Journal of Information Systems Engineering and Management
2025, 10(25s)
e-ISSN: 2468-4376
https://www.jisem-journal.com/

Research Article

The Impact of Trait Emotional Intelligence and Cognitive Performance on Leadership Styles and Organizational Outcomes

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ARTICLE INFO

Received: 21 Dec 2024

Revised: 12 Feb 2025

Accepted: 25 Feb 2025

ABSTRACT

Introduction: This study explores the influence of Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) on Leadership Styles (LS) and their Organizational Outcomes (OC). Emotion perception, a stable personality trait, is held to differ significantly under leadership effectiveness as well under organizational success when it is integrated with cognitive abilities. The study under consideration was carried out by targeting Thanjavur District, Tamil Nadu, India using a quantitative approach.

Objectives: The present study is intended to investigate how TEI imparts itself on leadership styles and organizational performance, to study how CP treats effective leaders, as well as to see the combined effect of TEI and CP on leadership behaviors and outcomes.

Methods: Structured surveys were used to collect primary data following a purposive sampling approach. A questionnaire was distributed through both online and offline means to 350 subjects, of which 225 valid responses were collected (64.2% response rate): 191 were collected online while 34 were through non-electronic means.

Results: Findings reveal a significant relationship between TEI, CP, and leadership effectiveness. Leaders with higher TEI and CP exhibit stronger leadership behaviors, contributing to enhanced organizational outcomes.

Conclusions: The study concludes the importance of TEI and CP in leadership development and organizational success, emphasizing their integration into leadership training for improved performance.

Keywords: Emotional Intelligence; Trait Emotional Intelligence; Cognitive Performance; Leadership; Leadership styles; Organizational Outcomes.

INTRODUCTION

Organizational success and the development of high-performing teams depend critically on strong leadership. Today's CEOs have formidable challenges, as they must lead their companies to success while still maintaining a healthy work environment for their employees. To achieve one's goals as a leader, one must adopt a LS that improves organizational performance. There isn't a company in existence today that is immune to change, no matter how big or small, local, or international, for-profit, or nonprofit, governmental, or non-governmental (NGO) (Kotterman, 2006). Making sure individuals have the ability to go through such difficult times or adjustments is the responsibility of the leaders (Stoltz, 1999).

LS can be defined as the presentation of ethics by a leader among people because ethics of morality like trustworthiness and authenticity are important parts of the LS (Maguad & Krone, 2009). LS may be defined as the function of the decision-making process in the relationship between leaders and their followers (Juran, 2003). LS can be defined as an organizational quality among leaders in the context of ensuring the function of the organization in a better way (Ogawa & Bossert, 1995). Quality-based performance is a defined variable in the design of the definition of LS (Kurland et al., 2010).

OC can be defined as demonstration effects regarding providing quality-based services to consumers (Harter et al., 2013). Another definition of organizational outcome is based on satisfaction based on the decision-making process of a leader (Currall et al., 2005). The definition of organizational outcome is based on the management of human resources by cause-effect analysis in an organization (Jiang et al., 2012).

1.1 Emotional intelligence and cognitive performance on leadership style and organizational outcomes

Emotional intelligence is being taken as an approach of the psychological method in the study of the role of emotional behaviour of a person about self as well as about others around people (Conte, 2005). Apart from emotional intelligence can be taken as a psychological approach for the study of the role of the psychological environment in a person (Neubauer, & Freudenthaler, 2005). CP is a high CP that refers to the achievement of the finest and most effective functioning of cognitive capabilities and executive functions. CP is an important tool for measuring the behavioural approach of a person from the perspective of emotion, attitudes, and norms (Van Rooy & Viswesvaran, 2004).

In the context of globalization, the concept of integrating emotional intelligence and CP is based on controlling the productivity and results of any organization with the use of LS (Ruiz-Ariza et al., 2018). Therefore, the phenomena of both emotional intelligence and CP are correlated to each other by cause-effect factors of the psychological function of behaviour in the context of OC (Chen & Hsieh, 2018). There is a significant impact on the emotional intelligence and CP of a person in enhancing leadership quality and OC. The impact of TEI and CP create psychological traits like psychological behaviour through the psychological implementation of CP (Maamari & Majdalani, 2017).

1.1.1. Current Phenomena of Research

Current phenomena of the research about the impact of TEI and CP on LS and OC do not give such kinds of impactful information concerning the research world of India. Therefore, it is needed to conduct explorative-based research on current phenomena in India (Nath, 2013). Developed countries like– the United States of America, and Britain are promoting an explorative-based study concerning the impact of CP in improving LS and OC. It is also realizing that there is a gap between the current phenomena of research between India and other developed countries because India is not promoting such kinds of research in the academic domain (Reilly & Karounos, 2009).

Though various studies examine The Impact of TEI and CP on LS and OC, no study recognizes or promotes such research in India. To fill the void, this study seeks to answer a simple yet fundamental question: do TEI and CP influence LS and OC? As a result, this integration is critical in understanding how emotional intelligence, which includes the ability to perceive, understand, and manage emotions, interacts with cognitive abilities, which include problem-solving, decision-making, and critical thinking skills, to shape leadership behaviors. As a result, the following research objectives have been developed.

- To examine “the influence of Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) on leadership styles demonstrated by leaders within organizations.”
- To analyze “the impact of Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) on organizational outcomes, including productivity, employee satisfaction, and performance.’

Based on the concise introduction, the background and need for this study stem from the exploration of the impact of TEI and CP on leadership quality and organizational commitment in India. This study aims to enhance understanding of the processes, determinants, and consequences of the relationship between emotional intelligence and CP through a cause-and-effect analysis. The findings may contribute to policy-oriented research in India, providing valuable insights for effective policy implementation.

The study's introduction emphasizes the significance of traits of Emotional Intelligence and Cognitive Performance in defining leadership styles and impacting organizational results. Evidences from previous studies point to the relevance of the Training and Development (T&D) programs in improving employee and organizational performance. This article captures a holistic review of literature on the interplay between dimensions of emotional intelligence, cognitive performance, leadership styles, and their impact on organizational outcomes. The methodology outlines the research strategy, data-gassing techniques, and analytical methodologies employed to lay the groundwork for the conduct of the study. The study-based data ends with a thorough analysis and evaluation with a focus on correlational examination of traits in Emotional Intelligence, Cognitive Performance, leadership styles, and their impacts on the

company and employee performance. The study has been critically analyzed within the discussion and conclusion sections regarding its significance in study findings in making some contributions to the field of leadership, Trait Emotional Intelligence, Cognitive Performance, and organizational outcomes. Its further points to proposed future directions for study in these areas, indicating where further research might benefit the understanding of critical aspects for improving organizational performance.

REVIEW OF LITERATURE

Based on the above concise introduction, the background of the study, and the need for the study; The next portion of this research report is grounded upon a summary and analysis of the relevant literature around the topic at hand. There are the following steps included in the process of design of review of literature:

- Searching review of the literature
- Selection of the review of literature
- Theoretical framework
- Conceptual framework

The above four steps help develop a base about the impact of TEI and CP on LS and OC.

2.1 Concept and prospectus of emotional intelligence and cognitive performance on leadership style and organizational outcomes in India.

Sony and Mekoth (2016) showed that while considering CP, some traits of TEI, such as self-awareness and social skills, exerted a significant influence on life satisfaction (LS) and OC. Findings of the study of Dhoopar et al., (2022), demonstrated the existence of a positive correlation between the TEI and the cognitive behavior of individuals in relation to enhancing the LS and OC within Indian society. Regarding the issue, the research conducted by Rangreji (2020) demonstrated the influence of both TEI and CP on the development of social skills within society's capacity-building efforts. These repercussions are additionally linked to the enhancement of leadership quality as well as the improvement of organizational outcomes and performance.

The effectiveness component of leadership was evaluated by Srivastava and Bharamanaikar (2004) with a sample of 291 officers from the Indian army. The findings established unequivocally the strong correlation between emotional intelligence of the leader (EI) and all dimensions of transformational leadership style. Higher scores on emotional intelligence (EI) were associated with the contingent reward component of the transactional style. The research by Singh, (2007) drew its sample from an Indian software firm that comprised 210 males and 130 female employees. This found that there was a positive relationship between emotional intelligence (EI) and leadership effectiveness for both genders. Besides, these reveal that both male and female EI predict significantly their level of leadership effectiveness. Duckett and Macfarlane carried out their investigation to ascertain whether or not emotional intelligence (EI) correlated to transformational leadership at the level of 21 retail outlet managers in the United Kingdom. The conclusions derived show that both variables were significantly and strongly related (Duckett & Macfarlane, 2003). A. K. Srivastava, S. Sibia, and G. Misra Conclude that the investigation of EI in India has gotten off to a promising beginning, but that it is too soon to reach any conclusions on the subject at this moment (Srivastava et al., 2008).

2.2 Emerging challenges and their impact

A study by Kilduff et al. (2010), highlighted the dearth of research literature that examined the effects of technological entrepreneurship and cultural proficiency on life satisfaction and organizational commitment within the context of globalization. The research conducted by Joshi and Brahmi (2023) presented a conceptual framework that addresses the management of developing psychological issues within the context of a person's societal integration and personal growth, specifically focusing on the domains of TEI and CP. The study of Abdullahi et al. (2020), Provided a foundation for cultivating comprehension about the management of nascent issues throughout the deployment of Technology-Enhanced Instruction (TEI) and Continuous Professional Development (CP). Hence, the ramifications of effectively addressing new difficulties enhance the caliber of leadership and its influence on organizational culture within the framework of globalization.

Based on the aforementioned succinct critical examination of the literature review, it can be inferred that the integration of Technology-Enhanced Instruction (TEI) and Collaborative Problem-solving (CP) has a noteworthy

influence on an individual's self-awareness, self-regulation, motivation, and social skills. The aforementioned effects play a significant part in enhancing the capability of LS and its impact on organizational performance in India. The present study aims to conduct an exploratory investigation within the field of psychology, utilizing techniques such as TEI (Tool for Exploratory Investigation) and CP (Cognitive Psychology). Consequently, the subsequent half of this scholarly article focuses on the formulation of a methodological framework derived from the ideas presented in the literature review.

METHODOLOGY

Research methodology is systematic and organized means adopted by the researcher to conduct the study to solve the problem at hand. A comprehensive research procedure serves as the core basis for the entire research process. It describes how relevant information will be collected, how his or her proposed hypotheses may be tested, and how conclusions will be arrived at. It also embraces issues related to sampling design, data collection, data analysis methods and ethical considerations observed in the research process.

The core research problem stems from the lack of existing literature that explores the impact of TEI and CP on LS and OC in the Indian context. This study aims to address this gap by examining these relationships and contributing to the existing body of knowledge, thereby enhancing our understanding of the subject.

The preceding research questions are derived from the explanation of the problem above.

- Is there a significant correlation between Trait Emotional Intelligence (TEI) scores and Cognitive Performance (CP) scores, and individuals with higher levels of Trait Emotional Intelligence tend to exhibit higher Cognitive Performance in organizational contexts?
- To what extent does Trait Emotional Intelligence (TEI) influence the leadership style demonstrated by leaders in organizational settings?
- Do higher levels of Trait Emotional Intelligence and Cognitive Performance in employees lead to improved overall performance and outcomes within the organization?

3.1 Hypotheses Formulation

- Hypotheses related to Trait Emotional Intelligence (TEI), Cognitive Performance (CP) and leadership styles demonstrated by leaders within organizations:

H0: Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) insignificantly influence leadership styles demonstrated by leaders within organizations.

H1: Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) significantly influence leadership styles demonstrated by leaders within organizations.

- Hypotheses related to Trait Emotional Intelligence (TEI), Cognitive Performance (CP) and organizational outcomes:

H0: Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) significantly impact organizational outcomes, including productivity, employee satisfaction, and performance.

H2: Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) significantly impact organizational outcomes, including productivity, employee satisfaction, and performance.

3.2 Conceptual Framework of Research

The study's conceptual framework concentrates on examining the influence of TEI and CP on the LS shown by leaders in companies, as well as the resulting organizational results. The LS and OC, in this case, are the dependent variables because they are the ones being influenced. On the other hand, independent variables are anything besides the dependent variable that is believed to have an effect on it. The independent variables in this study are TEI and CP. This study seeks to examine the influence of TEI along with CP upon LS and organizational results.

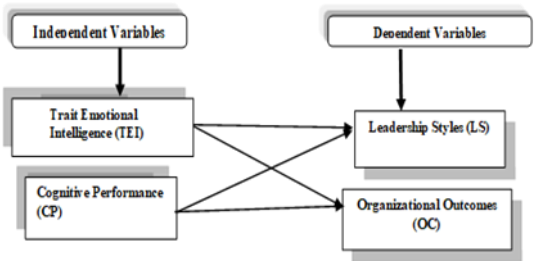

Figure 1: Conceptual Framework of Research

Source: Designed by Author

3.3 Research design

The study adopts a quantitative research methodology, primarily utilizing techniques for primary data collection. Quantitative research approaches are systematic and evidence-based methodologies used in the social sciences and relevant disciplines to collect, analyze, and interpret numerical data in a disciplined manner. The study aims to determine how TEI (i.e., a person's stable and enduring disposition to perceive, understand, manage, and utilize their own emotions) and CP (i.e., perception, attention, memory, problem-solving, decision-making, and reasoning) affect LS as displayed by workplace environment leaders and affect organization culture.

3.4 Data Collection and Sample Size

"The sampling for this study is conducted in the Thanjavur District of Tamil Nadu, India, and involves empirical fieldwork using a quantitative research approach. The collection of primary data is facilitated through the use of a structured schedule, employing the purposive sampling technique. The data for the survey was obtained using a combination of online and offline methods. The researcher, who completed a two-month internship at the Life Insurance Corporation of Thanjavur District in Tamil Nadu, India, collected the responses. The ultimate sample had 225 responses, out of a total of 350 distributions, indicating a response rate of 64.2 percent. A total of 350 forms were distributed via online retrieval and conventional methods, out of 350, 300 forms were distributed via online retrieval employing electronic devices such as smartphones and tablets. A set of 50 questionnaires were delivered using conventional methods, involving the use of pen and paper, within the facilities of the Life Insurance Corporation office situated in the Thanjavur District. Among the 225 samples that were gathered, 191 were received online method and 34 were received through the conventional method."

3.5 Data Analysis Method

The current research uses a structural model to determine the reliability and accuracy of the measurement model and to show the relationship between the study's independent and dependent variables. An analysis of these factors provides a thorough understanding of the influence of TEI and CP on the LS shown by organizational leaders and organizational results.

The data was analyzed statistically using IBM SPSS version 25 and IBM AMOS version 23. The study utilized the one-factor solution of confirmatory factor analysis (Harman's test) and the one-factor solution of the confirmatory factor analysis (CFA) to look for CMV (Tehseen et al., 2017). Each scale's composite validity and Cronbach's alpha were calculated. The use of descriptive statistics, bivariate associations, confirmatory factor analysis, and structural equation modeling were all employed in this study. GFI and CFI values over 0.90 and RMSEA below 0.08 were considered indicative of a favorable match.

RESULTS

4.1. Demographic Profile of Respondents

Table 1: Demographic Profile of Respondents

S No.	Demographic Characteristics	Category	N	%
1	Gender	Female	92	40.9%

		Male	133	59.1%
2	**Age**	**21-25 years**	85	37.8%
		26-30 years	97	43.1%
		31 years and Above	43	19.1%
3	**Educational Qualifications**	**Bachelor's Degree**	102	45.3%
		Master's Degree	81	36.0%
		PhD/Doctorate	25	11.1%
		Others	17	7.6%
4	**Years of Work Experience**	**Less than 5 Years**	114	50.7%
		5-10 Years	68	30.2%
		11 and above	43	19.1%
5	**Marital Status**	**Married**	131	58.2%
		Unmarried	94	41.8%

"In Table 1, shows the respondents' basic demographic information, such as their gender, age range, level of education, number of years in the workforce, and marital status. Based on the data shown in Table 1, it can be observed that 59.10% of the total sample size of 225 participants are identified as male, while 40.90% are identified as female. The largest proportion of participants falls between the age range of 26 to 30 years, constituting 43.00% of the whole sample. A significant proportion of respondents, specifically 45.30%, have a bachelor's degree. The table provides further information indicating that a majority of the respondents (58.20%) are married. Furthermore, the majority of respondents (50.70%) possess less than 5 years of working experience, constituting a significant portion of the total."

4.2. Testing for common method variance

Using Harman's one factor test, none of construct i.e., the TEI (4.25%), CP (5.32%), LS (2.89%), or OC (3.74%) were positive for CMV. Table 2's one-factor CFAs for these scales also had acceptable fit to the data, indicating that CMV posed no major danger to the interpretation of the results.

Table 2: Demographic Profile of Respondents

Construct	**Harman's one-factor test: Percentage variance explained by a single factor**	**One-factor solution (confirmatory factor analysis)**
Trait Emotional Intelligence	4.25%	Chi-square = 6.925, CMIN/ df = 3.462, GFI = 0.985, CFI = 0.994, SRMR = 0.01, RMSEA = 0.041
Cognitive Performance	5.32%	Chi-square = 29.575, CMIN/ df = 2.631, GFI = 0.947, CFI = 0.967, SRMR = 0.04, RMSEA = 0.048
leadership styles	2.89%	Chi-square = 5.362, CMIN/ df = 3.668, GFI = 0.921, CFI = 0.954, SRMR = 0.02, RMSEA = 0.023
Organizational Outcomes	3.74%	Chi-square = 8.662, CMIN/ df = 4.331, GFI = 0.981, CFI = 0.992, SRMR = 0.01, RMSEA = 0.022

4.3. Assessment of the Measurement Model

AMOS 23.0 is used for both measuring and analyzing data. Internal consistency, internal reliability, indicator validity, convergent validity, and discriminant validity are all thoroughly investigated in the study. The results of each study used to determine the consistency and authenticity of the measurement model are summarized below.

4.3.1 Construct Reliability and Validity:

There are three distinct methods for determining the reliability and validity (Hair et al., 2014). The Average Variance Extracted (AVE) was determined first, followed by Cronbach's alpha for every indicator, and finally, the factor loadings. Cronbach's Alpha has long been used by researchers and scientists to evaluate the accuracy of a measurement apparatus. A high Cronbach's Alpha value suggested that the construct's component elements had consistent significance and range (Cronbach 1969). Table 3 shows the construct's reliability and validity. Cronbach's alpha for all variables was more than 0.7, with individual item Cronbach's alpha values ranging from 0.87 to 0.94 as well as the Composite Reliability of all items lying between 0.83 to 0.93. The model accuracy has been demonstrated, and the validity numbers exceed 0.70 (Hair et al., 2011). Table 3 displays the AVE for each research variable; according to Hair et al. (Hair et al., 2010), the AVE value should be more than 0.5. However, if the AVE is below 0.5 and the Composite Reliability is greater than 0.6, an amount of 0.4 is acceptable for the concept's convergent validity.

Table 3: Construct Reliability and Validity

S No.	Construct	Items	Standardized loadings	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
1	Trait Emotional Intelligence	TEI5	0.96	0.93	0.92	0.88
		TEI4	0.72			
		TEI3	0.95			
		TEI1	0.89			
2	Cognitive Performance	CP7	0.94	0.87	0.83	0.76
		CP5	0.96			
		CP4	0.71			
		CP3	0.53			
		CP2	0.68			
3	Leadership Style	LS4	0.80	0.89	0.86	0.86
		LS3	0.90			
		LS2	0.87			
4	Organizational Outcome	OC5	0.91	0.94	0.93	0.90
		OC3	0.89			
		OC2	0.88			
		OC1	0.93			

4.3.2 Factor Loadings:

Table 5 of the factor loading reveals four constructs and 24 factors, with eight of them eliminated because the factor loading score is less than 0.5. The balance of the 16 factor variables are taken into account in subsequent testing since they are greater than 0.5. Table 4 shows that the KMO value is 0.812, and the Bartlett's test value is significant. That information is suitable for factor analysis. According to Comrey and Lee (1992), the array elements indicate the factor loadings for each observed variable on each rotational factor. If there is a strong correlation between the variables in the data and the factor, the factor loading will be high. The indicator and item loading findings show that all items' factor loadings are higher on the underlying construct to which it pertain than on the other construct.

Table 4: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.812
Bartlett's Test of Sphericity	Approx. Chi-Square	2936.355
	df	120
	Sig.	.000

Table 5: Factor Loadings

Rotated Factor Matrix[a]				
	Factor			
	1	2	3	4
TEI1			.871	
TEI3			.943	
TEI4			.706	
TEI5			.960	
CP2		.744		
CP3		.552		
CP4		.771		
CP5		.906		
CP7		.904		
LS2				.875
LS3				.873
LS4				.793
OC1	.920			
OC2	.863			
OC3	.890			
OC5	.906			
Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 5 iterations.				

4.3.3 Discriminate validity:

"Fornell and Larcker (1981) define discriminant validity as the proportion of an idea's AVE square root to its association with all other concepts being greater than 0.5. Table 6 summarizes the results of the Discriminant Validity evaluation, with a particular emphasis on the use of Fornell and Larcker's criteria (FL) to evaluate the indicators. The table shows that the AVE outperforms its relationship with other constructs. As a result, it adds to the body of data supporting the idea of Discriminant Validity."

Table 6: Discriminant Validity

	TEI	**CP**	**LS**	**OC**
TEI	**0.94**			
CP	0.14	**0.87**		
LS	0.19	0.189	**0.93**	
OC	0.15	-0.124	0.041	**0.95**

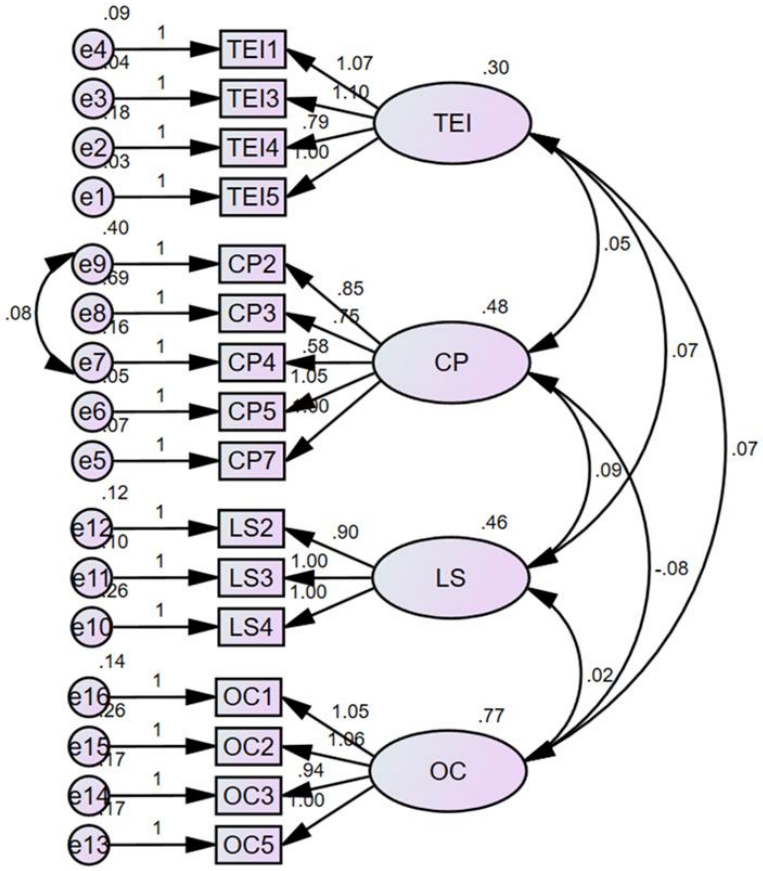

Figure 2: Measurement Model

Source: Author's Illustration, based on AMOS-output

4.4. Assessment of Structural Model

AMOS SEM analysis uses goodness-of-fit indices to evaluate the congruence between the model and the observed data. AMOS provides several fit indicators to evaluate the accuracy of a model. Table 7 shows the CMIN/DF statistic for evaluating the chi-squared test against the number of degrees of freedom. A CMIN/DF ratio less than 3 indicates a good match (Hair, 2009), however the actual CMIN/DF number is 2.755, suggesting a great fit. The RMSEA statistic measures the difference between the presumed model and the population covariance matrix. A value of 0.08 or below is considered beneficial (MacCallum et al., 1996), and The model fits the data quite well, with an RMSEA of 0.063. One such metric is the Goodness of Fit Index (GFI), which operates on a scale from 0 to 1. This index's higher values suggest a more satisfactory model fit (Hair, 2009). The GFI score in this study was 0.830, showing high patterns of variance as well as covariance in the dataset. Furthermore, an AGFI (Adjusted Goodness of Match Index) score greater than 0.80 typically indicates a good match (Hair, 2009). As a result, the AGFI score of 0.796 in this investigation indicates an excellent model fit. A CFI value of 0.90 or more is often viewed as indicating a good fit (Bentler & Bonett, 1980), hence the CFI value is 0.974, indicating that the model is well fit.

Table 7: Goodness Model Fit

The goodness of model Fitness Index	**CMIN/Df**	**GFI**	**CFI**	**AGFI**	**RMSEA**
Calculated Value	1.762	0.912	0.974	0.879	0.058
Required Value	*Less than 3*	*More than 0.90*	*More than 0.90*	*More than 0.80*	*Less than 0.08*

4.4.1. Hypothesis Testing:

"The present study examined the impact of Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) on Leadership Style (LS). The study found a substantial influence of Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) on Leadership Style (LS) (b= 0.218, & 0.164, t = 2.372, & 2.345, p <0.05), providing support for Hypothesis 1 and accepting the alternative hypothesis.

The study conducted by H2 examined the impact of Trait Emotional Intelligence (TEI) and Cognitive Performance (CP) on Organizational Outcome (OC). Trait emotional intelligence (TEI) and cognitive performance (CP) were found to have significant effects on organizational outcomes (OC) in this study, (b= 0.271, & -0.186, t = 2.450, & -2.107, p <0.05). These findings provide support to Alternative Hypothesis 2, leading to its acceptance."

Table 8: Hypothesis Testing

S No.	Hypothesis testing	Standardized Estimates	t-value	p-value	Results
H1.1	Trait Emotional Intelligence (TEI) ---> Leadership Style (LS)	.207	2.372	0.18	Supported
H1.2	Cognitive Performance (CP) ---> Leadership Style (LS)	.164	2.345	0.19	Supported
H2.1	Trait Emotional Intelligence (TEI) ---> Organizational Outcome (OC)	.271	2.450	0.14	Supported
H2.2	Cognitive Performance (CP) ---> Organizational Outcome (OC)	-.186	-2.107	.035	Supported

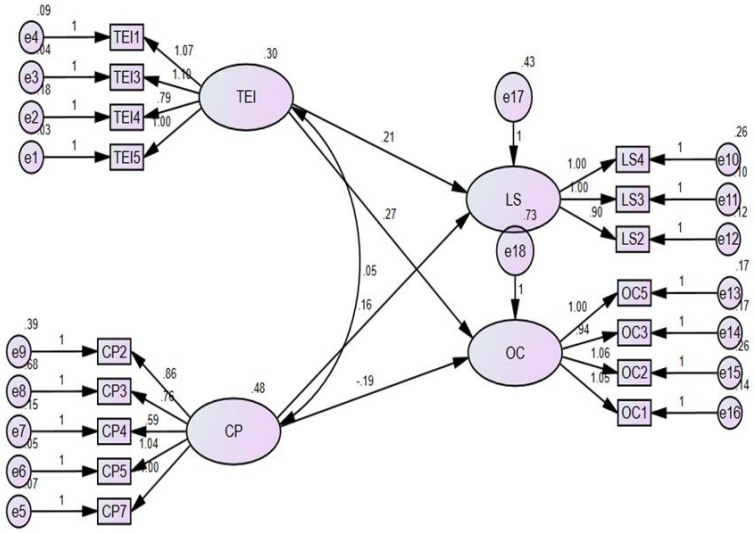

Figure 3: Structural Model

Source: Author's Illustration, based on AMOS-output

DISCUSSION

The purpose of this study was to develop an empirically valid model selection to investigate the influence of TEI and CP on LS displayed by leaders within companies and OC. The suggested model took into account the effect of predictor factors such as TEI and CP on the dependent variables such LS and OC. The findings revealed that TEI and CP had a substantial influence on LS and OC. Previous research by Sony and Mekoth (2016), Dhoopar et al. (2022), Dhliwayo and Coetzee (2020), Kim (2020), Lee et al. (2022), and Abdullahi et al. (2017) has supported the role of TEI and CP on LS demonstrated by leaders within organizations and OC.

"The results of Hypothesis 1 state that there is a significant impact TEI and CP on LS. The results is supported by the Frias et al. (2021); Ntalakos and Belias (2022); and Khan and Mughal (2018). According to the findings, individuals

with greater levels of TEI indicated a propensity for transformational leadership approaches." This shows that individuals who are more conscious of their own as well as others' sentiments are better likely to motivate and encourage others, thereby establishing an organizational culture of development and innovation. Furthermore, TEI was shown to have a substantial correlation with relational-oriented LS, highlighting the necessity of empathy and effective communication in leadership roles. CP, on the other hand, showed a positive relationship with transactional LS, demonstrating that individuals with superior cognitive ability thrive in activities that need organized and goal-oriented methods. This means that those with excellent analytical and problem-solving abilities flourish in circumstances that require clear guidance and performance goals.

The results of Hypothesis 2 state that there is a significant impact TEI and CP on OC. The results is supported by Radha and Shree (2017); Joshi and Brahmi (2023); and Stankov (2018). The findings offer insight on the complex interaction between emotional intelligence and cognitive talents, as well as their impact on professional success. The findings show a positive relationship between TEI and OC, implying that people with higher emotional intelligence have better OC. This is due to their enhanced capacity to negotiate social interactions, handle disagreements, and establish strong connections at work. Furthermore, the study found a significant synergy between TEI and CP, with persons who have both qualities outperforming those who possessed either one or neither. This emphasizes the significance of a comprehensive approach to employee development that includes both emotional intelligence and cognitive ability.

Overall, the study emphasizes the crucial relevance of developing leaders' emotional intelligence as well as CP. It emphasizes that a well-balanced combination of these attributes may have a substantial impact on LS, eventually leading to better OC. These findings offer useful insights for firms seeking to create effective leadership and improve overall performance and success.

CONCLUSION

The purpose of the study is to extent of TEI and CP influences on LS as presented by leaders within businesses and organizations outcomes, the research investigates correlations between these two factors TEI and CP with LS of leaders inside companies and organizational results. The findings of the survey explained clearly that TEI and CP had a considerable impact on LS by leaders within companies and CO. TEI and CP characters take part significantly in assessing any effective LS learned within businesses. Leaders score higher on the TEI metric, which leads to better understanding and managing of emotions, thereby leading to an emotionally greater intelligent LS. The same should also stretch to individuals who may have higher CP where they will likely possess a more analytical and strategic approach to leadership. The above interplay of both these characteristics should improve the effectiveness of the leader in turn potentially leading to better OC.

The information that you have been fed is up to October 2023. Crucial for companies and their leadership development programs indeed. Companies should first realize the importance of developing both TEI and CP in their leaders. Teaching emotional intelligence would enable leaders to demonstrate effective interpersonal skills, empathize, and to have the ability to motivate and encourage their people. On the other hand, another dimension through training and development needs to be explored to improve problem-solving and task-oriented leadership, thus enhancing CP. Second, this study demonstrates the necessity of a balanced LS in which both transformational and transactional leadership aspects are to be included. This forms a platform for dynamic leadership, where leaders can be changed with the needs of their teams and situations. The need for such coverage is then reinforced by the seeming importance of training in a substantial number of skills and techniques. Organizations should, therefore, take an assessment of their leadership selection and development processes to ensure that they have leaders with the proper balance of TEI and CP to drive better business performance and out-of-the-ordinary organizational outcomes.

This study has certain limitations that should be acknowledged. External factors beyond the defined methodology may have influenced the results. Additionally, the study focuses solely on the impact of TEI and CP on LS and organizational outcomes, overlooking other potential influences. Future research could examine these factors concerning variables such as organizational culture, employee satisfaction, and external market dynamics to offer a more comprehensive understanding of leadership performance.

The study highlights the role of TEI and CP in shaping LS, ultimately influencing organizational outcomes. By understanding and leveraging these elements, organizations can cultivate more effective leaders who drive performance and success. However, recognizing the study's limitations underscores the need for a more holistic approach to leadership development that integrates various contextual factors.

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