



The Impact of Emotional Intelligence on Leadership Effectiveness and Organizational Performance: A Strategic Psychology Perspective

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ABSTRACT

Emotional intelligence refers to an individual's ability to comprehend and regulate their emotions and those of others. Leaders who possess emotional intelligence and utilise positive psychology principles have been found to foster teams that exhibit increased levels of dependability, productivity, creativity, and resilience. However, the link between emotional intelligence and leadership is scarce in terms of assessing effectiveness and performance outcomes. The purpose of this study is to ascertain the impact of Emotional Intelligence (EI) on the effectiveness of leaders in the Oil and Gas industry in the United Arab Emirates (UAE). By examining leaders' viewpoints regarding various topics, culture, creativity, and the efficacy of leadership, the impact of emotional intelligence (EQ) on the ethical decision-making process of corporate executives was examined. Furthermore, this paper assesses the advantages and disadvantages associated with the utilisation of Emotional Intelligence in diverse work environments. This study uses a qualitative research methodology to conceptualise reality as a complex social phenomenon subject to diverse perspectives. The participants were selected following a random sampling method, fifteen prominent petroleum and gas corporations' were approached for collecting data from experts and professionals in the field. Their findings indicate a positive link between emotional intelligence and the capacity to lead effectively. The impact of a leader's activities on emotional intelligence is associated with heightened levels of creativity and enhanced performance. Nevertheless, due to employees' diverse experiences and viewpoints, it might take time to convince them effectively.

1. Introduction

The performance of organisations has become one of the key indicators, especially in getting the capability to become competitive in modern society globally. Because in the new era, the economy's tendency and development are quickly changing because of rivalry and tough competition between organisations (Mikalef & Gupta, 2021). Organisations increase performances to generate benefits and thus reach their primary goal. Today's companies hire and train potentially strong employees to increase organisational performance because they can think above and beyond (Gong et al. et al., 2019). Numerous firms have discovered that Emotional Intelligence (EI) is just as important as intellectual talent if they want to stand out in today's cutthroat business environment (Allen et al., 2011). Researchers asserted that EI involves the feelings of workers and leaders and the ability to understand work-related career success. (Nasir, Bamber & Mahmood, 2003). According to Bandura's self-efficacy theory, EI successfully manages an individual's feelings, which in turn aids in the growth of self-efficacy. Schunk & Pajares (2009) explained that to assist individuals in adjusting to new work situations more quickly and create higher job performance, the leadership team begins focusing on this relationship between EI and workplace effectiveness during hiring and instruction. If Management increases their EI, workers' work-related burnout can be successfully decreased, their output can be enhanced, and the problem of poor company efficiency may be remedied. The claim that "EI performs an advisory part among psychological resources and corporate citizenship behaviour" was confirmed by Pradhan (Pradhan et al., 2016). Additionally, psychological capital and EI can predict job performance and burnout. In light of this, this essay examines psychological capital's function in mediating the link between emotional intelligence and job burnout. According to a study conducted by (Jafri et al., 2016), there is a positive correlation between emotional intelligence (EI) and citizenship behaviours exhibited in the workplace. While emotional intelligence (EI) does influence transactional leadership and operational efficiency, its influence on transformative leadership is comparatively limited. The relationship between emotional intelligence and the effectiveness of an organisation's operations is mediated by the impact of organisational citizenship conduct on operational effectiveness (Santa et al., 2023). Hence, chief executive officers (CEOs) must enhance their emotional intelligence and corporate social responsibility (CSR) competencies to enhance operational efficiency and gain a competitive edge. In contrast to the extant scholarly literature, this research presents a novel perspective emphasising the imperative for supplementary leadership education. The findings indicate that the impact of transactional leadership on operational success was the only significant effect observed among the two leadership styles examined

This paper contributes to the research on the effectiveness of leadership due to Emotional Intelligence for better organisational performance from a strategic psychology perspective. The findings are useful for organisations to improve their leadership skills for innovation and creativity. Moreover, this study will help build a good relationship between leaders and their teams to enhance organisational performance improving business practice. The following research questions are explored in this research:

- How does emotional intelligence (EI) influence a leader's ability to lead an organisation effectively?
- What impact does emotional intelligence have on the moral conduct of leaders?
- What are the potential obstacles to implementing emotional intelligence in organisations with varied cultures?
- What role does emotional intelligence play in the innovation and creativity of leaders inside an organisation?

2. Literature Review

The factors affecting employee commitment to an organisation focus on normative, emotional, and ongoing commitment. Organisational elements such as leadership, culture, structure, and conventions influence employee commitment. Intangible factors like character traits, emotional intelligence, intellectual power, and environmental factors include social characteristics, while occupational variables like job satisfaction and pay scale are considered (Haque, Fernando & Caputi, 2021). Rose-Spencer (2022) investigated the impact of leadership styles on employee loyalty and emotional acuity, with a strong connection between employee dedication and emotional intelligence. The study aimed to bridge the gap between theory and practice, assessing the outcomes of the paper's findings.

When leaders demonstrate idealised influence, it serves as a source of inspiration for their followers, motivating them to imitate and replicate their actions. Idealised influence leaders motivate their followers by presenting them with a captivating vision and a clear sense of purpose, all while maintaining the utmost ethical principles. According to Bojovic & Jovanovic (2020), followers hold the idealised influence leader in high regard. Inspirational motivation encompasses fostering employees' consciousness by motivating and encouraging them to align their actions with the overarching vision and objectives of the organisation. According to Shava & Heystek (2021), leaders who can inspire their followers by establishing ambitious goals and effectively communicating those objectives positively impact morale and productivity.

Transactional leadership, as defined by Al-Maaitah (2021), is the exercise of authority to assign tasks and administer rewards or penalties in response to employee performance. This organisational structure facilitates the delegation of authority to managers, enabling them to assume leadership roles, while workers are expected to comply with directives to accomplish tasks. Leaders are bestowed to evaluate team members, offer constructive comments and advice, and implement corrective measures when performance fails to meet established benchmarks. Additionally, leaders are tasked with expressing commendation and acknowledgement when achieving objectives. The findings of previous research on transactional leadership have yielded inconsistent results. Lee et al. (2020) demonstrated a robust association between reward-based and transformative leadership. Leadership characterised by proactive behaviour tends to achieve more tremendous success than leadership that adopts a passive approach. According to Jamali et al. (2022), it was argued that the performance of followers would be negatively impacted when the leader's dominant style involved corrective action. Effective leadership is essential for the Management and supervision of personnel and organisations. The efficacy of leadership styles can vary among industries, rendering certain types suitable in one context but unsuitable in another and vice versa (Vergheze et al., 2022). An individual who can inspire and actively involve their team, enhance their commitment to the organisation, and foster a desire for emulation, among others, can be a proficient leader.

The most prevalent leadership approaches are transactional, transformational, and laissez-faire (Aldhaheeri, 2021). Currently, these three methodologies are frequently employed across various industries. Within a transactional leadership framework, individuals are given authority to achieve specific objectives, and their performance is afterwards evaluated to determine appropriate rewards or penalties. The leader will commend personnel who exceed expectations and administer disciplinary measures to those who fail to meet them (Bakti and Hartono, 2022). Leaders who possess the ability to engage in transformational leadership exhibit the value of their subordinates by fostering an environment that emphasises the common welfare of the organisation rather than individual self-interest.

Laid-back leaders need to be more involved in the decision-making process. The organisation promotes employee liberty inside the workplace while simultaneously upholding accountability for the decisions made by individuals (Cherian, Gaikar & Raj, 2020). Laissez-faire economics flourishes when individuals possess the requisite information and motivation to exercise autonomy in decision-making. Employees possess a sense of self-assurance, rendering administrative control superfluous (Khan et al., 2023). In business, teams have been the prevailing method for accomplishing tasks. By integrating previously disparate strands of thinking, teams can enhance their ability to tackle difficulties and seize opportunities successfully. The literature has demonstrated that the capacity of team members to collaborate efficiently is a fundamental precursor to the emergence of team innovation. This study examines the interrelationships among several variables believed to facilitate a context that promotes innovative problem-solving in a collective setting. The findings by Khanbodaghi et al. (2019) are based on survey data collected from 82 student teams at a prominent university in the northeastern region of the United States and indicate a positive correlation between elevated levels of emotional intelligence within a group and heightened levels of trust within said group. Trust, in turn, fosters a sense of collaboration among team members, thereby enhancing the group's capacity for invention. The presence of cognitive trust influences the relationship between collaboration and creativity (Khanbodaghi et al., 2019). Another study examined the impact of proactive personality qualities and organisational culture on the relationship between emotional intelligence (EQ) and creative performance in the workplace (Chirayath & Bhandari, 2022). A survey was conducted on two distinct government entities in Bhutan, with a collective workforce of 250 individuals. The research revealed a positive and statistically significant correlation between emotional intelligence (EQ) and creativity. The findings derived from the conducted moderated regression analysis indicate a significant influence of both individuals' proactive personalities and the cultural context of the workplace on the relationship between emotional intelligence and creativity (Chirayath & Bhandari, 2022). Thus, employees with high emotional intelligence (EQ) are more inclined to proactively engage in tasks and demonstrate a greater propensity for generating innovative ideas within a work environment that fosters openness and support. The study thoroughly examines the various potential results of the investigation. According to

Kalir (2019), people with strong emotional expression and repair skills can significantly boost their chances of success. Emotions influence how people feel and act and judge and absorb information.

In addition, workers with higher EI can better discover feasible options and use their psychological abilities responsibly. They frequently obtain support from society while interacting and communicating with the low probability of failing and actual loss of personality carried on by failures. Moreover, employees can control their feelings by changing how they perceive their work environments and psychological indicators. They can also achieve their goals by enhancing, minimising, extending, or reducing particular psychological events (Bru-Luna, 2021).

Salem et al. (2023) showed that the relationship between employees' "Emotional Intelligence" and resistance to change was influenced by psychological capital. This finding aligns with prior research identifying a positive correlation between these variables. Employees can enhance their emotional intelligence (EI) and, consequently, their psychological capital by acquiring the skills necessary for self-motivation and emotional regulation that can be applied in many situations. Li et al. (2023) explained that the mental health of any individual can describe self-efficacy. Feelings shaped self-confidence from a low to a moderate degree. Self-efficacy development is interlinked with emotional intelligence self-efficacy. It helps to manage exaggerated feelings and a sense of EI. Additionally, some authors elucidated that an advantageous emotional perspective might assist people in improving their emotional intelligence (EI) to retain positive interpersonal connections and attain their optimum organisational performance (Pradhan et al., 2016). According to a recent study (Sarwar et al., 2017), managers' emotional intelligence (EI) is crucial for building psychological capital. A solid reason explained by the author is that EI, with a higher degree, increases psychological capital. The entire mediation impact of psychological capital among servant leadership and staff motivation of staying, marketing versatility, including focused on service attitudes towards organisational citizenship, has been demonstrated in prior research (Tsaur et al., 2019).

From the above analysis of existing research, it is comprehended that literature is vastly available on the relationship of emotional intelligence with the leader at one point. However, it needs to pay attention to the population diversity to be included in the research. The existing research is inclined towards examining leaders specifically white males in this area of study (Stys & Brown, 2014), but there is a need to examine other ethnicities and non-Western contexts. This gap is filled in this study.

2.1 Theoretical Framework

Gardner (2015) proposed the multiple theory of intelligence defining intelligence as "the ability to solve a problem.". He grouped intelligence into eight categories, comprising personal and social intelligence, in his multi-intelligence hypothesis. Although communal intelligence focuses on knowing others, intrapersonal ability centres on self-reflection (Gardner, 2015). Generally, emotional intelligence incorporates the concepts of interpersonal and personal criticality. Emotional intelligence is built on the foundation of personal and interpersonal competence (Mayer, Caruso & Salovey, 1999). As opposed to this, Self-Determination theory highlights three distinct kinds of motivation to explain how personal and social environments affect human behaviour: enthusiasm (complete lack of curiosity in participating in a procedure), regulated motivation (lack of dedication and active participation without the presence of an external stimulus), and self-motivation (when people stick with a pattern of actions without the need for stimuli from the outside, linked to an awareness of their own). The self-determination hypothesis posits that individuals possess three essential psychological needs that propel their development and advancement throughout their lifespan: autonomy, competence, and relatedness. Autonomy can be defined as having the freedom to make decisions and willingly assume accountability for their outcomes independently.

The core concept of self-determination theory revolves around a stimulating viewpoint of the self that can integrate various capacities, leading to enhanced organisation and coherence (Wu et al., 2022). The degree to which an individual perceives agency and influence over their behaviour is a measure of this convergence. As an illustration, the experience of autonomy reaches its peak when an individual participates in an activity driven by genuine interest and enjoyment (intrinsic regulation), subsequently followed by motivations aligned with one's fundamental values (integrated regulation), and ultimately by a sense of personal affiliation with the activity (identified regulation). Nevertheless, it is essential to acknowledge that not all acts can be seen as authentic and choice. Some actions are carried out due to internal or external influences, known as introjected regulation, to enhance or preserve one's sense of self-worth (Parkash, 2023). Additionally, certain behaviours may be conducted due to a lack of intrinsic drive, referred to as motivation. Due to the fragmented and compartmentalised nature of the underlying self, these behaviours are perceived as authoritative and coercive. The capacity to proficiently and flexibly self-regulate one's actions is reflected in how individuals react to their immediate experiences. According to Roth, Vansteenkiste & Ryan (2019), individuals with a more remarkable ability for self-determination exhibit reduced defensiveness and increased openness towards challenges and threats. As an illustration, individuals pre-conditioned to perceive themselves as accountable for their results exhibit a decreased tendency to attribute setbacks to personal shortcomings.

3. Methodology

In this research, a qualitative research design was adopted. Qualitative research is commonly employed in the realm of intricate therapies and endeavours aimed at enhancing interventions, as it serves as a potent instrument for comprehending the factors that contribute to the perception of a given phenomenon (Busetto, 2020). Moreover, qualitative research is commonly utilised within the context of qualitative research. The examination of the subjective experiences, attitudes, beliefs, and actions of individuals or groups is undertaken to enhance comprehension and provide a more comprehensive explanation of these phenomena (Shipp & Jansen, 2021). In addition, qualitative research approaches find application not only in the social sciences but also in various other disciplines such as psychology, sociology, anthropology, healthcare, education, and business. The method described in the study undertaken by Busetto, Wick & Gumbinger (2020) is advantageous in the investigation of phenomena that pose challenges in terms of measurement or

intangibility. Qualitative data analysis primarily centres on the examination and comprehension of non-numeric elements, encompassing textual material, audio recordings, visual imagery, and audiovisual recordings. The research was carried out by (Mihas, 2019). Overall, qualitative research design is susceptible to cognitive assumptions by respondents and investigators. Qualitative research design is subjective because it sees the weakness of the positivist perspective. Qualitative research is unbiased by conducting carefully and providing reasonable answers to significant issues to help the highlighted issues about individual and daily activities (Lincoln & Guba, 1985). For qualitative research, proper preparation and planning of mentality is an essential and fundamental pillar.

In this study, the participants were picked using a random sampling method. Campbell et al. (2020) assert that purposive sampling is characterised by its simplicity, complexity, and straightforwardness, and it has been extensively studied and discussed in the literature, resulting in many thoughts and perspectives elucidating these attributes. Furthermore, using this sampling strategy better aligns with the objectives and intentions of elucidating the reliability of the data. The four fundamental concepts are encompassed: transferability, confirmability, believability, and dependability.

Acquiring relevant data is crucial in research as it helps validate or refute a hypothesis. Therefore, it is essential to consider the methods for obtaining data and appropriate sources for data acquisition. Judgment sampling is a purposive method that selects individuals based on their specific attributes or skills. The researcher's responsibility is to establish research questions and seek potential donors who can provide data. Alternative methods, such as regular employment for sample selection, can be used in qualitative studies. References can be used to identify and find the exact position or location of something. The selection of proficient and knowledgeable individuals or groups in a particular field of inquiry is vital for acquiring knowledge and accumulating experience. The accessibility and willingness to engage in coherent and expressive participation are essential factors for consideration. A person with profound intelligence, eloquence, and introspection is a valuable asset in both personal and professional contexts. About 15 high-profile Oil and Gas Companies Respondents were part of the data collection. They were contacted, and the date was scheduled by confirmation and consent. The interviews lasted for about an hour for each participant, the collected data was transcribed and the names were made anonymous replacing it with a code. Thematic analysis was used to analyse the collected responses. Thematic analysis is a qualitative data analysis technique that systematically examines a dataset to find and analyse underlying themes. Data interpretation involves active reflexivity, wherein the researcher's subjective experience occupies a central position. Thematic analysis involves examining data collection, which may consist of transcripts from in-depth interviews or focus groups to identify recurring patterns in meaning. The process entails deriving themes from the data and capturing the underlying themes present within the dataset.

4. Analysis

The integration of sentiment analysis and thematic analysis, which involves identifying recurring themes in a text corpus, enables the extraction of valuable insights from quantitative data (Campbell et al., 2021). In the analysis of qualitative data, it is imperative to incorporate the researcher's viewpoint to examine the overarching themes and patterns identified (Byrne, 2022). According to Karolemeas et al. (2021), the primary objective is to enhance the breadth and depth of the research outcomes. Braun and Clarke (2023) propose a six-step framework for conducting a theme analysis. The process involves familiarising oneself with the data, organising it into categories, identifying recurring patterns or themes, conducting further research on these topics, assigning appropriate names and labels to them, and ultimately sharing the study's findings with a wider audience. Figure 1 illustrates the steps that were followed to conduct thematic analysis using Braun and Clarke's (2006) framework.

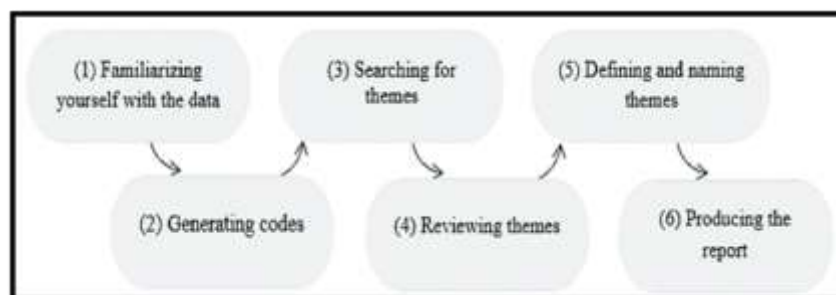


Fig. 1 – Thematic Analysis Steps, Source: Braun and Clark (2006)

As shown in Fig 1, the researcher initially got familiar with the data, and then generated codes for responses that were similar or could be grouped to represent a pattern or trends in data. In the third step, the themes were searched with careful consideration of codes that represented those themes. These themes were then reviewed for overlapping or similarities. After this, the themes were defined and named in terms of findings to the research questions, finally, the report of the results was produced which is provided in detail as follows:

Theme 1: Importance of Leadership Positions, Their Ability to Make Decisions and Efficacy through Evaluation, Feedback and Organisational Outcome

The significance of leadership positions in the workplace lies in their impact on employee morale and satisfaction. Leaders who possess emotional intelligence demonstrate the ability to accurately perceive and effectively respond to their own emotions, as well as the emotions of their followers. This skill enables them to effectively guide and direct their team toward achieving desired outcomes. P8 emphasised that,

"Positive psychology is a discipline that uses empirical principles and methodologies to enhance the overall well-being of individuals within the context of the workplace."

Its primary objective is to ameliorate several facets of employees' psychological state, such as happiness, resilience, strengths, and sense of purpose (Richter et al., 2021). Leaders with emotional intelligence and a deep understanding of positive psychology can enhance employee morale, productivity, and loyalty by cultivating a happy and supportive work environment. Hence, leadership positions hold significant importance since they directly impact an organisation's sustained effectiveness, the overall welfare of its constituents, and their psychological state (Vada et al., 2020). The concept discussed in this context is the ability to communicate effectively and concisely. Leaders who can proficiently communicate their vision, inspire their teams, and maintain alignment among all members are of immense value (Kundi & Badar, 2021). A leader's style refers to their favoured approach to motivating and directing subordinates. Each individual possesses a distinct amalgamation of attributes that contribute to their leadership style, including their capacity for empathy, aptitude in communication, and efficacy in inspiring others. P9 explained that,

"To exhibit leadership through emotional intelligence entails the conscious recognition and regulation of both personal and followers' emotions, particularly in challenging situations."

The objective of positive psychology in the workplace is to enhance the morale, productivity, and stress resilience of employees and organisations (Gong, Chen & Wang 2019). Both concepts hold significance in effective decision-making as they assist leaders in considering several perspectives, fostering collaboration among team members, resolving conflicts, and cultivating trust among followers (Miao, Humphrey & Qian 2021). When formulating assessments, a leader possessing high emotional intelligence and a dedication to positive psychology would consider the desires, requirements, and ambitions of all parties concerned. Emotional intelligence and positive psychology are two domains that can serve as reliable measures of a leader's effectiveness within the organisational context (Di Fabio & Saklofske, 2021). The discipline of positive psychology aims to foster optimal functioning and subjective well-being, while emotional intelligence pertains to the ability to perceive and regulate both own and others' emotional experiences. Leaders who possess emotional intelligence and employ the principles of positive psychology can foster enhanced reliability, productivity, innovation, and resilience among their teams. Individuals will have the capacity to receive constructive feedback that is more beneficial, enhance their efficiency, and inspire others to cultivate creativity and embrace adaptability (Görgens-Ekermans & Roux, 2021).

Theme 2: Importance of Leadership Positions, Their Ability to Make Decisions and Efficacy through Evaluation, Feedback and Organisational Outcome

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"Leaders that possess emotional intelligence and a deep understanding of positive psychology have the potential to enhance employee morale, productivity, and retention rates by cultivating a happy and supportive work environment".

Hence, the presence of leadership positions holds significant importance since it directly impacts the sustained effectiveness of an organisation, the overall welfare of its constituents, and their psychological state (Vada et al., 2020). The concept being discussed in this context is the ability to engage in effective and concise communication. Leaders who possess the ability to proficiently communicate their vision, inspire their teams, and maintain alignment among all members are of immense value (Kundi & Badar, 2021). The style of a leader refers to their favoured approach in motivating and directing their subordinates. Each individual possesses a distinct amalgamation of attributes that contribute to their leadership style, including factors such as their capacity for empathy, aptitude in communication, and efficacy in inspiring others. To exhibit leadership through emotional intelligence entails the conscious recognition and regulation of both personal and followers' emotions, particularly in challenging situations. The objective of positive psychology in the workplace is to enhance the morale, productivity, and stress resilience of employees and organisations (Gong, Chen & Wang 2019). Both concepts hold significance in the context of effective decision-making as they assist leaders in taking into account several perspectives, fostering collaboration among team members, resolving conflicts, and cultivating trust among followers (Miao, Humphrey and Qian 2021). P14 said,

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Theme 3: Emotional Intelligence Refers to Self-Awareness and Improves Leadership Practice

Individuals in positions of leadership across several domains should cultivate and refine their emotional intelligence (EI). Emotional intelligence, commonly referred to as EI, encompasses the capacity to observe and regulate one's own emotions as well as the emotions of others (Koutsoumpa, 2023).

Leaders must possess a robust sense of self-awareness to effectively align their talents, limits, values, and motivations with the objectives and ethos of the business. Leaders who possess self-awareness are more inclined to foster relationships characterised by trust, respect, and collaboration with their subordinates, peers, and superiors. A definition is a statement that explains the meaning of a word, phrase, or concept. Positive psychology is an academic discipline that focuses on the empirical investigation and cultivation of optimal human functioning and subjective well-being. The utilisation of tools and strategies derived from the discipline of positive psychology can aid leaders in enhancing their emotional intelligence (EI) by promoting the cultivation of constructive thoughts, emotions, and behaviours (Choudhury, 2021). Positive psychology therapies have the potential to augment leaders' emotional regulation, cognitive processes, and problem-solving capabilities through the cultivation of gratitude, optimism, resilience, and mindfulness. P11 explained that,

“Leaders have the potential to enhance the motivation, productivity, and job satisfaction of their employees through the application of positive psychology techniques”.

This involves cultivating a sense of meaning, purpose, and engagement in the work environment. This coincides with Shafait, Yuming & Sahibzada (2021) who agree that Emotional intelligence (EI) refers to the capacity to recognise, understand, and effectively respond to both one's own emotions and the emotions of others. Leaders who lack emotional intelligence (EI) may encounter difficulties in establishing rapport, inspiring their staff, and collaborating effectively (Shafait, Yuming & Sahibzada 2021). P5 said,

“Leaders can derive advantages from Emotional Intelligence (EI) in various domains, including stress management, dispute resolution, and fostering a positive work environment”.

There exists a favourable correlation between emotional intelligence (EI) and the effectiveness, performance, and contentment of those in leadership positions. Consequently, the cultivation of Emotional Intelligence (EI) can yield advantages for both leaders and their subordinates, enhancing the quality of leadership and the overall work environment. Udod, Hammond-Collins & Jenkins (2020) explored the concept of Emotional Intelligence (EI), its measurement techniques, and its interconnections with other fields of research, including leadership and positive psychology. This discussion will also encompass the importance of Emotional Intelligence (EI) in facilitating effective leadership and the use of positive psychology in the workplace. Additionally, it will address the assessment and enhancement of EI.

Theme 4: By Employing EI, Leaders Can Improve Their Understanding of People and Culture.

There is evidence that suggests a favourable correlation between emotional intelligence (EI) and several outcomes of leadership practice, such as employee happiness, performance, creativity, and well-being. The enhancement of human well-being and optimal performance, commonly referred to as "the science of happiness" in positive psychology, can be further supported in the workplace through the utilisation of emotional intelligence (EI). P11 elucidated that,

“Leaders can cultivate a work climate that fosters employee appreciation, involvement, and respect through the application of emotional intelligence (EI)”.

Hence, Emotional Intelligence (EI) holds significant importance within the framework of modern leadership theories and serves as a beneficial resource in the realm of business (Busu, 2020). Leaders who possess a high level of emotional intelligence are characterised by their capacity to identify and value the emotions, cognitions, and encounters of individuals. P3 told that

“Leaders who exhibit this particular skill demonstrate a heightened capacity to effectively engage with their teams, navigate conflicts, and establish an environment conducive to productivity”.

The cultural context significantly influences individuals' cognition, affect, and behaviour (Patibandla, Narayana & Mohanty 2021). Leaders can enhance their ability to fulfil the needs and satisfy the expectations of their teams by acquiring a comprehensive understanding of the cultural backgrounds, values, and traditions of those teams. Positive psychology is a field of research that centres on the examination of happiness and achievement in one's life. This statement underscores the attributes that contribute to the prosperity of individuals and communities (Alam, 2022). Leaders have the potential to enhance the levels of happiness, engagement, and productivity within their teams through the implementation of positive psychology practices in the workplace.

4. Conclusion

When a business enhances its performance, it can attain advantages and make progress towards its core goal. Contemporary corporations actively pursue and allocate resources towards individuals who possess the capacity to contribute significantly to their teams under their innovative thinking abilities. Leadership should prioritise the examination of the relationship between emotional intelligence (EI) and workplace effectiveness during the processes of hiring and training. This strategic focus aims to facilitate employees' ability to adapt to dynamic work environments more efficiently and enhance overall productivity. The primary objective of this qualitative case study was to investigate the impact of Emotional Intelligence (EI) on the professional achievements of business leaders operating within the Oil and Gas sector in the United Arab Emirates. Moreover, this study was to gather insights from leaders about topics such as culture, creativity, and the efficacy of leadership. It also examined the impact of leaders' Emotional Intelligence on their ethical decision-making. This study aims to analyse the obstacles and potential advantages associated with the implementation of Emotional Intelligence (EI) within professional environments characterised by a diverse range of ethnic backgrounds. This study aims to assess the extent to which emotional intelligence influences leaders' capacity to engage in innovative thinking. As per analysis, a leader's style refers to their chosen approach to motivating and directing their team members. An individual's leadership style is determined by a distinct amalgamation of characteristics, including but not limited

to sensitivity, proficiency in communication, and the capacity to inspire and motivate others. In addition, this study examined the relationship between leadership responsibilities, the extent of decision-making authority held by leaders, and their performance as evaluated through feedback, assessment, and organisational outcomes. Leaders who possess emotional intelligence and utilise the principles of positive psychology have the potential to enhance the reliability, productivity, creativity, and resilience of their teams. Enhanced feedback will be attained, leading to heightened efficiency and the facilitation of individuals' capacity to foster their creative aptitudes and receptiveness to change. The implementation of strategies and techniques derived from the discipline of positive psychology can assist leaders in enhancing their emotional intelligence (EI) by fostering the cultivation of constructive thoughts, emotions, and actions (Choudhury, 2021). Therapies grounded in positive psychology have the potential to enhance leaders' emotional regulation, cognitive functioning, and problem-solving skills by placing significant importance on the development of qualities such as gratitude, optimism, resilience, and mindfulness. The utilisation of Emotional Intelligence (EI) by leaders enables them to acquire a more profound understanding of their followers and the context in which they operate, hence enhancing their effectiveness in leadership. There is evidence to suggest that Emotional Intelligence (EI) is associated with several leadership outcomes, such as staff satisfaction, productivity, innovation, and health, favourably. The use of positive psychology, commonly referred to as "the science of happiness" or the utilisation of emotional intelligence, has the potential to facilitate the flourishing of employees within the organisational context.

Policy Recommendations

Businesses have the potential to enhance the emotional intelligence of their leaders through the implementation of coaching and training programs that specifically target the cultivation of self-awareness, self-regulation, social awareness, and relationship management abilities.

For a creative and decent work atmosphere, leaders must develop a leadership style sometimes referred to as transformational leadership. Idealistic leadership is characterised by its ability to inspire a compelling vision, foster intellectual advancement, ensure personalised attention for each follower, and cultivate a pleasant and hopeful environment.

Principled decision-making and conduct among workers should be fostered; firms must establish clear codes of conduct and ethical standards. Additionally, it is suggested that organisations establish a rewards and recognition system to acknowledge and incentivise chief executive officers (CEOs) who exemplify effective role modelling through the demonstration of these aforementioned qualities.

Organisations need to nurture a favourable environment that promotes a willingness to take risks, embraces the possibility of failure, and motivates employees to derive personal growth from their professional experiences. The utilisation of this approach is crucial in fostering an innovative mentality among chief executive officers (CEOs) and other high-ranking executives inside organisations.

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