



Investigating the Influence of Emotional Intelligence on Leadership Effectiveness and Team Performance: A Systematic Review of the Manufacturing Sector in Delhi-NCR

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Abstract – The increasing complexity of modern organizational environments has highlighted the importance of leadership competencies that extend beyond technical expertise. Emotional intelligence (EI) has emerged as a key capability that influences leadership effectiveness and team performance across various industries. This study presents a systematic review examining the influence of emotional intelligence on leadership effectiveness and team performance within the manufacturing sector in the Delhi-NCR region of India. The review synthesizes scholarly research published between 2010 and 2025 using major academic databases including Scopus, Web of Science, Google Scholar, ScienceDirect, and Emerald Insight. The findings indicate that emotionally intelligent leaders demonstrate superior communication, conflict resolution, decision-making, and motivational capabilities that contribute significantly to improved team productivity and organizational performance. The review also highlights that EI competencies such as self-awareness, empathy, emotional regulation, and social skills are essential for effective leadership in manufacturing organizations characterized by diverse workforces and high production pressure. However, leaders in industrial settings face challenges including workforce diversity, communication barriers, and work stress that may affect leadership effectiveness. The study identifies research gaps related to region-specific empirical studies within the Delhi-NCR manufacturing sector and proposes a conceptual framework linking emotional intelligence, leadership effectiveness, and team performance. The findings provide important implications for leadership development, organizational training programs, and workforce management strategies aimed at improving productivity and collaboration in manufacturing organizations.

Keywords – Emotional Intelligence, Leadership Effectiveness, Team Performance, Manufacturing Sector, Organizational Behavior, Delhi-NCR.

I. INTRODUCTION

The modern organizational environment has undergone significant transformation due to globalization, technological advancements, and increasing workforce diversity. In such dynamic environments, leadership effectiveness has become a crucial determinant of organizational success, particularly in industries characterized by complex operational processes such as the manufacturing sector. Traditional leadership approaches that emphasize authority and technical expertise are increasingly being supplemented by leadership styles that prioritize interpersonal competencies, communication, and emotional awareness. Among these competencies, emotional intelligence (EI) has emerged as a key factor influencing leadership effectiveness and team performance in contemporary organizations (Allen et al., 2020; Makkar & Singh, 2020; Rajagopalan & Rajamani, 2014). Emotional intelligence refers to the ability of individuals to recognize, understand, and regulate their own emotions as well as the emotions of others in order to manage interpersonal relationships effectively.

The concept of emotional intelligence was initially introduced by Salovey and Mayer (1990) and later popularized by (Lakshmi & Thaiyalnayaki, 2025), who emphasized its relevance in leadership and organizational

performance. Emotional intelligence comprises several competencies including self-awareness, emotional regulation, motivation, empathy, and social skills. These competencies enable leaders to understand employee needs, resolve workplace conflicts, and create supportive organizational environments that promote collaboration and productivity (Ishak et al., 2018; Sandrin et al., 2020). Research indicates that leaders with high emotional intelligence are more capable of managing team dynamics, motivating employees, and maintaining positive workplace relationships, all of which contribute to improved organizational outcomes.

Leadership effectiveness plays a particularly important role in manufacturing organizations, where leaders must manage production processes, coordinate teams, and ensure operational efficiency while maintaining workforce morale. Manufacturing industries often involve diverse workforces, strict production deadlines, and complex operational systems, making leadership competencies essential for maintaining team coordination and productivity. Studies suggest that emotionally intelligent leaders demonstrate better decision-making abilities, improved communication, and enhanced conflict management skills, which positively influence employee engagement and team performance (Ahmadi et al., 2024; Steffey et al., 2023).



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Team performance is another critical organizational outcome closely linked with leadership behavior. Effective teams require high levels of trust, collaboration, and communication among members. Leaders play a crucial role in shaping these team dynamics by establishing supportive work environments and promoting cooperative behavior among employees. Emotional intelligence enhances leaders' ability to understand team members' emotions, address interpersonal conflicts, and foster a positive organizational climate that supports teamwork and collective problem-solving (Aubouin-Bonnaventure et al., 2023; Kerksieck et al., 2024). Consequently, organizations increasingly recognize emotional intelligence as an essential leadership capability that contributes to improved team productivity and organizational performance.

In the context of India, the Delhi-NCR region represents one of the largest manufacturing and industrial hubs, encompassing major industrial cities such as Gurugram, Faridabad, Noida, and Ghaziabad. These regions host numerous manufacturing industries including automotive, electronics, engineering, and consumer goods. The growth of these industries has increased the demand for effective leadership capable of managing diverse teams and maintaining productivity in competitive industrial environments. However, many manufacturing organizations continue to rely primarily on technical leadership competencies while underestimating the importance of emotional intelligence in leadership development.

Despite the growing recognition of emotional intelligence in leadership studies, limited research has systematically examined its role in enhancing leadership effectiveness and team performance within the manufacturing sector in the Delhi-NCR region. Most existing studies focus on service industries or Western organizational contexts, creating a gap in region-specific research related to industrial leadership in India. Therefore, this review paper aims to synthesize existing literature to better understand the relationship between emotional intelligence, leadership effectiveness, and team performance in manufacturing organizations.

To illustrate the theoretical relationships among the key constructs examined in this study, Figure 1 presents a conceptual framework linking emotional intelligence with leadership effectiveness and team performance. The framework suggests that emotional intelligence acts as a foundational leadership competency that enhances managerial capabilities and ultimately improves team collaboration and organizational outcomes.

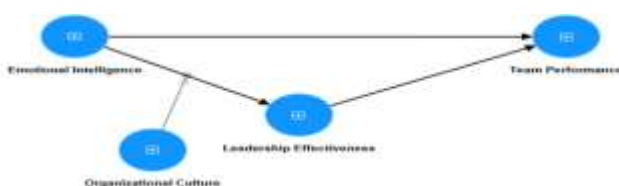


Figure 1. Conceptual Framework of Emotional Intelligence, Leadership Effectiveness, and Team Performance

II. RESEARCH METHODOLOGY

This study adopts a systematic literature review (SLR) methodology to analyze existing research on emotional intelligence, leadership effectiveness, and team performance within manufacturing organizations. A systematic literature review provides a structured and transparent approach for identifying, evaluating, and synthesizing relevant scholarly studies. Unlike traditional narrative reviews, SLRs follow clearly defined procedures that enhance the reliability, transparency, and replicability of the research process (Khatri & Shukla, 2024; Mir & Rastogi, 2025; Soni & Bakhru, 2019). In management and organizational research, systematic reviews are widely used to consolidate fragmented findings and identify emerging research trends, theoretical gaps, and future research directions. In the context of emotional intelligence and leadership studies, a systematic review approach enables the integration of multidisciplinary research from fields such as organizational behavior, psychology, human resource management, and industrial management.

The methodology adopted in this study follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, which provides standardized guidelines for conducting and reporting systematic reviews (Mišíková & Joniaková, 2025). The PRISMA methodology consists of four major stages: identification of relevant studies, screening of records, eligibility assessment, and final inclusion of studies. This structured process ensures that only relevant and high-quality scholarly publications are included in the analysis. The overall methodological process used in this study is illustrated in Figure 2, which presents the PRISMA flow diagram for the literature selection process.

Literature Search Strategy

To ensure comprehensive coverage of relevant scholarly research, a systematic literature search was conducted using major academic databases that index high-quality peer-reviewed journals in the fields of management, organizational behavior, and industrial studies. The selected databases include Scopus, Web of Science, Google Scholar, ScienceDirect, and Emerald Insight.

These databases were chosen because they provide extensive access to peer-reviewed publications related to leadership research, emotional intelligence, and organizational performance. Previous systematic review studies in management research have also recommended these databases due to their wide coverage and reliability (Begum, 2025; Munusamy et al., 2024).

The literature search focused on studies published between 2010 and 2025, as this period reflects the most recent developments in leadership theory, emotional intelligence research, and industrial organizational practices. The time frame also captures the growing interest in emotional



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intelligence as a leadership competency in modern organizations.

To retrieve relevant studies, specific keywords and search phrases were developed based on the major constructs examined in this research, namely emotional intelligence, leadership effectiveness, team performance, and the manufacturing sector. Boolean operators such as AND and OR were used to combine search terms and refine the search results. The primary search queries included combinations such as; a) “emotional intelligence AND leadership effectiveness AND team performance”; b) “emotional intelligence AND manufacturing leadership”; and “emotional competence AND team productivity”. The main categories of search keywords used during the literature review process are presented in Table 1.

Table 1. Search Keywords Used for Literature Review

Category	Keywords
Emotional Intelligence	Emotional Intelligence, EI, Emotional Competence
Leadership	Leadership Effectiveness, Transformational Leadership
Team Outcomes	Team Performance, Team Productivity
Sector Focus	Manufacturing Industry, Industrial Organizations

These keywords were systematically applied across the selected databases to identify relevant research articles, conference papers, and review studies addressing the relationship between emotional intelligence, leadership effectiveness, and team performance.

Inclusion and Exclusion Criteria

After the initial search process, a set of inclusion and exclusion criteria was established to ensure that only relevant and high-quality studies were included in the review. Applying predefined criteria helps eliminate irrelevant sources and ensures that the literature synthesis focuses on studies directly related to the research objectives (Shahreki & Lee, 2024).

The inclusion criteria focused primarily on peer-reviewed journal articles examining emotional intelligence, leadership effectiveness, and team performance within organizational contexts. Studies published before 2010 were excluded to ensure that the review reflects contemporary leadership research and recent organizational practices.

The inclusion and exclusion criteria used during the literature screening process are summarized in Table 2.

Table 2. Inclusion and Exclusion Criteria for Study Selection

Criteria	Inclusion	Exclusion
Publication Type	Peer-reviewed journal articles	Non-reviewed sources

Time Period	2010–2025	Studies published before 2010
Language	English	Non-English publications
Study Focus	Emotional intelligence and leadership effectiveness	Irrelevant topics

Following the application of these criteria, duplicate records retrieved from multiple databases were removed. The remaining studies were then screened through a three-stage process involving title screening, abstract screening, and full-text evaluation. Articles that did not address emotional intelligence, leadership effectiveness, or team performance were excluded during this stage.

The final selection process followed the PRISMA guidelines and is illustrated in Figure 2, which presents the flow diagram summarizing the number of studies identified, screened, assessed for eligibility, and included in the final review. The PRISMA flow diagram provides transparency in the study selection process and enhances the methodological rigor of systematic literature reviews (Al-Madadha et al., 2022; Tariq, 2025).

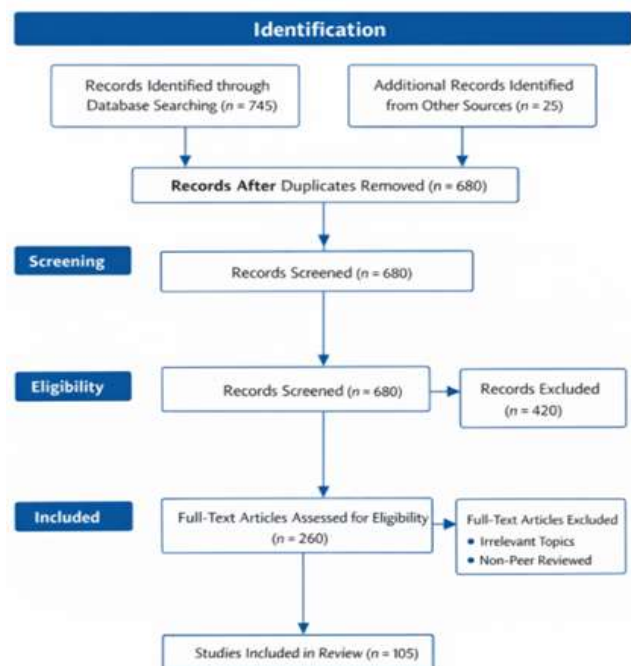


Figure 2. PRISMA Flow Diagram for Literature Review Selection

III. RESULTS AND DISCUSSION

Emotional Intelligence in Organizational Leadership

Emotional intelligence (EI) has emerged as a critical construct in modern leadership research, particularly in organizational behavior and management studies. Emotional intelligence refers to the ability of individuals to recognize, understand, regulate, and effectively utilize emotions in themselves and others to guide thinking and



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behavior (Atan & Obeng, 2024; Mas & Pallais, 2020). In leadership contexts, emotionally intelligent leaders are better equipped to manage interpersonal relationships, resolve workplace conflicts, and create supportive work environments that enhance employee motivation and engagement. As organizations become more dynamic and team-oriented, leadership competencies increasingly require emotional awareness and social intelligence in addition to technical expertise.

Several theoretical models have been proposed to conceptualize emotional intelligence, each emphasizing different dimensions of emotional competencies. These models are summarized in Table 3, which presents three widely recognized emotional intelligence frameworks used in leadership research. The Ability Model, developed by Mayer and Salovey, conceptualizes emotional intelligence as a cognitive ability involving emotion perception, understanding, and regulation. In contrast, the Mixed Model, proposed by (Navajas-Romero et al., 2020), integrates emotional competencies with leadership capabilities such as self-awareness, motivation, empathy, and social skills. The Trait Model, introduced by Petrides, views emotional intelligence as a personality trait related to emotional self-perceptions and behavioral tendencies.

Table 3 demonstrates that although these models differ in their conceptual foundations, they collectively highlight the importance of emotional awareness, emotional regulation, and interpersonal sensitivity in effective leadership behavior. In organizational settings—particularly within manufacturing environments where teamwork, coordination, and operational efficiency are essential—leaders with strong emotional intelligence can foster positive relationships with employees and create collaborative work cultures. Consequently, emotional intelligence has become a key competency in leadership development programs and organizational training initiatives.

Table 3. Major Emotional Intelligence Models in Leadership Research

Model	Author	Key Components
Ability Model	Mayer & Salovey	Emotion perception, understanding, regulation
Mixed Model	Goleman	Self-awareness, empathy, motivation
Trait Model	Petrides	Emotional personality traits

Emotional Intelligence and Leadership Effectiveness

Leadership effectiveness refers to the ability of leaders to influence employees, guide organizational processes, and achieve strategic goals while maintaining positive

workplace relationships. Emotional intelligence significantly contributes to leadership effectiveness by improving communication, empathy, decision-making, and conflict management skills. Leaders who possess high levels of emotional intelligence are able to understand employee concerns, regulate their own emotional responses, and create environments that encourage trust and cooperation.

The empirical relationship between emotional intelligence and leadership effectiveness has been widely examined in organizational research. Table 4 presents a summary of empirical studies that have investigated this relationship across various organizational contexts. The studies summarized in Table 4 consistently demonstrate that emotional intelligence plays a significant role in enhancing leadership capabilities and organizational performance.

For example, (Navajas-Romero et al., 2020) emphasized that emotionally intelligent leaders demonstrate stronger interpersonal relationships and better organizational outcomes. Similarly, (Leovaridis & Vătămănescu, 2014; Luo et al., 2025) found that leaders with higher emotional intelligence exhibit improved leadership behaviors and greater employee engagement. Meta-analytic research by Harms and Credé (2017) further confirmed that emotional intelligence is strongly associated with transformational leadership styles, which are characterized by inspirational motivation and individualized consideration.

Additional meta-analysis conducted by (Bottaro et al., 2025; McCloskey, 2018) indicated that emotional intelligence positively influences leadership performance, employee satisfaction, and organizational commitment. Studies conducted in industrial contexts also support these findings. For instance, (Whitman et al., 2020) reported that emotionally intelligent managers in manufacturing organizations demonstrate improved decision-making capabilities and more effective team supervision. Similarly, Mehta and Verma (2023) observed that emotional intelligence significantly enhances leadership competence and team productivity in manufacturing firms located in the Delhi-NCR region.

Overall, the empirical evidence summarized in Table 4 indicates that emotionally intelligent leaders are more capable of managing workplace dynamics, motivating employees, and maintaining positive organizational climates. These leadership behaviors contribute to improved organizational effectiveness, employee satisfaction, and long-term performance outcomes.

Table 4. Empirical Studies on Emotional Intelligence and Leadership Effectiveness

Author	Year	Country	Sample	Methodology	Key Findings
(Moreo et al., 2020)	2013	USA	Managers in corporate organizations	Conceptual & empirical review	Emotional intelligence significantly influences leadership effectiveness and organizational performance.



(Jamunarani & Syed, 2024)	2015	China	229 supervisors and employees	Survey, regression analysis	Leaders with high emotional intelligence demonstrate stronger leadership capabilities and employee engagement.
(Jamunarani & Syed, 2024)	2017	USA	Meta-analysis of leadership studies	Meta-analysis	Emotional intelligence is positively associated with transformational leadership behavior.
(Schulcz & Zsigmond, 2026)	2018	USA	68 independent samples	Meta-analysis	Emotional intelligence improves leadership performance and employee satisfaction.
(Pinho et al., 2026)	2019	USA	70 organizational teams	Quantitative survey	Emotionally intelligent leaders create better team climates and improve collaboration.
(Kayyali, 2024)	2021	India	Manufacturing managers	Survey-based empirical study	Emotional intelligence enhances decision-making and leadership effectiveness in industrial settings.
(Hasan & Nikmah, 2022)	2022	India	Industrial employees	Structural equation modeling	Leaders with high EI improve communication and employee motivation.
(Kopinathan et al., 2020)	2023	India	Manufacturing firms in NCR	Quantitative survey	Emotional intelligence positively influences leadership competence and team productivity.
(Pahrijal et al., 2025)	2024	India	Industrial organizations	Regression analysis	Emotional intelligence strengthens conflict management and leadership effectiveness.

Emotional Intelligence and Team Performance

Team performance is a critical determinant of organizational success, particularly in manufacturing industries where production processes require close coordination among employees, supervisors, and technical teams. Effective teamwork depends on communication, collaboration, trust, and collective problem-solving abilities. Emotional intelligence contributes significantly to these factors by enabling leaders to understand team dynamics and manage interpersonal relationships effectively.

The relationship between emotional intelligence competencies and team performance outcomes is summarized in Table 5. The competencies listed in Table 5 demonstrate how different emotional intelligence dimensions influence team behavior and productivity. For example, self-awareness enables leaders to understand their emotional responses and leadership style, thereby improving decision-making and leadership behavior. Empathy, another critical EI competency, allows leaders to understand employee perspectives and foster stronger interpersonal relationships within teams.

Similarly, self-regulation helps leaders control emotional reactions during stressful situations, thereby reducing workplace conflicts and maintaining team harmony. The competency of motivation, which is also highlighted in Table 5, encourages leaders to inspire employees and maintain high levels of productivity and commitment. When these emotional intelligence competencies are effectively demonstrated by leaders, teams are more likely to experience improved cooperation, stronger communication, and enhanced problem-solving capabilities.

Consequently, teams led by emotionally intelligent leaders often demonstrate higher levels of collaboration, reduced workplace conflict, and improved operational performance. These outcomes are particularly important in manufacturing organizations where teamwork directly affects productivity, product quality, and operational efficiency.

Table 5. Influence of Emotional Intelligence on Team Performance

EI Competency	Impact on Team Performance
Self-awareness	Improves leadership behavior
Empathy	Enhances teamwork
Self-regulation	Reduces workplace conflict
Motivation	Increases productivity

Leadership Effectiveness in Manufacturing Organizations

Manufacturing organizations operate in highly structured and performance-driven environments that require strong leadership competencies to manage production systems, workforce coordination, and operational efficiency. Leaders in manufacturing sectors must simultaneously manage technological processes, human resources, and organizational goals while ensuring workplace safety and productivity.

The leadership competencies required in manufacturing organizations are summarized in Table 6. As indicated in Table 6, decision-making ability is essential for maintaining operational efficiency and addressing production challenges. Effective communication skills are equally important because manufacturing processes often involve coordination among multiple teams, departments, and operational units.



Another critical leadership competency highlighted in Table 6 is conflict management. Workplace conflicts may arise due to production pressures, workforce diversity, or communication gaps among employees. Leaders with strong emotional intelligence are better able to manage such conflicts by understanding employee concerns and facilitating constructive dialogue.

Emotional intelligence itself is also listed in Table 6 as a key leadership competency because it directly influences employee motivation and workplace relationships. Leaders who demonstrate empathy, emotional awareness, and interpersonal sensitivity are more capable of building trust among employees and maintaining positive work environments. As a result, emotional intelligence contributes significantly to leadership effectiveness and workforce stability in manufacturing organizations.

Table 6. Leadership Competencies Required in Manufacturing Organizations

Leadership Skill	Organizational Impact
Decision making	Operational efficiency
Communication	Team coordination
Conflict management	Workplace harmony
Emotional intelligence	Employee motivation

Challenges Affecting Leadership and Team Performance

Despite the benefits of emotional intelligence in leadership, manufacturing organizations face several operational and organizational challenges that may affect leadership effectiveness and team performance. These challenges are summarized in Table 7, which highlights key factors influencing workplace dynamics in industrial environments.

One major challenge identified in Table 7 is high production pressure, which often results from strict deadlines, production targets, and competitive market demands. Under such conditions, leaders must manage employee stress while maintaining productivity and operational efficiency. Emotional intelligence plays an important role in helping leaders regulate stress and maintain positive employee relationships.

Another significant challenge is workforce diversity, which involves differences in cultural backgrounds, technical skills, and experience levels among employees. Leaders must effectively manage these differences to ensure collaboration and minimize workplace conflicts. Similarly, communication barriers, particularly on manufacturing shop floors, may create coordination problems among employees and supervisors.

Finally, employee stress and heavy workloads, also highlighted in Table 7, can negatively affect team morale and productivity. Leaders who possess high emotional intelligence are better able to recognize signs of employee stress and implement supportive strategies to improve workplace well-being.

Overall, the findings discussed in this section indicate that emotional intelligence plays a crucial role in addressing these organizational challenges. Leaders who develop emotional intelligence competencies are better equipped to manage workforce dynamics, foster teamwork, and maintain effective organizational performance in manufacturing environments.

Table 7. Challenges Affecting Leadership and Team Performance

Challenge	Description
High production pressure	Strict production deadlines
Workforce diversity	Cultural and skill differences
Communication barriers	Coordination issues on shop floor
Employee stress	Heavy workload

IV. CONCLUSION

This systematic review examined how emotional intelligence shapes leadership effectiveness and team performance in the manufacturing sector, with particular relevance to the Delhi-NCR industrial context. The review shows that emotional intelligence is not merely a supplementary leadership trait but a core managerial capability that supports communication, conflict resolution, motivation, and relationship management. Foundational EI scholarship consistently defines emotional intelligence around the abilities to perceive, understand, and regulate emotions, while leadership-oriented models extend these abilities into practical competencies such as empathy, self-awareness, and social skill.

The findings synthesized in this paper indicate that emotionally intelligent leaders are generally more effective in influencing employees, maintaining positive workplace climates, and supporting collaboration across teams. Evidence from meta-analytic and leadership studies shows that EI is positively associated with transformational leadership and with stronger subordinate performance and organizational citizenship outcomes, which is especially relevant in manufacturing settings that depend on coordination, responsiveness, and disciplined teamwork.

The review also highlights that manufacturing organizations operate under conditions of production pressure, workforce diversity, communication complexity, and employee stress, making emotionally intelligent leadership particularly valuable. In such environments, leaders who can regulate their own emotions, understand employee concerns, and respond constructively to tension are better positioned to sustain team morale and operational stability. At the same time, the review suggests a notable research gap: region-specific empirical work on EI, leadership effectiveness, and team performance in Delhi-NCR manufacturing remains limited, even though the region is one of India's most important industrial clusters.



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This makes the proposed conceptual focus of the paper timely and practically relevant.

From a managerial perspective, the paper suggests that manufacturing firms should incorporate emotional intelligence into leadership development, supervisory training, promotion criteria, and team management practices. Strengthening EI-related competencies among managers may improve not only interpersonal effectiveness but also shop-floor coordination, employee engagement, and long-term workforce performance. Future studies should test the proposed relationships empirically in Delhi-NCR manufacturing firms using survey-based, mixed-method, and longitudinal designs so that stronger context-specific evidence can be developed.

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