables that impact an individual's performance throughout their lives. A person's emotional intelligence makes up the other 80% of a comprehensive evaluation. Character Emotional intelligence, according to Daniel Goleman (1995), is the capacity to: inspire oneself and keep going even when things get tough; control one's impulses and delay gratification; manage one's emotions so they don't interfere with one's cognitive function; show empathy; keep a positive outlook; and put these competencies into practice.

Northouse (2007),To lead is to exert influence over other people in order to further the interests of a bigger group working together towards a common objective. Leadership is an ongoing activity in which one person manages the activities of another to bring about the realisation of predetermined aims. Quickly and accurately analysing large amounts of data is a vital skill for leaders to have so they can identify the most important aspects of complicated problems and make well-informed decisions. Burns (1978), Leadership is a commonly observed behaviour that is often poorly understood. In the context of contemporary society, individuals can be primarily classified into two essential categories: followers and leaders. Followers are individuals who consistently opt not to assume a leadership position in any certain endeavor. Individuals that have leadership qualities effectively utilize their innate capacity to lead, resulting in substantial and meaningful societal transformations. Leadership is a multifaceted undertaking that cannot be attained via theoretical comprehension alone. Instead, it requires the acquisition of skills and information through practical, real-world experiences. To foster improved collaboration among employees, leaders must have certain qualities, possess expertise, and engage in specific actions. These qualities are not inherent, but rather cultivated via sustained effort and intellectual pursuit. Effective leaders are defined by their unwavering commitment to continuous personal and professional development, continually pursuing chances to improve and hone their leadership skills. They exhibit a proactive stance, avoiding complacency and pursuing ongoing enhancement. The claim suggests that effective leadership is cultivated by external influences rather than innate characteristics. If a someone possesses ambition and determination, they have the potential to become an effective leader.

Effective leaders enhance their competencies through ongoing self-reflection, educational pursuits, training participation, and practical experience acquisition. Ago, 1982. Leaders execute the process by utilising their experience and leadership attributes. The concept under discussion is Process Leadership, which was first acknowledged. Ago (1982). A leader is someone within a group who assumes the responsibility of directing and coordinating task-focused group activities.Fiedler (1967) Leaders are those who continuously contribute to the establishment and maintenance of social order, and are both anticipated and acknowledged for their ability to do so. The source cited is Hosking's work from 1988. Leadership is the deliberate action of giving a clear purpose or meaningful guidance to a group's joint efforts, which inspires others to actively dedicate their efforts towards accomplishing the stated goal. Jacobs and Jaques (1990).

Figure1: Framework model of leadership

Up to this point, organizational leaders have been responsible for overseeing the process of

Implementing increased digitalization throughout the organization. Although initially focused on lower to mid-level employees, it appears that higher management strata are now also facing increasing pressure. The question pertains to the degree or extent to which something is true or applicable. Will machines be limited to performing standardized managerial tasks, or will they also take over people leadership, which is traditionally considered a human prerogative, through innovative technology solutions?

CONNECTS OF EMOTIONAL INTELLIGENCE AND ARTIFICIAL INTELLIGENCE

In Organization:

Two increasingly prominent concepts are Emotional Intelligence (EI) and Artificial Intelligence (AI). However, it is important to consider whether there is a correlation between these two factors or if they have conflicting tendencies, and how they influence the talents required in our future leaders. Significant advancements have been achieved in the field of Artificial Intelligence throughout the period of Information Technology. However, the positive (AI) aspects of this technology also give rise to potential concerns and fears (Dogru and Keskin, 2020). The ability of information technology to train autonomous systems to imitate cognitive functions raises significant concerns over future employment. However, the question arises as to what our course of action will be at that time?

An open attitude necessitates the advancement of AI in order to achieve successful business transformation. This progress relies on capable leaders who possess a deep understanding of the concealed workings of AI, as well as the vast potential for growth and opportunities that lie inside the AI and EI era.

Emotional Intelligence augments individuals' awareness of their emotions, expression, creativity, tolerance, trust, integrity, and promotes interpersonal interactions. As a result, it enhances the performance of each individual within the company. workspace employee (Goleman, 1995). Emotional intelligence is a crucial attribute that fosters the emergence of visionary leaders within an organisation. It has a substantial impact on the organisation and serves as a crucial factor in assessing the effectiveness of an employee. It also enhances productivity and fosters trust inside and between different parts of the organisation. An individual who possesses emotional intelligence and maintains good emotional well-being and mental health is more likely to be a successful leader (Fogell, D. B. 2006).

In light of this, it is imperative that we have leaders who exhibit a profound level of creativity,excel in creative analysis, and employ the critical thinking skills that are unique to human beings and essential for organisational innovation and evolution. Leaders are unable to physically engage in combat with robots, but they may embrace their presence in the workplace and recognise the benefits they bring to the organisation. Assists visionary leaders in gaining foresight into the future, machines also aid in increasing efficiency without requiring meticulousness, and ultimately supports them in making informed decisions.

OBJECTIVE AND RESEARCH METHODOLOGY

A literature study was done to assess the present level of study. In order to assure the research's high quality, the literature was carefully chosen and analysed according to specific criteria. A thorough analysis was conducted on multiple databases to locate relevant material. The repertory encompassed a variety of resources, such as open access databases, university libraries, consultancy databases, conferences, and scientific online databases. To ensure thorough results, the research utilised many source formats. The materials encompassed textbooks, periodicals, conference papers, scientific articles, and previously published investigations.

To identify the role of Artificial Intelligence in enhancing Leadership

The study paper examines the factors associated with Artificial Intelligence and EmotionalIntelligence using secondary data, particularly journal papers from diverse publications. Inaddition to journal articles, technical magazines (both physical and virtual) are also taken into account to ensure the inclusion of novel research innovations in AI. After reviewing and selecting the literature, the various difficulties and requirements were classified based on certain features. For instance, comparable research subjects were consolidated. The purpose of this categorization was to enhance the methodical approach. Initially, the gathered information were condensed into various subcategories to establish a preliminary classification. Consequently, the various subject subcategories, together with theirrespective obstacles and requirements, were grouped together in a cluster of literature research.

RESULTS OF RESEARCH

Artificial Intelligence serves as a potent catalyst for the advancement of leadership skills byaugmenting emotional intelligence. AI aids leaders in cultivating self-awareness, empathy, and emotional control, which are crucial for effective leadership in today's intricate and emotionally charged work contexts. This is achieved through personalized learning, real-time insights, empathic simulations, and ongoing feedback. Through the utilization of artificial intelligence (AI), leaders have the ability to enhance their emotional intelligence, resulting in enhanced decision-making, improved team interactions, and increased organizational performance.

1. Personalized Learning and Development: Artificial intelligence systems have the capability to provide customised coaching sessions that are specifically designed

for particular leaders. AI can offer feedback and propose enhancements by examining a leader's communication style, decision-making tendencies, and emotional reactions. This aids leaders in cultivating selfawareness, a crucial element of emotional intelligence (EI). AI-powered platforms have the ability to modify learning materials according to a leader's advancement and individual requirements. These platforms offer experiences that test a leader's emotional intelligence, such as dealing with team issues or handling difficult situations.

2. Real-Time Emotional Insights: Artificial intelligence has the capability to assess a leader's emotional condition in real-time by analysing facial expressions, tone of voice, and body language. This feedback facilitates leaders in developing a heightened awareness of their emotions during interpersonal interactions, so enabling them to better control and manage their reactions. Artificial intelligence has the capability to examine written content, such as emails or chat sessions, in order to evaluate the emotional sentiment of the interactions. Leaders can gain valuable insights about the emotional perception of their messaging, enabling them to enhance their communication in order to establish a stronger emotional connection with their staff.
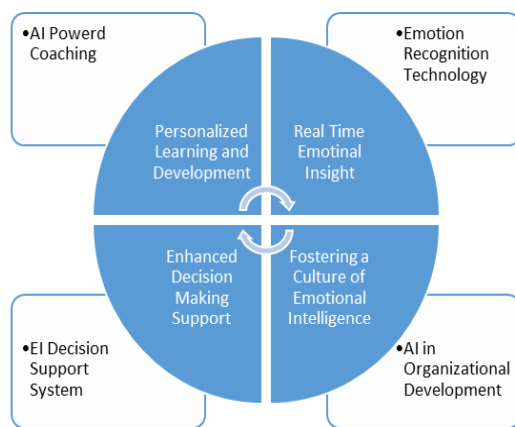
Framework model of leadership (Fig-2)

3. Enhanced Decision-Making Support: By offering data-driven insights that take into account both logical outcomes and emotional impacts, artificial intelligence (AI) can support leaders in making emotionally intelligent decisions. For example, when making personnel decisions, AI can help predict the emotional effects of those decisions on team morale and engagement. AI can also detect unconscious biases in decision-making, such as favouring certain team members or perspectives. By drawing attention to these biases, AI encourages leaders to take into account diverse viewpoints and make emotionally fair and inclusive decisions.

4. Empathy Development through Simulations: Artificial intelligence has the ability togenerate very authentic simulations that expose leaders to emotionally demanding scenarios, such as managing a team member's personal crises or negotiating unpleasant feedback sessions. These simulations provide leaders with the opportunity to cultivate empathy and enhance their ability to regulate emotions in a secure and controlled setting. When VR and AI are used together, leaders can be fully engaged in scenarios that allow them to get firsthand experience from various viewpoints, so enhancing their ability to empathise with and comprehend the emotions of others.

5. Continuous Feedback and Improvement: Artificial intelligence (AI) has the capability to consistently observe a leader's interactions with their team and offer continuous feedback on their emotional intelligence. AI can specifically point out instances where a leader demonstrated significant empathy or failed to establish an emotional connection with a team member. By monitoring a leader's development over time, AI can detect patterns in emotional behaviour and propose areas that require further improvement. This ongoing cycle of enhancement assists leaders in honing their emotional intelligence skills, guaranteeing long-lasting progress.

6. Fostering a Culture of Emotional Intelligence: Artificial intelligence can assist organisationsin fostering emotional intelligence at all levels, rather than solely focussing onleaders. Organisations can cultivate a culture that appreciates and applies emotional intelligence (EI) by including EI training into leadership development programs and employing artificial intelligence (AI) to track individuals' advancement. Artificial intelligence has the capability to examine the interactions between team members in order to detect emotional patterns that could potentially affect their performance, such as hidden tensions or unresolved disagreements. Leaders can utilise this information to cultivate a team climate that is more emotionally supportive and promotes collaboration.

7. Culture: Successful management and a robust corporate culture are essential elements for the successful implementation and usage of artificial intelligence (AI). The engagement of business culture stakeholders depends on an appropriate business culture, which is essential for cultivating acceptance among stakeholders. Moreover, it enables the implementation of alterations. In this framework, it is essential for the organisational culture to accept errors and failures during the transition process. In this regard, corporate culture might be further differentiated.

The company requires an appropriate leadership, preventive measures, work environment, and communication culture. Artificial intelligence will increasingly impact the management of a company's personnel. The implementation and use of AI are consequently linked to significant developments. Artificial intelligence, because to its unique characteristics, will become a fundamental element of the leadership interaction between employees and leaders. Nonetheless, the results may differ. Leaders has the capacity to make decisions based on the results produced by artificial intelligence. Furthermore, AI possesses the potential to independently undertake administrative tasks. The repercussions are vividly apparent in this context. As AI progressively takes over duties, executives may focus more on employee-related leadership. As a result, leaders assume a more significant role as designers in this process.

CONCLUSION AND SUMMARY

Artificial Intelligence (AI) acts as a potent catalyst for augmenting Emotional Intelligence (EI) in leaders across different leadership styles, hence promoting more efficient leadership growth.

Transformational leaders AI assists transformational leaders in comprehending and addressing the emotional requirements of their teams, so allowing them to inspire and motivate with enhanced empathy. Artificial intelligence-powered solutions have the capability to examine the dynamics within a team and the emotional states of individuals. This enables transformational leaders to customise their approach in order to promote creativity and bring about good change.

Servant leadership, AI enhances leaders' capacity to empathise and prioritise the well-being of their team members, hence promoting servant leadership. AI empowers servant leaders to actively listen and carefully respond by offering immediate feedback on interactions and emotional indicators. This enhances their role as supportive and emotionally aware leaders.

Democratic leaders, can utilise AI to improve collaborative decision-making by providing analysis on the emotional atmosphere within the group, thereby guaranteeing that all perspectives are acknowledged and appreciated. AI tools can enhance the inclusivity of discussions by detecting and resolving underlying emotional tensions that may impact group dynamics, resulting in more equitable and emotionally intelligent decision-making.

Transactional leadership is enhanced by AI, which enables leaders to effectively manage the balance between delivering rewards and implementing discipline. This is achieved by utilising data on employee engagement and emotional reactions to different incentives. Transactional leaders can adjust their tactics to match the emotional demands of their teams, ensuring that performance targets are achieved while also prioritising employee well-being. Artificial Intelligence (AI) greatly boosts Emotional Intelligence (EI) in leaders, making it a potent driver of leadership development. AI aids leaders in cultivating essential emotional intelligence abilities, including self-awareness, empathy, and self-regulation, by providing tailored coaching, immediate feedback, and adaptive learning platforms. AI analyses communication styles and decision-making patterns to give leaders with insights that help them enhance their emotional responses and relationships with others. In addition, the use of AI-powered simulations and emotion recognition technology enables leaders to enhance their emotional intelligence by practicing and improving their ability to comprehend and empathise with others in actual situations. The advancement of emotional intelligence (EI) ultimately results in more efficient leadership. Leaders that possess high emotional intelligence are more prepared to make informed decisions, communicate proficiently, and establish robust relationships within their teams, hence promoting overall organisational achievement.

In general, AI improves leadership growth by incorporating emotional intelligence into different leadership styles, guaranteeing that leaders are not only efficient but also compassionate, flexible, and attentive to the emotional requirements of their teams.

REFERENCES

[1] Goleman D. London: Bloomsbury; 1995. Emotional Intelligence: Why it can Matter More Than IQ.

[2] Goleman, D. (1995). Emotional intelligence. New York: Bantam Books.

[3] Koman, E. S., Wolff, S. B., (2008). Emotional intelligence competencies in the team and team leader: A multi-level examination of the impact of emotional intelligence on team performance. Journal of Management Development, 27(1).

[4] Narayan, P. R., Narashiman. Emotional intelligence and Work performance: A conceptual study. ISOR Journal of Mechanical and Civil Engineering, 62-68

[5] Romanelli, F., Cain, J., & Smith, K., M. (2006). Emotional intelligence as a predictor of academic

and/or professional success. American Journal of Pharmaceutical Education, 70(3)

[6] Ozkiziltan, D., & Hassel, A. (2021). Artificial Intelligence at Work : An Overview of the Literature LITERATUREDidemÖzkiziltanAnke Hassel Governing Work in the Digital Age Project Working Paper Series 2021-01. March. https://doi.org/10.13140/RG.2.2.11440.28169

[7] Malik, N., &Tripathi, S. N. (2021). Impact of artificial intelligence on industry AI led organizations. 2011. https://doi.org/10.1108/IJM-03-2021-0173

[8] Bader, V. and Kaiser, S. (2019), ―Algorithmic decision-making? The user interface and its role forhuman involvement in decisions supported by artificial intelligence‖, Organization, Vol. 26No. 5, pp. 655-672, doi: 10.1177/1350508419855714.

[9] Hsieh, Y.M. and Hsieh, A.T. (2003), ―Does job standardization increase job burnout?‖, InternationalJournal of Manpower, Vol. 24 No. 5, pp. 590-614, doi: 10.1108/01437720310491107.

[10] Liu, J., Wang, Y. and Zhu, Y. (2020), ―Climate for innovation and employee creativity‖, International Journal of Manpower, Vol. 41 No. 4, pp. 341-356, doi: 10.1108/IJM-02-2017-0030.

[11] Singh, A. and Tucker, C.S. (2017), ―A machine learning approach to product review disambiguation based on function, form and behavior classification‖, Decision Support Systems, Vol. 87,pp. 81-91, doi: 10.1016/j.dss.2017.03.007

[12] Terstegen S., Lennings F., Suchy O., Schalter K., Suarsana D., 2018. Leistung&EntgeltArbeits- und Betriebsorganisationkompakt - KünstlicheIntelligenz in der Arbeitswelt der Zukunft – Ansichten und Standpunkte. Joh. HeiderVerlag GmbH: BergischGladbach.

[13] Frost M., Sandrock S., 2019. Führung und selbstlernende Software – hinderliche und förderlicheFaktorenfür die Motivation von Beschäftigten in der Arbeitswelt 4.0. In: GfA (ed.)

[14] Arbeitinterdisziplinäranalysieren – bewerten – gestalten. Berichtzum 65. Kongress der GesellschaftfürArbeitswissenschaftvom 27. Februar – 1. März 2019. GfA-Press: Dortmund. Beitrag A.1.1

[15] Liebert K., Talg A., KünstlicheIntelligenz und das Lernen der Zukunft in ed. Schwuchow K., Gutmann J. 2018. HR-Trends 2019 Strategie, Digitalisierung, Diversität, Demografie. Haufe: Freiburg imBreisgau.

[16] Gao Z., Wanyama T., Singh I., Gadhrri A., Schimdt R. 2020. From Industry 4.0 to Robotics 4.0 - A Conceptual Framework for Collaborative and Intelligent Robotic Systems. Procedia Manufacturing 46: 591-599.

[17] Adam, G. (2014). The Dark Side of Emotional Intelligence, The Atlantic [Access: 28.03.2018]. Access on the internet: https://www.theatlantic.com/health/archive/2014/01/the-dark-side-ofemotional-intelligence/282720/.

[18] Austin, E.J. et al. (2014). Associations of the managing the emotions of others (MEOS) scale with personality, the Dark Triad and trait EI. "Personality and Individual Differences". Elsevier Ltd, 65. DOI:10.1016/j.paid.2014.01.060.

[19] Bar-On, R. (2004). The Bar-On Emotional Quotient Inventory (EQ-i): rationale, description and summary of psychometric properties [in:] Geher, G., ed., Measuring emotional intelligence: Common ground and controversy. Nova Science Publishers. (2006). The Bar-On model of emotional-social intelligence (ESI). "Psicothema", No. 18(Suppl).

[20] Bratton, A.V.K. et al. (2011). The impact of emotional intelligence on accuracy of self – awareness and leadership performance. "Leadership & Organization Development", No. 23(2). DOI: 10.1108/01437731111112971.Made.

[21] Caruso, D.R., Mayer, J.D., Salovey, P. (2001). Emotional Intelligence and Emotional Leadership [in:] Riggio, R.E., Murphy, S.E., Pirozzolo, F.J., eds, Multiple Intelligences and Leadership. New Jersey: Taylor & Francis.

[22] Castro, F., Gomes, J., de Sousa, F.C. (2012). Do Intelligent Leaders Make a Difference? The Effect of a Leader's Emotional Intelligence on Followers' Creativity. Creativity and Innovation Management, No. 21(2). DOI: 10.1111/j.1467-8691.2012.00636.x.

[23] Chamorro-Premuzic, T., Yearsley, A. (2017). The Downsides of Being Very Emotionally Intelligent. "Harvard Business Review Digital Articles".

[24] Cherniss, C. (2001). Emotional Intelligence and Organizational Effectiveness [in:] Goleman,

[25] D., Cherniss, C., eds, The Emotionally Intelligent Workplace. San Francisco: Jossey-Bass.

[26] Côté, S. et al. (2011). The Jekyll and Hyde of Emotional Intelligence: Emotion-Regulation

[27] Knowledge Facilitates Both Prosocial and Interpersonally Deviant Behavior. "Psychological Science", No. 22(8). DOI: 10.1177/0956797611416251