
INVESTIGATING THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL SUCCESS ON WOMEN'S LEADER W.R.T. IT COMPANIES

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ABSTRACT

In modern technological era, there has been a significant amount of focus has been directed towards the significance of Emotional Intelligence (EI) in leadership, particularly with reference to women in leadership positions. The ability to identify, understand, control, and affect emotions is known as emotional intelligence, and it is becoming more widely recognized as a critical component of successful leadership. The impact of emotional intelligence (EI) on women's leadership styles is examined in this study, with a focus on how EI helps women overcome obstacles, build relationships, and establish welcoming and encouraging work environments. Strong emotional intelligence can help overcome the unique challenges faced by women leaders, such as gender bias and societal expectations. This study aims to show how women may use their emotional intelligence to enhance their leadership abilities, overcome organizational and societal obstacles, and inspire their teams by examining the connection between emotional intelligence and leadership effectiveness. This study was conducted with a sample of 100 employees in the IT Industry to examine the influence of Emotional Intelligence and Organizational success on Women's Leadership. This study emphasizes the relationship between the emotional intelligence and leadership effectiveness among women leaders and how important emotional intelligence is for both fostering inclusive and successful leadership practices in contemporary organizations as well as for attaining personal leadership success.

Keywords:

Emotional Intelligence, Leadership, Women's Leadership, Strategic Foresight, Social impact, Inspirational Motivation, Transformation of Women Leader, Organizational Success.

I. INTRODUCTION

The understanding of leadership has undergone considerable transformation over the years, particularly regarding gender dynamics. Traditionally, leadership has been largely linked to masculine characteristics, often neglecting the significance of emotional and interpersonal dimensions. However, contemporary studies have highlighted the critical role of emotional intelligence (EI) in effective leadership. Emotional intelligence is generally defined as the capacity to recognize, comprehend, manage, and influence emotions both personal and those of others has emerged as a vital factor in leadership effectiveness. In the context of women in leadership roles, emotional intelligence is instrumental in shaping leadership approaches, interpersonal relationships, and decision-making processes. Women leaders frequently encounter distinct challenges and biases, including societal expectations regarding leadership conduct and gender stereotypes. Nevertheless, their proficiency in utilizing emotional intelligence especially in areas such as empathy, self-awareness, and emotional regulation can greatly enhance their leadership effectiveness, assist in navigating these obstacles, and promote more inclusive and supportive workplace environments. This study aims to investigate the impact of emotional intelligence on women's leadership. It seeks to comprehend how emotional intelligence fosters effective leadership practices among women, influences their capacity to lead diverse teams, and aids in overcoming challenges such as gender bias and discrimination. By examining the intersection of emotional intelligence and female leadership, this research will provide valuable insights into how women can leverage their emotional competencies for more effective leadership, while also contributing to the broader conversation on diversity and inclusion in leadership.

II. REVIEW OF LITERATURE

Jain, R., & Ovais, D. (2025)

Through a thorough literature assessment, this study examines the dynamics of cross-cultural leadership in a technologically advanced society, examining how leaders manage heterogeneous teams in the face of swift technical improvements. The study highlights how crucial it is to comprehend cultural differences in communication, authority perception, decision-making, and work habits in order to successfully bridge cultural divides and capitalize on diversity. A thorough analysis of the literature demonstrates the important influence of national culture on leadership effectiveness, the function of cultural intelligence (CQ) in leading heterogeneous teams, and the fundamental skills needed for successful cross-cultural leadership. The results highlight the

intricacy and significance of cross-cultural leadership in the current globalized corporate landscape. Understanding and honoring various cultural norms and values is only one aspect of effective leadership; another is modifying one's style of leadership to fit various situations. For leaders to successfully negotiate cultural differences, establish trust, and interact with multinational teams, they must possess a high CQ. In cross-cultural contexts, ethical behavior is also essential for preventing miscommunications and fostering trust. Managing ethical attitudes, addressing customer behavior and corporate social responsibility (CSR), comprehending and adjusting to many cultures, and cultivating productive team dynamics in multicultural environments are among the challenges noted. Leaders must possess abilities including flexibility, moral conduct, and effective communication in order to effectively handle these difficulties.

Baranidharan, S., & Dhakshayini, K. N. (2024).

The results show that improved clinical decision-making, which is typified by superior patient-centered care and ethical concerns, is a result of higher EI levels among healthcare workers. Emotional intelligence (EI) competencies are linked to moral decision-making, successful leadership, and solid client relationships in both corporate and legal environments. In the field of education, emotionally intelligent teachers establish nurturing classrooms that promote improved pedagogical choices and the emotional health of their students.

Prummer, K., Human-Vogel, S., Graham, M. A., & Pittich, D. (2024, June).

This study shows a six-factor structure of emotional intelligence, with the empathy difficulty factor showing notable group variations. Peer group mentoring has been a successful strategy for helping leaders increase their emotional intelligence. Five of the six characteristics were mediated by the perceived significance of emotional intelligence for one's professional role, the company, and the industry. An indirect influence of gender was revealed by the moderated mediation analyses, which linked being a man to being more empathetic and trustworthy. The results emphasize the importance of organizational elements and peer mentoring methods in fostering emotional intelligence, underscoring its benefits for both individual and group well-being. All things considered, the study clarifies how to enhance emotional intelligence at every organizational level to promote both individual and group well-being.

Duan, W. H., Asif, M., Nik Mahmood, N. H., & Wan Zakaria, W. N. (2023)

This research suggest that women's leadership effectiveness in China is positively impacted by emotional intelligence. It's possible that women leaders who possess greater emotional intelligence perform better as leaders. It is also found that emotional intelligence (OC) has a good impact on high-performance leadership and corporate culture. Additionally, the study shows that Organization Culture (OC) mediates the relationship between emotional intelligence and high-performance leadership in China for women leaders. This means that OC supports and strengthens the connections between emotional intelligence and high-performance leadership in China. Therefore, in order to support the success of Chinese women leaders and organizations, organizations should focus more on the creation of OC.

Consten, J. (2023).

The study found that self-awareness, social skills, and empathy are the three main components of emotional intelligence. The results showed that social skills influence organizational dynamics and the work environment, empathy is essential for decision-making, and self-awareness empowers female leaders to foster a healthy work environment. The performance of the organization as a whole is impacted when women leaders use these three emotional intelligence components to successfully and effectively manage issues. Notwithstanding the study's shortcomings, the conclusions went beyond corporate settings and might help women in a variety of leadership roles.

Zohair H. Al-Zoubi, et.al. (2023)

The purpose of this study was to identify and analyze: the effect of visionary leadership on teacher professional commitment, and the effect of job rewards on teacher professional commitment. The research subjects were of teachers State Senior High School in Banda Aceh with a total sample of 252 people taken by means of stratified proportional random sampling, data were analyzed using path analysis after calculating the correlation of all research variables in the form of a matrix. The results of the analysis of the effect of exogenous variables on endogenous variables in each substructure were obtained Visionary leadership has a positive effect on teacher professional commitment of 0.466, Job rewards have a positive effect on teacher professional commitment of 0.589. The research results illustrate that there is a positive direct effect of visionary leadership on teacher professional commitment of 46.6%, and there is a direct positive effect of job rewards on teacher professional commitment of 58.9%.

Saha, S., Das, R., Lim, W. M., Kumar, S., Malik, A., & Chillakuri, B. (2023).

A crucial aspect of leadership is emotional intelligence (EI), which is the capacity of leaders to recognize how their feelings and behaviors impact others around them in the company. The goal of this paper is to present cutting-edge perspectives on leadership and emotional intelligence. The role and manifestation of emotional intelligence (EI) in leadership, its worth for human resource management, and the significance of its congruence for effective leadership in influencing the future of work are all highlighted in this study, which also provides insight into current trends and future directions for leading by feeling.

Manko, J. (2023).

There are theoretical and practical ramifications to this research. First, it has been proposed that transformational and instrumental leadership may be precursors to the UTAUT paradigm, impacting each of its four sub-dimensions. Second, it has been proposed that the emotional intelligence of team leaders and employees can moderate the impact of social influence and conducive environments. There are suggestions for practical consequences pertaining to the culture of the organization. Additionally, training courses on emotional intelligence and technological expertise are suggested in order to address the hard and soft skills of managers and employees. Additionally, companies should emphasize emotional intelligence in the hiring process in addition to technological know-how. Implications for further study are also suggested.

Tan, K. T. L., Voon, M. L., & Ngui, K. S. (2022).

In order to improve the training program for professionals in the fields of health care and public health based on contemporary concepts about the necessary leadership skills and competence, the goal of this study was to identify and compare the most important personal features, as well as the social and psychophysiological characteristics of future health-care managers. Along with excellent hands-on experience in healthcare as part of the residents' curriculum, the extra emotional intelligence training during the higher education program can be successful.

Panda, S. S., & Banik, K. (2019)

The term Emotional intelligence has created women to be aspiring leaders. Feelings of anxiety are at a record-breaking high, digitization has quickened business to a practically drastic speed. Pioneers assume a key job in authoritative change, which acquires constructive change the association, gatherings, relational connections and the earth. The present business issues require

pioneers with assorted ranges of abilities, points of view, and encounters. Having more women at the best empowers people to provoke one another and have better and increasingly adjusted meeting room discussions. Organizations additionally need to make it consistent and simple for women to hold their positions while dealing with their families.

III. OBJECTIVES OF THE STUDY

1. To investigate the relationship between emotional intelligence and leadership effectiveness among women leaders.
2. By focusing specifically on women leaders, this research aims to uncover unique insights into how emotional intelligence traits such as self-awareness, empathy, adaptability, and interpersonal skills contribute to the visionary capabilities of women in leadership roles.
3. To explore how emotional intelligence contributes to visionary and transformational leadership styles in women.
4. To recommend strategies for enhancing emotional intelligence among aspiring and current women leaders.

Hypothesis

H₀₁: There is a significance positive relationship between emotional intelligence and leadership effectiveness among women leaders.

H₀₂: There is a significance higher levels of emotional intelligence with greater transformational leadership behavior.

H₀₃: There is a significance in women leaders with higher emotional intelligence demonstrate stronger decision-making and conflict resolution skills.

H₀₄: There is a significance in women leaders who score high in emotional intelligence components do not achieve higher team performance or better Organizational outcomes.

H₀₅: There is a significance relationship training in emotional intelligence skills lead to measurable improvement in leadership competencies among women.

IV. RESEARCH METHODOLOGY

Research Design:

The study will employ a quantitative research design. This design is appropriate as it allows the researcher to systematically measure A study on the impact of Work Motivation in Shaping Women

Leaders in Higher Education Institutions in Chennai through data collection from a small sample size. The findings will be analyzed using statistical methods to conclude the relationships between the variables.

Sampling Technique:

Random Sampling: This method ensures that the sample includes representation from the IT companies in Chennai.

Data Collection Methods: Primary Data and Secondary Data.

The primary data will be collected using structured questionnaires. The questionnaire will include both closed and Likert scale-based questions to measure the key constructs: Emotional Intelligence and Women's leadership.

Survey Instrument: The questionnaire will be developed based on established frameworks and adapted to the context of women in leadership roles in IT companies (Team leaders, Managers). I have used ANOVA table and Percentage Analysis for the data interpretation, along with the data charts.

Sample Size: 100 Employees from the different IT Companies.

Research Methodology

A mixed-methods approach was employed, combining a comprehensive literature review, qualitative interviews surveys. Interviews with women leaders from various sectors provided in-depth insights into their use of EI in leadership. Quantitative data was collected using validated EI and leadership assessment tools, and statistical analysis was performed to identify significant correlations and patterns. Additionally, comparative analysis with male leaders highlighted gender-specific dynamics in the application of Emotional Intelligence to leadership.

V. RESEARCH ANALYSIS**Hypothesis 1:**

H₀: There is no significance positive relationship between emotional intelligence and leadership effectiveness among women leaders.

H₁: There is a significance positive relationship between the emotional intelligence and leadership effectiveness among women leaders.

ANOVA TABLE 1

Experience	Sum of the squares	Degree of freedom	Mean square	F square	P value
Between Group	956.537	16	59.786	3.168	0.0002
Within Group	1585.318	84	18.873		
Total	2541.855	100			

Interpretation:

ANOVA was done to identify the relationship between the emotional intelligence and the experience of the women leaders. The output was represented in the Table No.1. it was found that ($F= 3.168$, $p=0.0002$) which is $p<0.05$. Hence Null Hypothesis is rejected at 5% level of significance. This shows there is a significance positive relationship between the emotional intelligence and leadership effectiveness among women leaders.

Hypothesis 2:

H₀: There is no significance higher levels of emotional intelligence with greater transformational leadership behavior.

H₁: There is a significance higher levels of emotional intelligence with greater transformational leadership behavior.

ANOVA TABLE 2

Experience	Sum of the squares	Degree of freedom	Mean square	F square	P value
Between Group	967.104	16	60.444	3.405	0.0001
Within Group	1691.084	84	17.751		
Total	2318.188	100			

Interpretation:

ANOVA was done to identify the relationship between the emotional intelligence and the experience of the women leaders. The output was represented in the Table No.1. it was found that ($F= 3.405$, $p=0.0001$) which is $p<0.05$. Hence Null Hypothesis is rejected at 5% level of significance. This shows there is a significance higher levels of emotional intelligence with greater transformational leadership behavior.

Hypothesis 3:

H₀: There is no significance in women leaders with higher emotional intelligence demonstrate stronger decision-making and conflict resolution skills.

H₁: There is significance in women leaders with higher emotional intelligence demonstrate stronger decision-making and conflict resolution skills.

Model Summary**TABLE 3**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.364 ^a	0.133	0.121	3.75801

a. Predictors: (Constant), EI Total

Coefficients ^a**TABLE 4**

Model		Unstandardized Coefficients B	Standard Error	Standardized Coefficient Beta	t	Sig.
	Constant	7.398	1.670		4.429	0.00
	EI Total	0.334	0.100	0.364	3.341	0.001

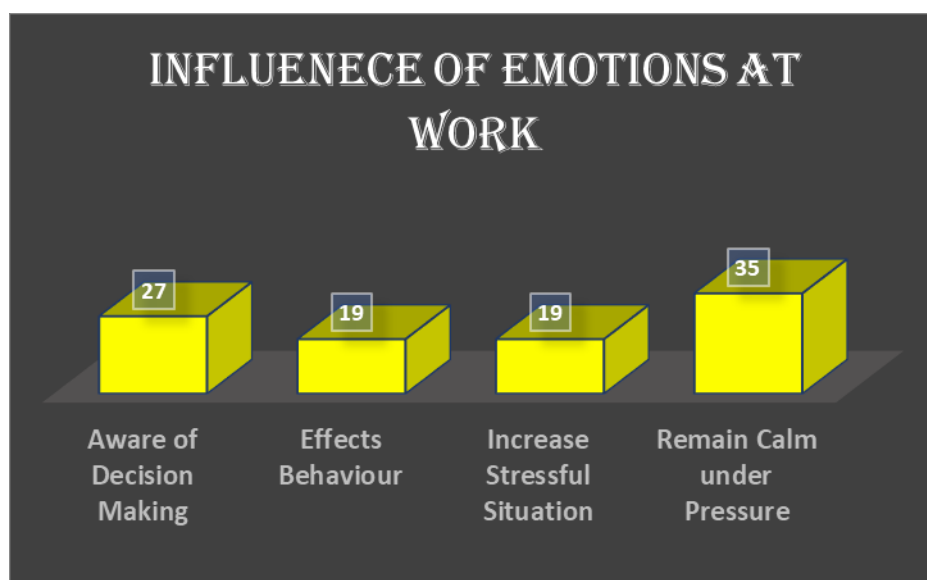
Interpretation:

From the Table it can be seen that R Value=0.364 and R² Value=0.133. it can be concluded that 36.4% of influence in women leaders with higher emotional intelligence demonstrate stronger decision-making and conflict resolution skills. From the Table it can be seen that (t=3.341, β =0.364) and the p Value > 0.05 which signifies there is a significance in women leaders with higher emotional intelligence demonstrate stronger decision-making and conflict resolution skills. Hence, the H₀ is rejected at 5% level of significance.

VI. PERCENTAGE ANALYSIS

1. Influence of Emotional Intelligence in the women employees at work

Factors	No. of Respondents	Percentage
Aware of Decision Making	27	27%
Effects Behaviour	19	19%
Increase Stressful Situation	19	19%
Remain Calm under Pressure	35	35%
Total	100	100%



The influence of Emotional Intelligence in the women employees at work, 27% of the women employees are aware of the decision they are making, 19% of them say that their emotion doesn't affect their behaviour, 19% of them say that their emotion is stable during stressful situations and 35% remain calm under pressure.

2. Self- Regulation

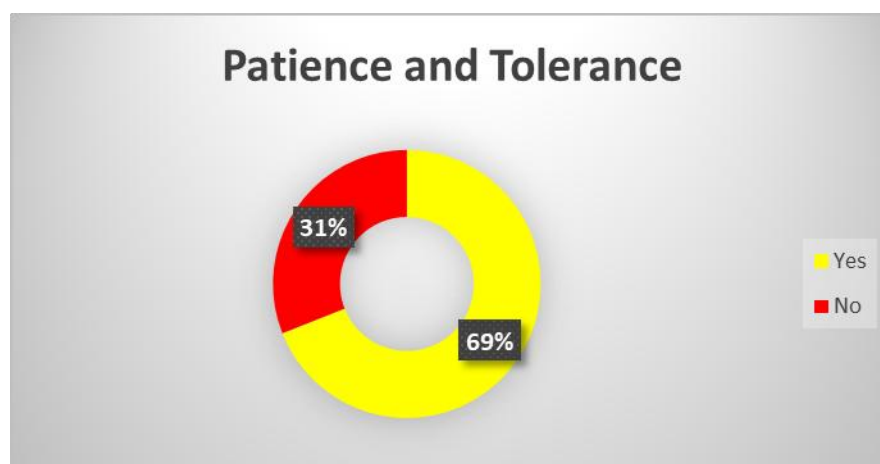
Factors	No. of Respondents
Thinking before acting	28
Avoiding rash decision	18
Flexible to changing situation	23
Open to new ideas	21
Accepting Feedback	10
Total	100



The women employees at work are self- regulated under various situations. 28% of the women employees they think before acting, 18% of them avoid rash decision making, 23% of them are flexible to the changing situation in their work place, 21% are open to the new ideas given by the subordinates and the peer group members and only 10% of the women leaders accept feedback given by others.

3. Patience and Tolerance:

Factors	Yes	No	Total
Patience and Tolerance	69	31	100



The women Leaders 69% remain patience and tolerate the circumstances in a polite manner and 31% of them loose their patience and tolerance level at work.

4. Women Leaders Attitude towards Organizational Change:

Factors	Responses
Adapt quickly to changes in the organization	29
Remain flexible when plans change unexpectedly	27
Inspire others to support organizational changes	18
Lead by example implementing changes	26
Total	100



29% of women leaders adapt swiftly to organizational changes, 27% maintain flexibility when plans alter unexpectedly, 18% motivate others to embrace organizational changes, and 26% set an example by implementing changes in the attitudes of women leaders towards organizational transformations.

VII. FINDINGS & SUGGESTION

Emotional intelligence and the effectiveness of leadership are interconnected. The research indicated that among female leaders, emotional intelligence (EI) and leadership effectiveness exhibited a positive and statistically significant correlation. Leaders with higher EI scores showed more proficiency in team management, wise decision-making, resolutely and confidently overcoming challenges. Emotional Intelligence Traits' has a special contributions to Transformational Leadership. It has been discovered that emotional intelligence qualities, specifically self-awareness, empathy, adaptability, and interpersonal skills, greatly improve women leaders' capacity for vision. These qualities encourage the team alignment with strategic goals, promoted long-term thinking, and helped create inclusive and inspiring cultures. It is found out that there is a positive relationship between emotional Intelligence and leadership effectiveness among women leaders.

Further, this study has found out that the higher level of emotional intelligence with greater transformational leadership behaviour is visioned among the women leaders. It is also emphasizing

that the women leaders with higher emotional intelligence demonstrate stronger decision making and conflict resolution skills. A number of strategies were suggested to improve EI among women in leadership roles based on the statistics and qualitative input, including the use of organized workshops and EI development programs, encouraging partnerships of coaching and mentoring centered on interpersonal and emotional development. Promoting self-reflection techniques like journaling and feedback-based education, establishing programs for inclusive leadership development that emphasize both technical and emotional competencies.

VIII. CONCLUSION

This study reveals how important emotional intelligence is in determining a woman's performance as a leader. In addition to the encouraging essential leadership skills like conflict resolution and decision-making, emotional intelligence also greatly enhances women's ability to be visionary and transformative in leadership positions. Through fostering qualities such as self-awareness, empathy, adaptability, and interpersonal skills, flexibility, women leaders can stimulate creativity, cultivate confidence, and propel the success of organizations. The results highlight the necessity for institutions and businesses to give emotional intelligence top priority in frameworks for developing leaders. Aspiring and established female leaders can be empowered by putting specific EI-building techniques into practice, which will guarantee their continued influence in a variety of leadership scenarios in the IT Companies.

IX. SCOPE OF THE STUDY

1. This study will concentrate on women in leadership positions across various sectors, including corporate, non-profit, and governmental organizations.
2. The scope encompasses both qualitative and quantitative approaches to gather comprehensive data.
3. Qualitative methods such as interviews and case studies will be employed to capture nuanced experiences and perceptions of emotional intelligence among women visionary leaders.

4. Quantitative surveys will be used to assess emotional intelligence competencies and their correlation with leadership effectiveness as perceived by peers, subordinates, and organizational stakeholders.
5. The geographical scope of this study will be primarily focused on a specific region or country, yet findings may be generalized to broader contexts with caution.
6. The study will also consider contextual factors such as cultural influences, organizational structures, and leadership challenges specific to women in leadership roles.

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