

EMOTIONAL INTELLIGENCE OF LEADERS AND INNOVATIVE WORK BEHAVIOUR AT A WORK: A SYSTEMATIC LITERATURE REVIEW AND DIRECTIONS FOR FUTURE RESEARCH

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Abstract:

Employee attitudes, interpersonal interactions, and workplace outcomes increasingly depend on emotional intelligence in leadership. Companies must innovate to compete in fast-changing business settings. This article analyses how EI might boost organisational creativity and innovation. A systematic literature review examines how leaders' emotional intelligence affects workers' innovative work behaviour, focusing on processes and contextual factors that foster creativity, idealization, promotion, and execution. The review identifies study topics, hypotheses, methodological patterns, mediating and moderating variables, and literature gaps by synthesising theoretical and empirical studies. The findings imply that emotionally intelligent leaders can identify and control emotions, form supportive connections, create psychologically secure work environments, and innovate. Leadership, employee engagement, psychological empowerment, organisational climate, trust, knowledge sharing, and perceived organisational support may improve this link. Literature is fragmented by cross-sectional research, self-reported evaluations, and limited cultural and organisational contexts. Future research should examine longitudinal and multilevel designs, industry- and culture-specific variants, and psychological and organisational aspects linking leaders' emotional intelligence to innovative work behaviour. This review suggests leadership theory, research, and practice.

1. INTRODUCTION

Coronado-Maldonado & Benítez-Márquez (2023) found that emotional intelligence significantly predicts leadership success and innovation in diverse organisational situations. Organisational effectiveness depends on managers and employees' emotional awareness, control, and utilisation (Drigas & Papoutsi, 2019). Emotional intelligence scenarios and understanding others' feelings improves employee harmony, team performance, and dispute resolution (Jenita et al., 2024). Being able to, in the right way, deal with emotional intelligence situations, and understand the feelings of others, results in better employee cooperation, improves team performance, and assists in solving conflicts in a healthy manner (Jenita et al., 2024).

The skill of controlling emotions helps people who are at the head of an organization develop trust and cooperation in a team. They can also lead people to a situation in which they are active and inspired and, as a result, the team can be more innovative and they will accomplish what the stakeholders have set up for them (Dhiman, 2017). An elevated degree of emotional intelligence within an organization also induces a shift in the broader context. The culture is one that is not only proficient in the usage of emotional intelligence tools but also embraces the traits of empathy, self-awareness, and social skills. Consequently, such an environment will of course lead to a more content, motivated and creative group of employees (Drigas & Papoutsi, 2019).

This study examines how leaders' emotional intelligence promotes creativity and organizational change without direct results. (Coronado-Maldonado & Benítez-Márquez, 2023). Emotional intelligence allows leaders to influence subordinates by understanding their moods, goals, and preferences and creating appropriate goals. (Srivastava, 2013). Understanding this relationship can strengthen leaders' emotional intelligence, leading to innovation and a longer-term competitive advantage (Goleman, 2000). Emotional intelligence affects leader effectiveness by influencing self-belief, respect for subordinates,

happiness, performance satisfaction, informality, strategic vision, teamwork, creativity, willingness, and strength, which give an organization a meaningful identity, according to Burcea and Sabie (2020). Flexible leaders diagnose and adapt their behavior better.

From French and Nelson (2016). This article explores the intricate connection between emotional intelligence and innovative work behaviour in leadership, referencing multiple academic studies and reviews. This research explores how leaders' emotional intelligence can drive innovation and provide tangible benefits to firms (Coronado-Maldonado & Benítez-Márquez, 2023). This study is unique in combining EI with inventive work behavior to examine how EI encourages innovation in businesses. This research aims to help companies increase employee emotional intelligence to boost innovation. The research was guided by these questions:

- How does EI promote workplace innovation?
- Is EI directly linked to innovative work behaviour?
- How can EI aid progression of creative work behaviour?

EI and innovative work behaviour literature was reviewed using systematic literature review (SLR) (Transfield, Denyer, & Smart, 2003). Khan et al. (2024) examined ABI Inform (Proquest), EBSCO (Business Source Complete), Scopus, and Google Scholar (via Harzing's Publish or Perish) databases for journal articles across disciplines. The study sought journal articles, book chapters, and conference papers that fit its goals. Additionally, relevant journals were manually searched for literature. The review covered 2000–2024 English-language articles to ensure completeness. In order to evaluate current research, the time frame was chosen to cover the latest results and advances.

The Significance of Emotional Intelligence in Leadership

Effective leaders have emotional intelligence, which includes people and self-management

skills in addition to technical skills. 1998 (Goleman). Emotional intelligence is the ability to understand, use, and control emotions positively. (George, 2000). The importance of emotional intelligence in developing strong leaders is growing. (Dhiman, 2017). Emotional intelligence helps leaders motivate their staff, form strong relationships, and create a common purpose. Each is essential to creativity and organisational success.

(Radhakrishnan & Udayasuriyan, 2010; Skrzypczyńska, 2020). Excellent emotional intelligence leaders build confidence, enhance cooperation, handle conflicts, promote good relationships, and create a positive work environment where employees feel valued, motivated, and empowered to share their creative ideas. Emotional intelligence fosters open communication, psychological safety, and respect, allowing team members to challenge the existing quo and propose new solutions (Crossland et al., 2024). Strong emotional intelligence helps leaders adapt to organisational changes and improve employee interactions (Salovey & Mayer, 1990).

Additionally, emotional intelligence is crucial for people to navigate today's complex company procedures. Many academics and top management recognize it as a critical aspect of effective leadership. (Coronado-Maldonado & Benítez-Márquez, 2023). Being aware of one's own and others' emotions helps leaders make better decisions, anticipate problems, and handle unexpected situations. They can resolve disagreements and negotiate win-win outcomes with stakeholders using emotional intelligence. Effective emotional management is crucial for leaders to act calmly, think clearly, and make sensible judgments in challenging situations. Business managers has the ability to manage emotions effectively, control disruptive emotions, and manage emotions for personal and organizational benefit. Leadership requires emotional stability, empathy, interpersonal understanding, objectivity, and communication skills (Meshram et al., 2022).

The Significance of Innovative Work Behaviour at a work:

Innovative work behavior involves continually inventing, promoting, and implementing new ideas to improve organizational efficiency. In addition to creativity, this approach considers implementing new ideas to solve problems and improve operations. The required level of performance exceeds staff and customer expectations, while failure to meet it leads to discontent. Thus, client pleasure and dissatisfaction motivate innovation. (2022, Xu & Suntrayuth). Competitive companies recognize the importance of staff creativity for increased earnings and client pleasure. 2017 (Jadhav et al.).

The ability to innovate has always been a key aspect in a company's success. Innovative and unique ideas at work are crucial for a company's performance and survival (Wong & Ngai, 2022). To foster innovation at the company level, organizations are actively interacting with people to extract innovative work behavior, recognizing human capital as the key factor. (2019, Fath & Radikun). Creating innovative work behavior requires a broad approach combining organizational support, leadership approaches, and employee personal attributes. Companies that foster a supportive work environment, including open communication, trust, and experimentation, often see more innovation among staff (Binyamin & Carmeli, 2010; Ekmekçioğlu & Öner, 2023).

2. Conceptual Understanding

2.1 What is EI?

Research shows that emotional intelligence fosters creativity, problem-solving, and adaptability in innovative job behaviour. Research focuses on how emotional intelligence can create psychological safety, enabling people to make mistakes, question standards, and innovate (Matić, 2020). Emotional intelligence involves recognizing, understanding, and regulating emotions, as well as using emotions to improve communication and interpersonal functioning (Ugoani, 2024).

Table 1. Conceptual understanding of EI

Understanding EI	Authors
The ability to enjoy one's own and others' feelings, name them properly, and use emotional information to guide action and thought.	Goleman, 1996
Credible recognition, expression, comprehension, control, and balance of others' and one's own emotions.	Parke, Seo, & Sherf, 2015
Self-awareness, self-regulation, drive, compassion, and social skills make up the EI model.	Goleman, 2004
EI is one part of social intelligence that involves monitoring one's own and others' emotions, distinguishing them, and using the knowledge to shape one's thoughts and actions. The ability to understand, communicate, and control emotions, both one's own and others'.	Salovey & Mayer, 1990
EI is the ability to accurately recognise, appraise, and express emotion; gain and/or still sensations when they generate thought; comprehend emotion and emotional awareness; and control emotions to develop emotionally and intellectually.	Mayer & Salovey, 1997
Six dimensions determine EI (i) compassion, (ii) awareness of emotion of other people, (iii) self-restraint in face of criticism, (iv) self-promotion, (v) regulating emotions, and (vi) knowing one's emotions.	Rego, Sousa, Pina e Cunha, Correia, & Saur-Amaral, 2007
EI consists of non-cognitive talents, talent, and abilities that affect a person's ability to withstand environmental stressors.	Martinez, 1997
EI as a mixed model with twenty-five categorized into five skills: self-awareness (awareness of feelings, sound judgment about self, faith in self), managing self (self-control, believability, being watchful and diligent, being tough and creative), inspiration (drive to perform, commitment, enterprising, optimism), empathy (understanding and assisting others to develop, need to serve, promoting diversity, being politically savvy), and social skills (possessing the ability to guide, communicate, manage conflict, lead initiate changes, establish relationships, work together, and work in teams.	Goleman, 1995, 1998a
A team's EI is its capacity to develop norms for controlling and directing emotions to let everyone work together and get along.	Druskat & Wolfe, 2001
Trait EI is an appraisal of one's own emotions that defines lower personality hierarchies and merges affective traits.	Petrides et al., 2007

Strong EI people are risk-averse and impulse-controlling. Emotionally intelligent people value relationships over routine. Risk avoidance and status quo disruption

may be reasons. counterproductive to creativity (Chamorro-Premuzic & Yearsley, 2017). The researcher researched the literature to evaluate how opposing perspectives affect emotional intelligence and innovative work behaviour.

2.2 What is Innovative Work Behaviour?

IWB is an employee's attitude toward applying, creating, and implementing new methods, products, procedures, and ideas to their job,

organization, and department. It requires finding new technologies, offering new goal-setting plans, collecting resources, and winning support for new ideas (Arain, Bhatti, Hameed, & Fang, 2020).

Innovative ideas help companies survive and thrive. Strong competition and global market forces require firms to find innovative ways to reinvent themselves (Wang, Wang, & Liu, 2018). Most firms regard human factors as an intangible asset that, when utilized effectively, promotes innovation (Mariz-Pérez, Teijeiro-Álvarez, & García-Álvarez, 2012). Amazon's popular press release and FAQ platform lets employees post big ideas that become Alexa,

Amazon Go, and Prime Now. Samsung's C-Lab (Creative Lab) promotes creative work behavior

(IWB) that develops new business ideas.

Table 2. Conceptual understanding of IWB

<i>Understanding EI</i>	<i>Authors</i>
Employees' action to innovation, bring forward and implement fresh concepts purposely in application, in an organization or group to contribute to performance.	(Janssen 2000)
The ability to further improve in newer ideas pertaining to the work within organizations.	(Axtell et al. 2000)
An event series about introducing a novel, important, and valuable idea to improve organisational and staff productivity.	(De Jong and Den Hartog 2007)
Employee invention, adoption, and implementation of innovative goods, technology, and work techniques.	(Yuan and Woodman 2010)
A sophisticated, novel behavior by which employees vocalize on behalf of new ideas, eschew conventional thinking and dissent against superiors through challenging.	(Kanter 1988b; Kessel et al. 2012)
Creative ability to develop new goods, markets, processes, and combinations.	(Dhar 2015)
The process by which people create, build, implement, propagate, achieve, and adapt new ideas to improve their job performance.	(Thurlings et al. 2015)
The ability to develop new ideas and insights that lead to innovation.	(Escriba-Carda et al. 2017)
Introducing fresh and important ideas, processes, products, and approaches to modern work is one example. Organisations need new routines, streamlined work methods, new tools, and greater internal and external cooperation to change.	(Siregar et al. 2019)
A purposeful effort by employees to achieve organisational goals by creating, managing, and implementing new ideas that will offer a competitive edge and sustainability.	(Bawuro et al. 2019a)

In short, Creative work behaviors are not stated required in job descriptions, thus they are not anticipated to be done consistently. Extra-role behaviours are voluntary and not recognised by corporate incentive systems (Organ, 1988). Multiple studies have conceptualised and defined creative work behaviour stages, building on the complex concept of inventive work behaviour (Volery & Tarabashkina, 2021).

Methodology

Synthesizing findings and detecting gaps requires systematic literature reviews. These reviews minimise prejudice and cover a topic thoroughly by being rigorous and transparent (French & Nelson, 2016). This method typically involves a thorough search of multiple databases using predetermined keywords, carefully selected inclusion and exclusion criteria to ensure study relevance, and critical appraisal to evaluate results quality and validity (Thayarnsin & Douglas, 2016). The SLR process included preparation, execution, and reporting. First, state the research objectives and outline the processes to find appropriate literature for this study. Clear search technique and criteria for accepting and omitting papers minimized data collecting bias and error (Dasgupta, 2023).

Stage two was data gathering and sorting. Search terms and parameters were predefined by paper type, language, and publication year. Systematic replication was obtained. The academic search border uses electronic journal databases because they improve journal article dissemination and accessibility. A thorough search using the

relevant search strings found journal articles in ABI Inform (Proquest), EBSCO (Business Source Complete), Scopus, and Google Scholar (through Harzing's Publish or Perish) databases, chosen for their broad coverage of scholarly articles. Only English-language peer-reviewed academic literature was searched (Dasgupta, 2021). The study covers 2000–2024. Review papers may cover 20–25–30-year research (Furrer, Thomas, & Goussevskaia, 2008). We utilized Boolean search strings. Simple “AND” separated keywords. When searching, “*” was used to alter words. Some terms were searched solely using quote marks. Keywords and search variations included emotional intelligence, emotional management, emotional competency, managing emotions, creativity, and innovative work behavior. First search yielded 600 publications. The methodology's

exclusion criteria (Figure 1) shortlisted 61 publications. The research questions influenced inclusion criteria, reducing the number of papers eligible;

- Does the paper discuss EI *and* innovative work behaviour?

- Does the paper discuss creativity and EI?

- Does the paper examine EI and innovation?

- Does the paper examine EI and creativity?

- Does the paper examine EI, innovative work, and creativity? Non-compliant papers were excluded. EI and innovation/creativity were not studied. Studies that cited EI without assessing its impact on innovation and creativity were eliminated. In stages, Excel spreadsheets were created. From the web database, we got all papers. A final spreadsheet was created after applying exclusion and inclusion rules to our selected papers. Replaced duplicate entries and gray literature like doctoral theses, conference papers, and workshop notes. We included each paper's details to the spreadsheet for subsequent research (Dasgupta, 2023).

- Third SLR phase: data consumption and integration (Becheikh, Landry, & Amara, 2006). We evaluated the research' locations, industries, methods, and how different aspects affected emotional intelligence and creativity and invention. The research's controlled variables and emotion-handling stakeholders were examined. A thorough content study of research papers (Braun and Clarke, 2006) showed how emotional intelligence might benefit innovators at different stages of innovation. Illustrations showed Narayana's three-step creative process. The stage gate method involves knowledge the researcher believed must come from empirical inquiry, not literature analysis. To understand how the matter between can muddle emotional intelligence, creativity, and creative work behavior, we studied all moderating and mediating variables. We sketched a prototype and found research holes.

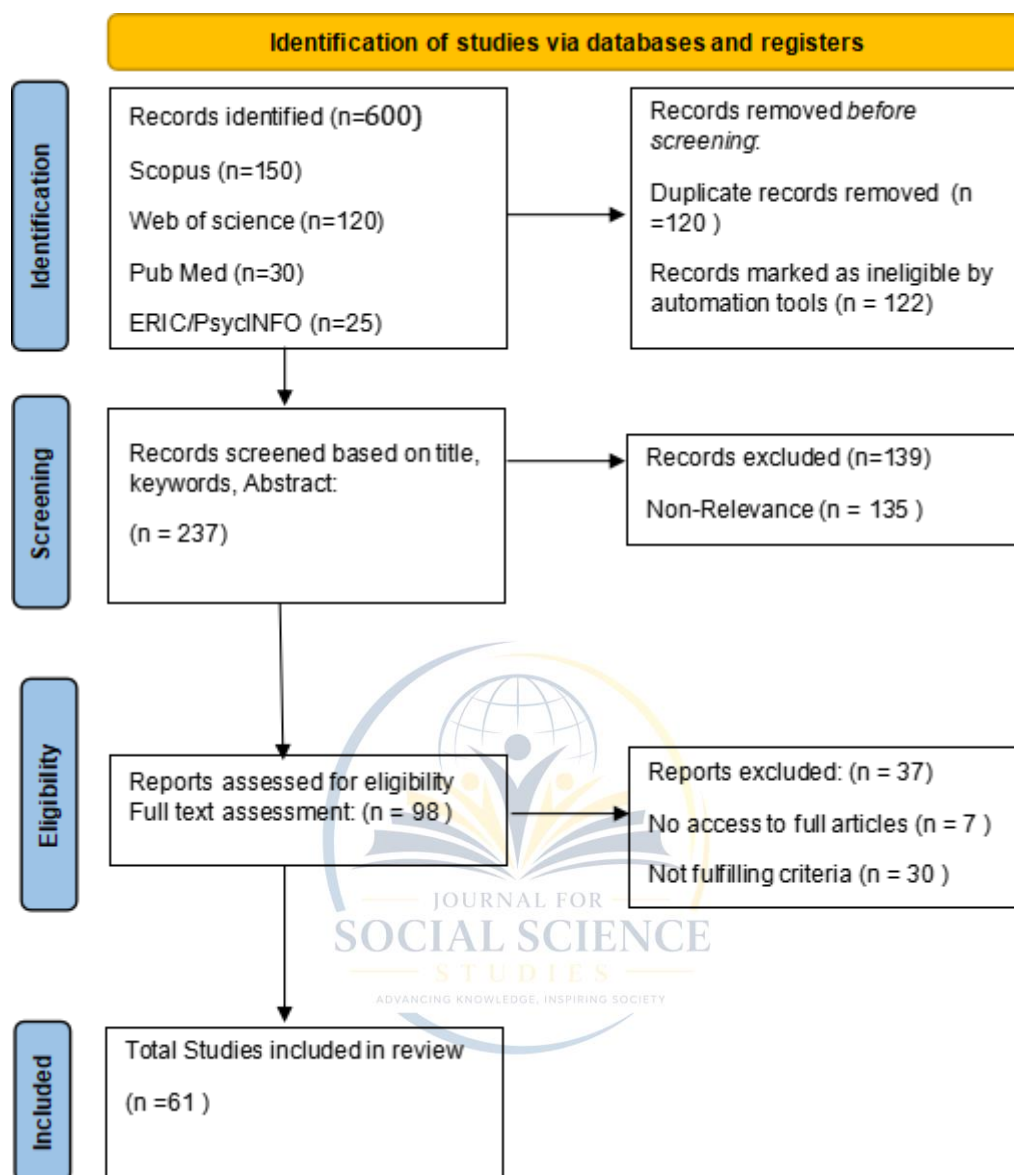


Figure 1. Methodology of paper selection

4.Integration of Emotional Intelligence and Innovative Work Behaviour:

Scholars and professionals have praised emotional intelligence for shaping individual behaviour and promoting workplace support (Drigas & Papoutsis, 2019). Perception, recognition, regulation, and use of emotions in oneself and others are its characteristics (Kumara, 2021).

The workplace is shifting toward emotional intelligence, which recognizes the

significance of emotions in employee motivation, productivity, and organizational performance (Ashkanasy & Daus, 2002). Emotional intelligence influences innovation and entrepreneurship (Patra & Kumari, 2025). Emotionally intelligent entrepreneurs may handle risks and problems better (Patra & Kumari, 2025). Better emotional management helps them handle failure and adapt to change (Prokhorova et al., 2020). Their sensitivity and capacity to build positive relationships simplify cooperation and teamwork, which are crucial to innovation and entrepreneurship. 2013

(Bullough, Renko). Emotional intelligence increases workplace engagement, commitment, and innovation, improving organisational

performance and competitive advantage (Andrabi & Rainayee, 2020).

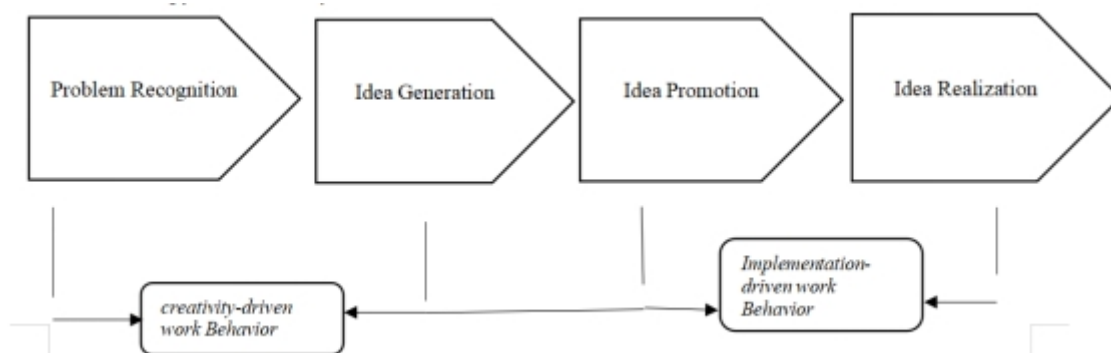


Figure 2. EI in stages of the innovative work behaviour process Source: Author's representation (based on understanding from literature)

Organizations need emotional intelligence to assist people understand and control their own and others' emotions to solve problems and produce new ideas (Patra & Kumari, 2025). Emotional intelligence improves skills and controls emotions to govern innovative conduct and emotional dissonance (Khan et al., 2021). Risk-taking and collaboration in creative endeavors require emotional intelligence skills like self-awareness, self-regulation, social awareness, and relationship management (Srivastava, 2013). Emotional intelligence enhances creativity during problem recognition (Khan et al., 2021). Innovation begins with problem detection, admitting, and communicating a gap between the present and the future (Amir, 2021). This awareness of a mismatch between reality and desired outcome motivates employees to seek creative solutions and engage in creative activities (Morales, 2018).

EI helps workers improve their minds and test solutions to problems they found during ideation. EI enables people share knowledge and ideas to get new views, especially fieldkeepers who review new items. EI encourages employees to try novel

approaches to complex problems. It encourages employees to have crazy ideas by encouraging cautious and objective management.

Innovative work requires emotional intelligence, especially when promoting new ideas and seeking sponsorship (Zhou & George, 2003). Corporate innovation requires empathy, emotional control, and use, not personality attributes (Burse & Sabie, 2020). Emotional intelligence helps people handle workplace social complexity, create strong connections, and communicate effectively (Salovey & Mayer, 1990). Through the challenges of transferring ideas into outputs, emotional intelligence helps workers develop new work behaviour concepts (Khan et al., 2021). Emotional intelligence is recognizing, controlling, and utilizing social and personal emotions (Amir, 2021). This comprehensive approach helps one overcome emotional reactions to unavoidable concept implementation errors and frustrations, building resilience and resolve (Prokhorova et al., 2020).

5. Results and Discussion

SLR analysis uses 32 publications. Figure 3 shows that interest in this domain increased significantly from 2011 to 2023 during the 2000–2024 study period. Leader/manager EI skills and staff creativity are studied from 2011 to 23. According to the comprehensive literature review, emotional intelligence (EI) and innovative work behavior (IWB) are linked. Many studies have found that emotional

intelligence predicts an individual's ability to originate, implement, and support creative ideas in organisations. Self-awareness, emotional regulation, empathy, and social skills promote creativity and invention (Goleman, 1995; Mayer & Salovey, 1997). The ability to recognize and manage emotions helps emotionally intelligent people overcome

innovative hurdles, setbacks, and uncertainty (Jordan et al., 2002; Côté & Miners, 2006). Additionally, their emotional awareness enhances team communication, collaboration, and trust-building, leading to better problem-solving and idea development (Škerlavaj et al., 2010; Belschak & Den Hartog, 2010).

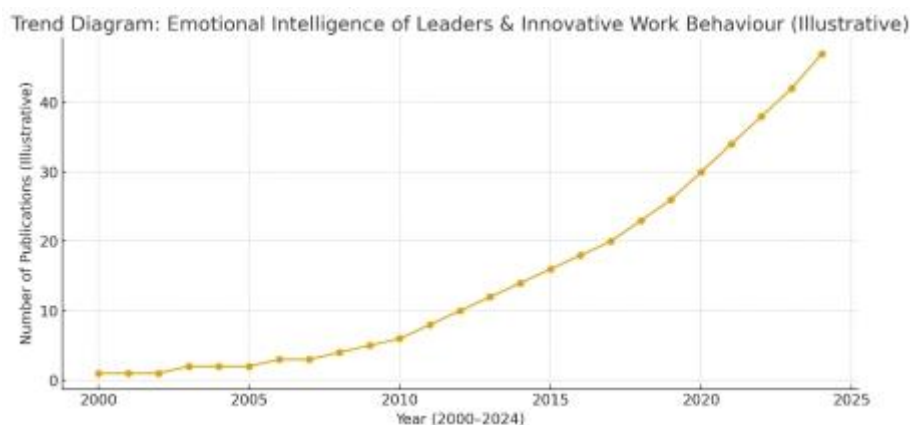


Figure 3. Trend of research in the area of EI & IWB

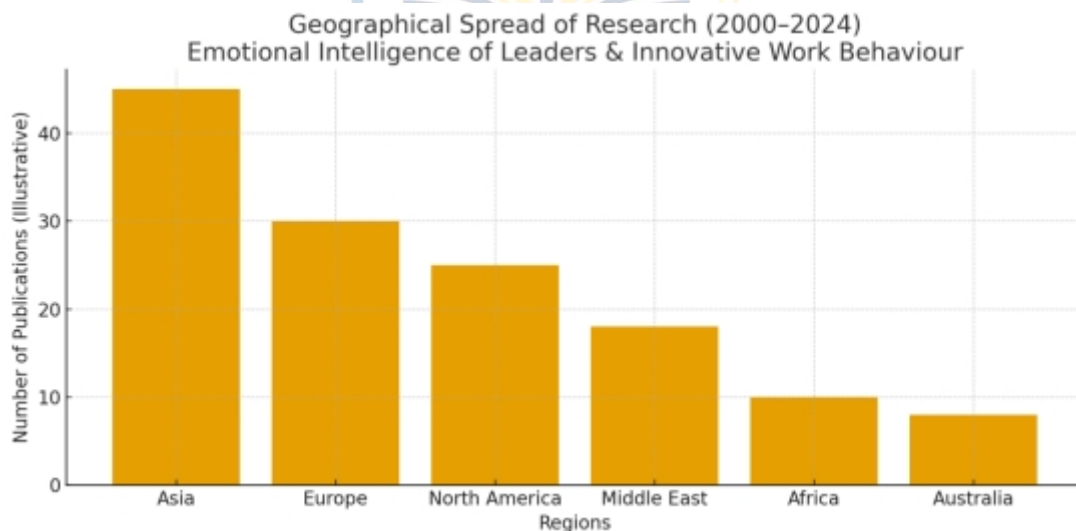


Figure 4. Geographical spread of research

Figure No. 4 shows the geographical spread shows clear dominance of Western regions (Europe and North America), while Asia and

the Middle East are rising contributors. Developing regions contribute less but show steady upward trends.



Figure 5. Research methodology:

This pie chart highlights the dominance of quantitative research methods while also showing the growing interest in qualitative, mixed-methods, and literature reviews in understanding the impact of Emotional Intelligence on Innovative Work Behaviour.

Indirect impact through mediator and moderator variables:

Another study found that emotional intelligence regulated and mediated leadership styles, company culture, and creativity. Emotionally intelligent leaders foster innovation in secure, autonomous, and empowered workplaces. Safety and appreciation encourage employees to express ideas, take initiative, and collaborate in a culture of continual innovation (Edmondson, 1999; West, 2002).

Emotional intelligence measurement and characterization disparities in the literature may also provide conflicting impact size reports and require conceptual and operationalization improvements (Matthews et al., 2002; Brackett, 2004). Finally,

research synthesis shows that emotional intelligence drives innovative work behavior in various ways. Good relationships, emotional control, and a pleasant setting boost creativity and problem-solving. Research is essential to understand how emotional intelligence and other psychological, social, and environmental

aspects affect innovation since creativity is dynamic and dependent on external factors. A theoretical and practical study of these findings will help firms use emotional intelligence to nurture creativity throughout time.

Theoretical and Practical Implications of Emotional Intelligence on Innovative Work Behaviour

The systematic literature review found that emotional intelligence (EI) promotes innovative work behavior (IWB) with important theoretical and practical consequences. Empirical data supports EI as a psychological antecedent to organizational innovation. Conventional theories of innovation tend to focus on cognitive skills, expertise on the domain and structural elements but as this review shows emotional skills are significant in determining the ability of the person to be creative, to problem-solve as well as to think adaptively (Goleman, 1995; Mayer and Salovey, 1997).

Another practical aspect is creating organizational cultures that promote psychological safety and collaborative innovation. The review consistently shows that emotionally intelligent workers do well in environments where they may share ideas, take initiative, and receive constructive criticism (Edmondson, 1999; West, 2002). Organizations should prioritize trust, unfettered communication, and collaboration

since people can optimize their emotional intelligence to solve any situation.

Structured interventions, such as team-building, mentorship, and cross-functional partnerships, can enhance these values and foster diverse perspectives for creativity (Škerlavaj et al., 2010; Belschak and Den Hartog, 2010). Performance management systems must also recognize and reward emotionally intelligent innovation-related behaviors including ideation, conflict resolution, and adaptive leadership. When firms base their policies on emotional intelligence, they may create a sustainable ecology that encourages learning, development, and innovation.

Limitations and Future Research Directions

Although emotional intelligence (EI) increases innovative work behavior (IWB), various factors confuse the findings. In several research, emotional intelligence is tested. That may distort the findings because people desire to look good or don't understand emotional competency. Popular tests like the Trait Emotional Intelligence Questionnaire (TEIQue) and the Emotional Quotient Inventory (EQ-i) may misjudge emotional control and creativity-promoting human-to-human skills. Future study can incorporate performance testing, real-world behavior observation, and brain-wave scans to further understand workplace EI.

Second, most of the articles we examined are cross-sectional, making it difficult to assess if emotional intelligence enhances work behavior. EI is consistently linked to innovative work behavior, but longitudinal interactions should help us understand how EI changes and how it affects creativity. Long-term studies would show if cool and fresh ideas boost EI or if high-EQ people are naturally innovative and flexible.

Third, various study samples are needed for industry, organization type, and culture. Western businesses dominate research, ignoring small and medium firms, nonprofits, and emerging economies. Cultural beliefs on emotional intelligence and its usage affect creativity. Individualist civilizations emphasize self-drive and problem-solving, while collectivist

societies promote communal cohesiveness and interaction. Cross-cultural research on emotional intelligence's functioning in different cultures would help identify if it's universal or has to be modified.

More research is needed on how psychological capital, tenacity, and growth mindset affect emotional intelligence. Job performance is linked to EI and PsyCap, but innovation is uncertain. High emotional intelligence may promote optimism, hope, resilience, and self-efficacy in innovative activity, or any attribute alone may boost creativity (Avolio and Luthans, 2012; Avey et al., 2011). Programs that manipulate emotional intelligence and psychological capital may show how they

The development of the internet and telecommuting presents new emotional intelligence research difficulties and opportunities. AI, automation, and virtual teams may change emotional intelligence. How may emotionally savvy digital natives inspire decentralized coworkers? These research may influence digital revolution emotionally intelligent leadership (Davenport et al., 2020; Cascio and Montealegre, 2016). Future research must consider emotional intelligence ethics in AI-based organizations because this talent will drive human-centered innovation, not algorithms.

Addressing these limitations and broadening will assist future study comprehend how emotional intelligence fosters innovation. The next section will highlight the major lessons and underline the necessity to incorporate emotional intelligence into business strategy to stay innovative.

Conclusion: Integrating Emotional Intelligence into Organizational Innovation Strategies

According to a systematic research review, emotional intelligence (EI) promotes workplace innovation. Study after study shows that EI boosts workplace creativity, implementation, and maintenance. Self-awareness, emotional regulation, empathy, and social skills help high-EQ people collaborate, think creatively, and solve problems. Emotional intelligence

motivates me, pushes me, and provides resilience for long-term innovation. These courses stress emotional intelligence in innovative organizational methods.

The analysis supports the premise that emotional intelligence is a new ability needed for leadership, people management, and team development with major theoretical and practical implications. Recruitment and leadership development emotional intelligence assessments can help companies locate socially adept innovators. Employees can manage stress, stay motivated, and collaborate with emotional intelligence training. Psychological safety, open communication, and trust enable employees feel safe taking risks, talking, and acting, which makes lasting innovation possible.

Despite minimal data, emotional intelligence strongly influences workplace innovation. Most assessments use self-reported EI, which may bias the study and reduce data validity. To explore emotional intelligence and innovation, future researchers should use performance-based tests and direct behavioral observations. To uncover causal relationships and study emotional intelligence development for creative breakthroughs, longitudinal research is needed. Finally, cross-cultural and industry-specific studies may illuminate diverse businesses' emotional intelligence.

Dynamic markets complicate tactics. Emotional intelligence is advised. For innovation and adaptation, firms can build technically and emotionally astute teams with leaders who are emotional decoders, culture designers, and current on workplace topics like remote work and new technology. Emotional intelligence, new technology, distant places, and AI morality should be studied to keep studies human-centered. Innovative business approaches require emotional intelligence in a fast-paced workplace.

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