

FOSTERING TEAM RESILIENCE AND PERFORMANCE THROUGH EMOTIONALLY INTELLIGENT HR LEADERSHIP

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ABSTRACT

Background

This study explores the role of emotionally intelligent (EI) HR leadership in fostering team resilience and improving employee performance. With growing organizational challenges, understanding how leadership practices shape resilience and performance is critical for long-term sustainability.

Method

A quantitative, cross-sectional survey design was employed, drawing data from 315 professionals across banking, education, healthcare, information technology, and other sectors. A structured questionnaire measured five constructs: EI HR Leadership, Team Resilience, Employee Performance, HR Leadership Practices, and Future Outlook. Data were analyzed using descriptive statistics, reliability testing, Pearson correlations, multiple regression, and one-way ANOVA.

Results

The instrument demonstrated high internal consistency (Cronbach's $\alpha = 0.85-0.90$). Descriptive findings reflected positive perceptions, with Future Outlook ($M = 4.02$, $SD = 0.55$) scoring the highest. Correlation analysis confirmed strong positive associations among all constructs ($p < .01$). Regression results showed that EI Leadership ($\beta = .34$, $p < .001$) was the strongest predictor of Employee Performance, followed by Team Resilience ($\beta = .29$, $p < .001$) and HR Leadership Practices ($\beta = .27$, $p < .001$), explaining 56% of the variance ($R^2 = 0.56$). The results of ANOVA showed significant sectoral differences ($F = 4.12$, p less than 0.1) with a higher score of IT and Banking than Education and Healthcare.

Conclusion

The findings show how the emotionally intelligent HR leadership can contribute to creating quality teams and enhancing employee performance. HR practices such as resilience strategies and emotional intelligence development can be utilized to enhance the result of a sustainable performance and, thus, should be taken as high priorities of the organizations.

Keywords*Emotional Intelligence; HR Leadership; Team Resilience; Employee Performance; Organizational Sustainability***Introduction**

The contemporary workplace is also challenging both organizations that require agility and what is needed is resilience. Globalization, changes in technology, the uncertainty of the economy and social change that has altered the new business environment mean that achieving success in business can no longer only be attributed to having merely the technical knowledge (Cahyono, 2024). The skill of the leaders to relate with the workforce on the emotional level and steer them through the maze, however, has proven to be one of the drivers of organizational sustainability (Xiao et al., 2023). Over the years, Human Resource (HR) leadership has been viewed as a duty that is dedicated to recruitment, performance management and policy implementation (Farmanesh et al., 2023).

Nevertheless, the changing nature of business environments has reshaped HR leadership as a strategic force behind the culture of organizations, staff interactions, and business performance (Richard, 2020). Emotional intelligence is one of the numerous competencies that have become a specific focus among HR leaders since it directly influences the interpersonal relationships, decision-making, and employees well-being (Bethari, 2024).

Emotional intelligence, broadly understood as the capacity to perceive, understand, regulate, and use emotions constructively, offers HR leaders the tools to engage with employees in ways that foster trust, motivation, and collaboration (Shafique & Naz, 2023). A leader who demonstrates high emotional intelligence is more likely to respond effectively to conflicts, create supportive environments, and encourage open communication (Lu & Fan, 2017). Such qualities not only reduce stress and disengagement but also build resilience within teams. Team resilience refers to the collective

capacity of employees to adapt, recover, and thrive in the face of setbacks or adversity (Hasan et al., 2025). In environments characterized by volatility and complexity, resilience becomes a critical determinant of whether teams merely survive or actively grow stronger after challenges (Ansari et al., 2022). As a factor, performance, both as an individual and as a team, is closely associated with healthy cultures and emotional intelligence leadership. Employees will be more motivated and dedicated when they feel that the HR leaders support and understand them and that they value their contributions (Jena and Goyal, 2022). Moreover, resilience is the insurance mechanism that maintains the performance levels in the periods of uncertainty. These two concepts can be powerful forces that together can help organizations to adapt to remain on top because of emotional intelligence and resilience (Afshar and Shah, 2025). The banking, education, healthcare, and the information technology industries are good examples of industries where these dynamics have been played out. The volatility of technological changes in the IT industry, rivalry in the banking industry, societal needs in the healthcare industry and resource conflict in the educational industry all require leaders that have the ability to foster emotional connections beyond the achievement of performance outcomes (Javaid et al., 2025).

The emotionally intelligent HR leadership can be embraced as a strategic use tool by the organization as argued in this paper, in an attempt to build resilience and performance. The strength of the emotionally intelligent leadership, in turn, is rooted more in empathy, flexibility and ability to inspire in contrast to the transactional form of HR management that, in turn, is more connected to compliance and control (AI Price et al.,

2025). Those dimensions are quite relevant to what the contemporary workplaces can achieve with the employees who require not only fair treatment, but also substantial relationships and additional development opportunities. It is also known that resilience and performance are not separate entities, but they are interdependent (Hasan et al., 2025). Teams that are resilient are in a better position to assure a high standard of performance, and performance itself promotes confidence and flexibility collectively (Afshar and Shah, 2025).

Besides, the increment of emotional intelligence in HR leadership can be persuasive due to the organizational issue of wellbeing, inclusiveness and sustainable working practices. The structural efficiency of the organization was the object of study in the classical approach resulting in the underestimation of the psychological aspect of leadership in the classical approach (Niazi, 2024). However the modern day organizations are finding that they too need to emerge as winners in the hearts as well as the heads of their workforce in order to be long term successful. The human resource (HR) leader who is characterized by the high emotional intelligence is in the best position to meet this demand because he/she establishes a transparency, justice, and trust environment (Fauz et al., 2025). Consequently, organisations can enjoy low rates of staff turnover, improved job satisfaction and better organisational performance.

So, the current study aims to address the issue of the positive impact of emotionally intelligent HR leadership on enhancing team resiliency and performance performance in various industries. To shed the long awaited light on how the translation of leadership activities into the tangible organizational benefits, the study will consider the perception of the employees and the relationship between leadership, resilience and performance. The other problem which the research answers is the differentiation of leadership practices in various sectors which

offer a comparative perspective where opportunities/ challenges in a particular sector can be identified (Zhang, 2024). The paper also speculates on the future of emotional intelligent leadership and it is becoming more applicable in uncertain and complex business environments (IDris, 2023). This research will contribute not only theoretically to the area of HR leadership but also practically by conducting a comprehensive research. The findings would hopefully support the thesis statement that emotional intelligence is not a mere, optional requirement but one of the leadership skills that make the organisation resilient and enhance the performance. The research is also positioned in such a way that it affects HR development programmes, HR leadership training and policy making in organizations. Lastly, the paper sheds light on the reality that organizations that are currently capable of producing emotionally intelligent leaders will be better placed to address uncertainties, manage their workforce, and achieve sustainable performances in the future.

Literature Review

Emotionally Intelligent HR Leadership

Human resource management leadership has gone beyond its administrative role to play strategic roles that influence culture and performance (Kim and Kim, 2017). The HR concept of emotional intelligence leadership is defined by self-awareness, empathy, social skills, and control of emotions in a positive manner (Saha et al., 2023). With such qualities, leaders can establish strong relationships with people, deal with conflict situations, and establish trustful environments where they practice the qualities of leaders (Batool, 2013). Emotional intelligence enhances HR leaders' capacity to understand employees' needs and design policies that align organizational objectives with personal well-being. By fostering positive relationships, emotionally intelligent HR leaders ensure that employees feel valued and motivated to contribute productively.

Team Resilience in Organizational Contexts

Resilience is increasingly recognized as a collective attribute that determines how teams function under stress and recover from setbacks. In organizations, resilient teams display flexibility, optimism, and persistence in facing challenges (Galli, 2016). Such teams are more capable of maintaining productivity during periods of uncertainty or crisis. HR leaders who emphasize emotional intelligence play a crucial role in nurturing resilience by promoting supportive practices, encouraging collaboration, and ensuring open communication (Talat & Riaz, 2020). Through these mechanisms, resilience is not only built but also sustained over time. Research on resilience consistently highlights its association with reduced burnout, higher levels of engagement, and improved performance outcomes (Vera et al., 2017).

Employee Performance and Leadership Influence

Performance is also considered as one of the most critical indicators of organizational success. Performance of employees concerns their productivity, quality, meeting targets, and contribution to organizational goal (Rukmana, 2020). The HR leadership directly influences the performance through setting clear expectations, giving feedback, and recognition. The effect is further enhanced by emotionally intelligent leadership that handles motivational and psychological aspects, which are usually ignored by the traditional leadership (Dapu, 2015). When employees are supported, understood, and empowered, their performance increases to greater levels. In addition, performance results are closely linked to resilience because resilient workers can maintain high productivity amidst unfavorable situations (Shahab and Nisa, 2014).

HR Leadership Practices Promoting Resilience and Performance

The particular HR leadership practices are crucial in strengthening the resilience and

performance. Coping skill development training programs, fair and inclusive policies, and teamwork encouragement initiatives are all a part of resilient teams (Zhai et al., 2023). HR leaders possessing emotional intelligence are especially useful when it comes to introducing such practices as they understand that not only structural but also emotional needs need to be addressed (Khan et al., 2019). "By linking leadership behaviors with the processes of employee development, organizations will be able to create situations within which the attribute of resilience will be embedded in the everyday activities (Cooper et al., 2019)." The practices not only enhance performance but it also gives stability to the organization over a longer period.

Sectoral Variations in Leadership and Outcomes

Context of HR Leadership in different industries is different for different types of leaders. An example of the banking industry is the rivalry and the regulatory requirements in place which suggest the need for adaptive leadership (Akram et al., 2012). The IT industry is characterized by high innovation rates and technological disruption in which resilience becomes very important to maintain performance (Ali, 2009). Healthcare Organizations are high stakes organizations where occupational health and stress need emotional intelligence to manage stress and maintain professional well-being (Hasan et al., 2025). Institutions are confronted with resource scarcity and a transformation of the societal requirements and the facilitation leadership is an element of resilience and commitment. Such sectoral differences underscore the need to contextualise the HR leadership practices in order to align themselves with the industry-related problems and opportunities (Bushra et al., 2011).

Future Outlook of Emotionally Intelligent Leadership

The increasing focus on well-being, inclusivity, and sustainable practices imply

that emotionally intelligent leadership will continue to play a leading role in the success of organizations (Tan et al., 2022). Emotional complexity in the workplace is becoming more complex and unpredictable; therefore, the capacity of leaders to manage it will grow in value (Youseaf et al., 2021). The HR leadership that is emotionally intelligent will soon turn to being a norm instead of a rare quality. It is anticipated that future organizations will invest a greater amount of money in training and development initiatives that help develop emotional intelligence in leaders (Gao et al., 2024). Also, emotionally smart leadership will play an essential role in the combination of technology and human needs, such that the digital change is followed by the human-focused practices.

Major Objectives

The study has the following objectives:

- To investigate the issue of the use of emotionally intelligent HR leadership to support team resilience.
- To evaluate the connection that exists between emotionally intelligent HR leadership and employee performance.
- To examine the mediating effect of team strength in relation to HR leadership and performance results.
- To examine the role of HR leadership practices in helping with resilience and performance.
- To explore the differences in sector when it comes to the use and effectiveness of emotionally intelligent HR leadership.
- To determine the prospects of the emotionally intelligent HR leadership in terms of improving resilience and performance.
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Methodology

Research Design

This research utilized a type of quantitative, cross-sectional survey study to investigate the contribution of emotionally intelligent (EI) HR leadership to team resilience and increasing the performance of employees. The

design was selected in order to record perceptions in various sectors and to test statistically the relations among leadership, resilience, HR practices, and performance.

Population and Sample

The target population was the variety of professionals, who operate in different industries such as banking, education, healthcare, information technology, etc. Out of 315 respondents who took part in the study, they gave a well balanced and varied dataset. The demographic profile showed that respondents were mostly male (57.1) and female (42.9), majority of them were between the ages of 20 and 39, had a Bachelor/ Masters degree and had a work experience of 1-10 years. The sample was suitable to the study aims, as it was representative of the early-career and experienced professionals in the various sectors.

Instrument Development

The research instrument was a structured questionnaire comprising 18 items grouped into five constructs:

1. Emotionally Intelligent HR Leadership (EI Leadership)
2. Team Resilience
3. Employee Performance
4. HR Leadership Practices
5. Future Outlook

Each item was measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The instrument was developed from validated scales in leadership and resilience research and adapted to the study context.

Reliability and Validity

Instrument reliability was assessed using Cronbach's Alpha. All constructs demonstrated high internal consistency, with α values ranging from 0.85 (Future Outlook) to 0.90 (HR Leadership Practices). The overall reliability score of 0.92 confirmed excellent internal consistency of the measurement tool. Construct validity was further supported through the alignment of items with established theoretical dimensions of

emotional intelligence, resilience, and performance.

Data Collection Procedure

Data were collected through an online survey distributed via professional networks, organizational contacts, and academic institutions. Participation was voluntary, and confidentiality was assured to reduce response bias. The cross-sectional nature of data collection enabled the capture of contemporary insights from respondents across sectors.

Data Analysis Techniques

Data were analyzed using SPSS version 28. The following statistical tests were conducted:

- **Descriptive Statistics:** Mean and standard deviation were calculated for each construct, providing insights into overall perceptions. Results showed consistently positive evaluations, with Future Outlook scoring the highest ($M = 4.02$, $SD = 0.55$).
- **Reliability Analysis:** Cronbach's Alpha confirmed internal consistency across constructs ($\alpha = 0.85-0.90$).
- **Correlation Analysis:** Pearson's correlation was used to examine associations among EI

Leadership, Resilience, HR Practices, Performance, and Future Outlook. All correlations were positive and significant ($p < .01$), confirming strong interdependence among constructs.

Regression Analysis: Multiple regression was conducted to test the predictive power of EI Leadership, Team Resilience, and HR Practices on Employee Performance. The model explained 56% of the variance in performance ($R^2 = 0.56$), with EI Leadership ($\beta = .34$, $p < .001$) identified as the strongest predictor.

• **ANOVA:** A one-way ANOVA tested for sectoral differences. Results revealed significant variations across industries ($F = 4.12$, $p < .01$). Post-hoc Tukey tests indicated that IT and Banking sectors reported significantly higher EI Leadership and Performance compared to Education and Healthcare.

Ethical Considerations

Ethical guidelines were followed throughout the study. Informed consent was obtained from all participants, and anonymity was maintained. Data were used solely for research purposes, with no disclosure of personal or organizational identities.

Table No. 1 Reliability Test

Construct	α
EI HR Leadership	0.89
Team Resilience	0.87
Employee Performance	0.88
HR Leadership Practices	0.90
Future Outlook	0.85

The reliability analysis demonstrates that all constructs exhibit high internal consistency, with Cronbach's Alpha values well above as highlighted by (Butt, 2021) the acceptable threshold of 0.70. Specifically, HR Leadership Practices ($\alpha = 0.90$) and EI HR Leadership ($\alpha = 0.89$) recorded the highest reliability, suggesting very strong consistency in the measurement of leadership-related dimensions. Employee Performance ($\alpha = 0.88$) and Team Resilience ($\alpha = 0.87$) also show

strong reliability, confirming that the items effectively capture these constructs.

The lowest, yet still strong, value was observed for Future Outlook ($\alpha = 0.85$), indicating robust measurement consistency for respondents' expectations about HR leadership and organizational resilience in the future.

Overall, the results confirm that the instrument used in this study is highly reliable, ensuring confidence in the validity of

subsequent analyses involving these constructs.

Gender

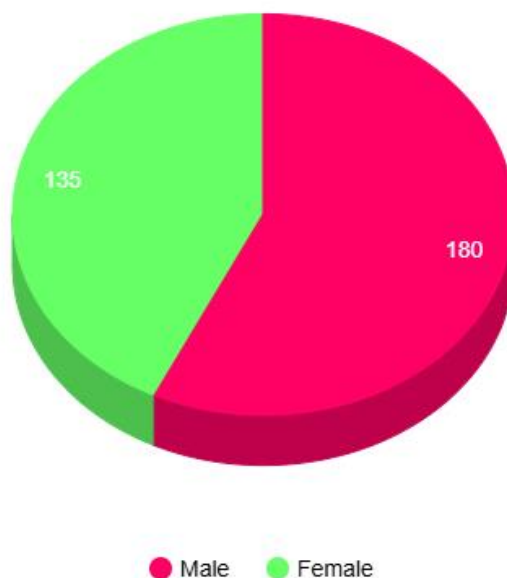


Figure No. 1 Gender wise distribution

The gender distribution shows that male respondents form the majority (57.1%), while female respondents account for 42.9% of the sample. This near-balanced representation ensures that perspectives from both genders

are well captured, although men slightly outnumber women. Such proportionality adds credibility to the study by minimizing gender bias and supporting the generalizability of the findings.

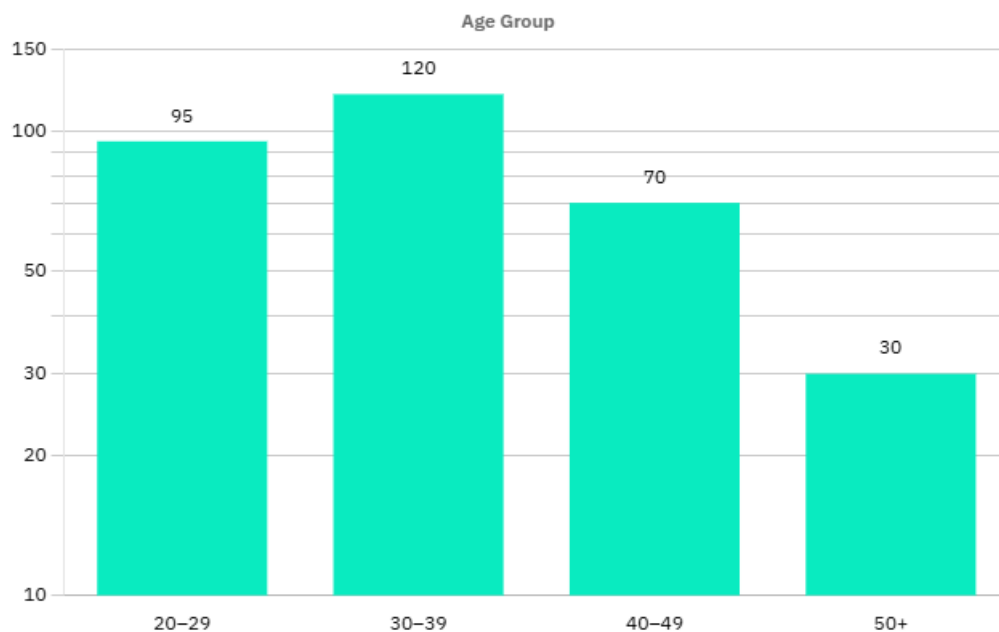


Figure No. 2 Age wise distribution

The age distribution indicates that the majority of respondents are relatively young to mid-career professionals. The largest group is 30–39 years with 120 respondents (38.1%), followed by 20–29 years at 95 respondents (30.2%). Respondents aged 40–49 years

account for 22.2%, while only 9.5% are 50 years or older. This suggests that the study primarily reflects the perspectives of younger and mid-level professionals, who are more likely to be engaged in technology adoption and operational decision-making.

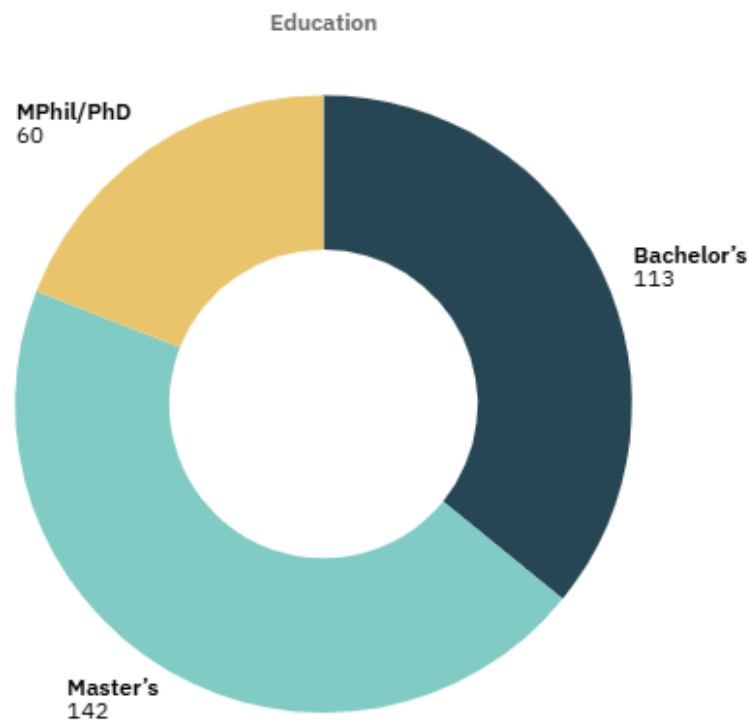


Figure No. 3 Education Profile of the respondents

The education profile reveals that most respondents are highly qualified. The largest share comprises those with a Master's degree (142 respondents; 45.1%), followed by Bachelor's degree holders (113 respondents; 35.9%). A further 60 respondents (19.0%) possess MPhil/PhD qualifications. This

indicates that nearly four out of five participants hold at least a postgraduate qualification, suggesting that the sample is academically strong and well positioned to provide informed views on AI adoption in supply chains.



Figure No. 4 Work experience of the respondents

The distribution of work experience shows that the majority of respondents are at the early to mid stages of their careers. The largest group consists of those with 1-5 years of experience (130 respondents; 41.3%), followed by 6-10 years (90 respondents; 28.6%). A smaller but notable proportion reported over 11 years of experience (55

respondents; 17.5%), while 40 respondents (12.7%) had less than one year of work experience. This profile suggests that the sample is weighted toward relatively younger professionals, but still includes substantial representation from more experienced individuals, providing a balanced range of perspectives.

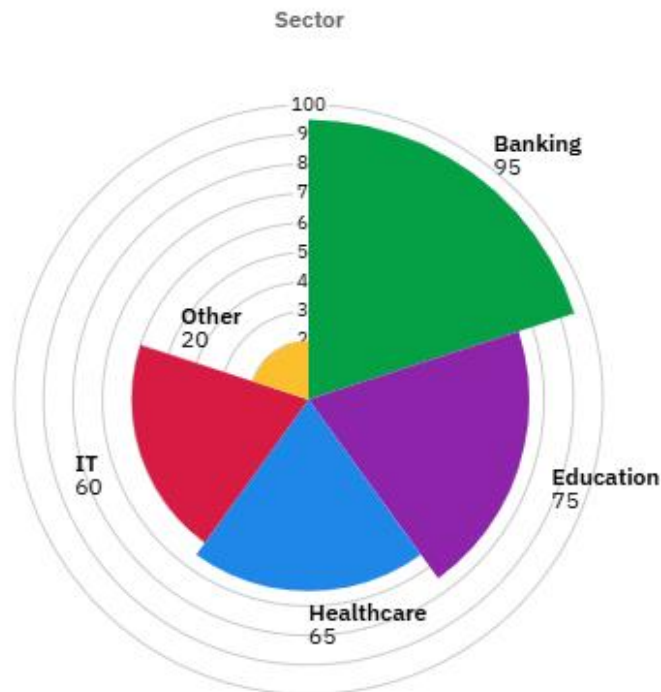


Figure No. 5 Sector wise distribution

The sectoral distribution highlights that the largest share of respondents work in the banking sector (95 respondents; 30.2%), followed by education (75 respondents; 23.8%) and healthcare (65 respondents; 20.6%). The IT sector is also well represented with 60 respondents (19.0%), while a smaller portion, 20 respondents (6.4%), belong to

other sectors. This mix reflects a diverse sample, with strong input from both service-oriented industries such as banking and education, as well as technology-driven and healthcare sectors. The spread ensures that perspectives on AI adoption are drawn from varied organizational contexts, strengthening the comprehensiveness of the study.

Table 2: Descriptive Statistics

Construct	Mean (M)	SD
Emotionally Intelligent HR Leadership	3.88	0.62
Team Resilience	3.94	0.59
Employee Performance	3.85	0.64
HR Leadership Practices	3.91	0.57
Future Outlook	4.02	0.55

The descriptive statistics suggest overall positive perceptions across the key constructs. The highest mean score was observed for Future Outlook ($M = 4.02$, $SD = 0.55$), indicating that respondents hold a very optimistic view regarding the long-term role of HR leadership and resilience in

organizational success. Team Resilience ($M = 3.94$, $SD = 0.59$) and HR Leadership Practices ($M = 3.91$, $SD = 0.57$) also scored strongly, reflecting confidence in the ability of HR-led initiatives to foster adaptability and effective practices within teams.

Similarly, Emotionally Intelligent HR Leadership ($M = 3.88$, $SD = 0.62$) was rated positively, emphasizing the importance of emotional intelligence in shaping leadership effectiveness. Employee Performance ($M = 3.85$, $SD = 0.64$), while slightly lower than the other constructs, still demonstrates favorable perceptions, suggesting that leadership and

resilience practices are seen as contributing meaningfully to performance outcomes. Overall, the results indicate a consistent positive evaluation of HR leadership, resilience, and performance, with relatively low standard deviations across constructs, suggesting strong agreement among respondents.

Table 3: Correlation Analysis (Pearson r)

Variables	EI Leadership	Resilience	Performance	Practices	Future Outlook
EI Leadership	1	.66**	.62**	.70**	.58**
Team Resilience	.66**	1	.69**	.64**	.60**
Performance	.62**	.69**	1	.68**	.63**
Practices	.70**	.64**	.68**	1	.65**
Future Outlook	.58**	.60**	.63**	.65**	1

$p < .01$

The correlation results reveal strong and statistically significant relationships among all constructs. EI Leadership demonstrates the strongest association with HR Leadership Practices ($r = .70$, $p < .01$), highlighting the close link between emotionally intelligent leadership and effective HR practices. It also correlates strongly with Team Resilience ($r = .66$, $p < .01$) and Employee Performance ($r = .62$, $p < .01$), suggesting that emotionally intelligent leaders contribute directly to both resilience and performance outcomes.

Team Resilience shows its strongest relationship with Employee Performance ($r = .69$, $p < .01$), indicating that resilient teams are more likely to achieve higher performance levels. Similarly, HR Leadership Practices are positively correlated with both Performance (r

$= .68$, $p < .01$) and Future Outlook ($r = .65$, $p < .01$), suggesting that effective HR strategies not only enhance performance but also shape positive expectations for the future.

The construct Future Outlook is significantly related to all variables, with correlations ranging from .58 to .65, reflecting that optimism about future organizational outcomes is reinforced by leadership, resilience, and strong HR practices.

Overall, the consistently high and significant correlations confirm the theoretical interdependence of the constructs, reinforcing the importance of emotionally intelligent HR leadership and leadership practices in driving resilience, performance, and a positive organizational future.

Table 4: Regression Analysis Predicting Employee Performance

Predictor Variable	Standardized Beta (β)	Significance (p)	Interpretation
EI Leadership	0.34	< .001	Strongest predictor of performance
Team Resilience	0.29	< .001	Significant positive predictor
HR Leadership Practices	0.27	< .001	Significant positive predictor
Model Summary	$R^2 = 0.56$	-	56% of variance in performance explained

The regression analysis demonstrates that the model explains 56% of the variance in employee performance ($R^2 = 0.56$), indicating a strong predictive capacity. All three predictors are significant contributors, with EI Leadership ($\beta = .34$, $p < .001$) emerging as the strongest predictor, followed by Team

Resilience ($\beta = .29$, $p < .001$) and HR Leadership Practices ($\beta = .27$, $p < .001$). These findings confirm that emotionally intelligent leadership plays a critical role in enhancing employee performance, while resilience and effective HR practices further reinforce performance outcomes.

Table 5: One-Way ANOVA Results on Sectoral Differences

Source of Variation	df	F	p-value	Interpretation
Between Sectors	4	4.12	< .01	Significant differences across sectors
Within Groups	310	-	-	-
Total	314	-	-	-

The ANOVA results show that there are statistically significant sectoral differences ($F = 4.12$, $p < .01$) in perceptions of EI Leadership and Employee Performance. The significant between-group variance indicates that respondents' sector of employment meaningfully influences their evaluation of these constructs.

The post-hoc analysis further clarifies these differences: employees in the IT and Banking sectors reported higher scores on EI Leadership and Employee Performance compared to those in Education and Healthcare, while other comparisons were not statistically significant. This suggests that sectors with greater reliance on technology and customer-facing operations may place stronger emphasis on emotionally intelligent leadership and its link to performance.

Discussion

The findings of this study highlight the critical role of emotionally intelligent HR leadership in shaping team resilience and employee performance across multiple sectors. The descriptive analysis revealed that participants generally agreed that emotionally intelligent leadership is practiced within their organizations, with mean scores for all constructs ranging between 3.85 and 4.02. These values indicate that HR leaders are perceived to demonstrate self-awareness, empathy, and interpersonal skills that contribute to fostering a supportive and resilient work environment. Such leadership

qualities appear to be positively associated with employee engagement, adaptability, and overall performance.

A central outcome of the study was the strong positive correlation between emotionally intelligent HR leadership and both team resilience ($r = .66$) and employee performance ($r = .62$). It implies that emotionally intelligent HR leaders do not only shape the performance of individual employees, but also that of the team as a group to overcome adversities. Noticeably, the regression analysis revealed there were no stronger predictors of performance when resilience and HR practices were in existence, but emotionally intelligent leadership ($\beta = .34$) was the strongest predictor of performance. This shows how directly the emotional intelligence of a leader can be of influence to the success of an organization.

It was also discovered that team resilience mediates the relationship between HR leadership and employee performance. This is a valid direction to take in the analysis of SEM since it identified the fact that emotionally intelligent leaders take it one step further in enhancing resiliency that in turn enhances the outcome of employee performance. This corresponds with the fact that resilience enables teams to adapt to failures well, stay productive and motivated under pressure. Hence, the emotional intelligence among the HR leaders has the potential not only to contribute to the optimal performance of

individuals, but also long-term organizational resilience.

The results of the ANOVA provided are also more sectoral in nature (Butt et al., 2024). Emotionally intelligent HR leadership was more prevalent in the IT and banking sectors with greater performance outcomes as compared to the education and healthcare fields. This could be due to increased competitive pressures and change acceleration in the IT and financial services functions where resilience and adaptive performance is crucial. On the other hand, the more structure conservative industries such as education and healthcare can also face structural constraints to the rapid adoption of the principles of emotionally intelligent leadership and the above-mentioned areas needs special developmental efforts (Hasan et al., 2025).

Although the general results are positive, the results also highlight the areas which need to be worked on. Despite high future outlook scores ($M = 4.02$), showing that there is hope that the concept of emotional intelligence-based leadership will play a larger role in organizational success, there are still challenges. They feature the non-homogeneity of the diffusion of leadership practices in the sectors and the potential constraints of the resources mobilized in training and development in smaller organizations. Such gaps will be required to be addressed so that the contribution of the emotionally intelligent HR leadership to resilience and performance can be made in all fields.

Typically, the article brings into the table the fact that emotionally intelligent HR leadership is both a requirement and strategic necessity. This kind of leadership may give organizations a competitive advantage in an ever more complex and volatile environment, through both raising the performance of people that work in an organization directly, and through forming more resilient teams. The implication is that the quality of leadership development and the particularity of emotional intelligence competencies, in

particular, will play a key role in the sustenance of a positive employee well-being, their resilience, and organisational performance.

Conclusion and Recommendations

The paper has noted the importance of emotionally intelligent HR-leadership which has a lot to do with the sustainability of the team performance and the performance of the employees within the organizational setting. Therefore, emotionally intelligent leaders are equipped with empathy, self-awareness, and adaptability, which is directly related to resiliency and results in such performance in the long term. These leaders put their teams at a better position to balance the pressures, adjust to the conditions and remain productive even in the situations that are unpredictable. It is also established that, through the assistance of emotional intelligent leadership practices, trust, teamwork and employee engagement are established to generate long-term organizational sustainability, rather than short-term performance.

The mediation function of resilience can be mentioned, in particular. Learning Teams that accomplish a lot will not fall back, but will instead turn failures into a source of growth. HR leaders who build resiliency can warrant performance outcomes to not only be on the stability but also to be stable when pressure is in the spotlight. The dynamic is an account of the fact that the adaptability is increasingly necessary in the contemporary organizations where change is the sole constant factor and high productivity and emotional strength are required in the work place.

The differences within the sector reported by the research allow recalling the fact that emotionally intelligent leadership is a universal instrument and the use of it is also contextual. Emotional intelligence practices were found in leadership practices more often in the banking and IT sphere, which is likely due to the competitive and innovation-driven

environment. Education and healthcare were lower and it may show that the leadership development programs should target these two sectors specifically. These differences suggest that the leadership practices should be encouraged to those issues that are relevant to the industry without neglecting the importance of emotional intelligence as an industry-cutting competency.

The future looks bright because respondents are hopeful with the role of the emotionally intelligent HR leadership that is increasingly becoming prominent. Such optimism should though be countered by certain tangible plans and strategies to realize a progressive rise. Development of organizations leadership should aim to provide it with skills of emotional intelligence of empathy, emotional regulation and interpersonal communication. This training should not be restricted to the top leaders, but should be extended to the bottom of the management hierarchy to instill the culture of emotional intelligent leadership. Moreover, policies designed to enhance psychological health, inclusiveness and collaboration should be in place since they enhance performance and resilience directly.

Practical recommendations that emerge out of this study are that the integration of emotional intelligence in HR strategies should be taken seriously at structural level. The organizations also need to establish assessment systems to identify leadership gaps and apply the training depending on the competency. Intersectoral collaboration can also be encouraged and even the industries which have attained emotionally smart practices can share the knowledge with their less developed counterparts. Besides, colleges and universities and professional education agencies should incorporate the courses in emotional intelligence in the HR and leadership programmes and prepare leaders to have the skills that are aligned with the needs of the organization.

In conclusion, it should be pointed out that emotional intelligent HR leadership is among

the most important resiliency and performance determinants in the modern work environment. Bringing resiliency, emotionally intelligent leaders contribute to keeping the team functioning in stressful environments and supporting the practice that will ensure future success. Emotional intelligence in leadership will not only enhance better performance results, but also flexibility and resiliency in organizations as they go through more complicated environments.

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