

# The Impact of Emotional Intelligence on Administrative Leadership Characteristics

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**Abstract.** This research investigated administrators' leadership characteristics and emotional intelligence within Chengdu Road and Bridge Construction of CDCEG, Chengdu, China. The study was undertaken by surveying 121 administrators using the Multifactor Leadership Questionnaire (MLQ) and the Bar-On Emotional Quotient Inventory (BarOn EQ-S). Descriptive-comparative--correlational design with statistical data indicated that the organizational workforce is male-dominated, with a significant proportion of the sample being young. The leadership styles were mainly transformational and transactional, with average passive levels of leadership. Notable differences in interpersonal emotional intelligence have been identified based on gender and years of professional experience; however, no significant differences in demographic profiles concerning leadership traits were seen. In the case of leadership characteristics and emotional intelligence, there were weak and nonsignificant correlations. The study concluded that emotional intelligence is not a prime determinant of leadership behavior among administrators, suggesting a multivariable perspective for developing leadership. Recommendations extend to workforce diversity, balancing leadership styles, enhancing emotional intelligence through targeted development, and taking comprehensive approaches to leadership training. This study has valuable insights into best leadership practices within the engineering and design sector, relevant to any cultural and industrial context with similar features.

**Keywords:** Construction industry; Emotional quotient (EQ); Leadership characteristics; Transactional leadership; Transformational leadership.

## 1.0 Introduction

The contemporary global landscape necessitates effective leadership across diverse sectors, including private and public institutions. Extensive research across various global contexts has established EQ and leadership's crucial role in achieving organisational success. Studies have shown a positive correlation between leadership styles and EQ (Biswas & Ferdausy, 2015), along with transformational leadership and organizational outcomes such as employee satisfaction and performance (Bass & Avolio, 1995). Additionally, Goleman (2000) emphasizes the critical role of EQ in effective leadership across various cultures, highlighting its influence on self-awareness, relationship management, and motivation.

An Emotional quotient encompasses an individual's capacity to understand, recognize, and manage their feelings and emotions. Even those of others are considered a critical factor for effective leadership (Tyczkowski et al., 2015). Studies suggest higher levels of emotional quotient are associated with transformational leadership (Sood & Kaushal, 2018), wherein leaders, who have high levels of emotional intelligence, are likely to elicit more significant effort, effectiveness, and satisfaction from their followers (Rosete & Ciarrochi, 2005). However, the connection

between emotional quotient and transactional management, which emphasizes exchanging rewards for performance, is less clear. While some studies find a positive correlation (Nyathi & Shihomeka, 2023), others do not (Tyczkowski et al., 2015). A leadership style characterized by a laid-back approach and avoidance of responsibilities and problems shows little to no significant correlation with emotional quotient (Ponder, 2020).

However, it is crucial to acknowledge the influence of cultural context, as research demonstrates how leadership styles and their effectiveness can vary significantly across different cultural landscapes (Javidan et al., 2008). This underscores the need to examine leadership and EQ within specific cultural contexts, particularly when working in diverse global environments. Furthermore, research on leadership within specific industries like engineering and design reveals the crucial role of leadership in achieving project success (De la Garza-Segura et al., 2021; Bryman et al., 2019). They emphasize the need for leadership practices tailored to these specific dynamics, including managing complex projects, fostering innovation, and motivating diverse teams with varying technical expertise.

This study looks into administrators' leadership characteristics and emotional quotient in Chengdu Road and Bridge Construction of CDCEG, Chengdu, China. The following are specific statements of the investigation: The respondents' demographic profile, including age, sex, civil status, and years of work experience, their characteristics of Transformational, Transactional, and Laissez-Faire leadership the respondents possess, The respondents' emotional quotients relate to the Intrapersonal Scale, Interpersonal Scale, General Mood, Stress Management, and Adaptability. Then, when categorized into demographic profiles, the respondents' leadership characteristics change significantly. The respondents' emotional quotients may differ significantly when categorised into demographic profiles. Is there a notable correlation between the respondents' leadership characteristics and emotional quotient?

Building upon existing research, this study investigated a specific and under-researched sector (engineering and design) within a specific cultural context (China). By exploring leadership characteristics and EQ of administrators in China Road and Bridge Corporation (CRBC), the study aimed to contribute insightful knowledge on effective leadership techniques within the engineering and design sector and designing capability building while filling the knowledge gap regarding leadership in the Chinese context. Ultimately, this research can inform leadership development programs, foster cross-cultural understanding, and contribute to the success of the Chinese landscape's crucial engineering and design sector.

The results of the research can inform leadership development programs, strategies, and capability-building training for administrators, giving them the ability to have the right skills and knowledge to navigate complex projects, manage diverse teams effectively, and foster collaboration within the engineering and design sector (Bryman et al., 2019). The study's data can also inform state governments' policy-making and resource allocation strategies, enabling them to support the sector better and maximize its contribution to the national economy. The company can benefit from informed leadership development, wherein insights can be used to create targeted training programs and interventions to equip administrators with the right skills to be more effective leaders and ultimately enhance organizational performance. The findings can serve as a reference point for construction firms to evaluate their leadership approaches and pinpoint areas needing enhancement, the field of public governance to conduct similar studies and contribute to further knowledge in this aspect, and for researchers and the academe to leverage the study's results and advance ongoing investigations into leadership and emotional intelligence (EQ).

## **2.0 Methodology**

### **2.1 Research Design**

The research utilized a descriptive, comparative, and correlational approach to analyze participants' responses, aiming to identify the potential relationship between their leadership characteristics and emotional quotient.

### **2.2 Research Locale**

The analysis was performed at Chengdu Road and Bridge Construction of CDCEG, a state-owned enterprise specializing in infrastructure construction in Chengdu, China, under the Ministry of Transport.

### **2.3 Research Participants**

The study's respondents consisted of 121 company administrators. The researcher employed complete enumeration as their sampling method.

### **2.4 Research Instrument**

The study utilized the Multifactor Leadership Questionnaire (MLQ) and the updated Bar-On Emotional Quotient Inventory (BarOn EQ-S) as research instruments. The MLQ is a widely validated tool for assessing leadership styles, consisting of 21 items scored on a scale from 0 to 5. It evaluates transformational, transactional, and laissez-faire leadership, with higher scores indicating a higher likelihood of specific behaviors. The updated version of the BarOn EQ-S comprises 51 items that measure respondents' emotional intelligence. The test measured five (5) composite scales and fifteen (15) sub-scales, using a Likert scale ranging from 1, "very seldom or not true of me," to 5, "very often true of me or true of me" (Bar-On & Parker, 2000). The research explored five composite scales and their sub-scales: The intrapersonal scale, Interpersonal scale, Stress management scale, Adaptability scale, and General mood scale.

### **2.5 Data Gathering Procedure**

After the successful approval by the defense panel during the colloquium stage, the research proposal underwent a review and approval process by the Silliman University Research Ethics Committee. Following this, authorization was sought from the president of Chengdu Road and Bridge Construction of CDCEG. The data collection used two questionnaires, and permissions were sought from the authors through email. Respondents took the Multifactor Leadership Questionnaire (MLQ) and the Bar-On Emotional Quotient Inventory (BarOn EQ-S). Volunteerism is highly valued, and respondents were informed about the research's purpose and objectives. Once the data analysis and evaluation were completed, all collected data were permanently deleted to ensure confidentiality and privacy.

### **2.6 Data Analysis**

Data analysis entailed the application of various statistical procedures such as percentage, standard deviation, Mann-Whitney U test, Kruskal-Wallis H test, and Pearson correlation coefficient. The percentage was utilized to determine the proportion of samples with leadership traits and emotional quotients. The standard deviation helped determine how much the ratings were spread out from the average value. The Mann-Whitney U and Kruskal-Wallis H tests were used to compare the respondents' emotional quotient and demographic profiles based on leadership characteristics. The Pearson correlation coefficient investigated the connection between leadership characteristics and emotional quotient.

### **2.7 Ethical Considerations**

The research proposal underwent a thorough evaluation and authorization process conducted by the Silliman University Research Ethics Committee (UREC) to uphold compliance with ethical principles throughout the study. It was reviewed and approved on June 5, 2024. Permission was sought from the original researchers to use the standardized questionnaire appropriately. Participation was voluntary, and respondents had the freedom to decline participation. For those who chose to participate by completing the questionnaire, their data were managed with strict security and privacy. In order to maintain respondents' confidentiality and anonymity, their identities were kept confidential during the data processing phase. All collected and processed surveys were safely preserved and accessible exclusively to designated researchers, ensuring data security and participant privacy. Upon completion of the study, all data were properly disposed of. This included the permanent deletion of files on the computer and the shredding of any physical files to prevent misuse of data and information.

## **3.0 Results and Discussion**

### **3.1 Demographic Profile**

The demographic profile of Chengdu Road and Bridge Construction shows a significant gender imbalance, with 71.90% of respondents being male and 28.10% female. Most respondents are 22-39, with 57.02% falling within this age range. The young workforce is dynamic and innovative, with older employees offering potential mentorship and development opportunities. Most respondents are married, reflecting a stable workforce with lower turnover rates. The work experience distribution is balanced, with 38.02% having less than 10 years, 37.19% having 11-20 years, and 24.79% having 21 years or more.

The demographic profile of the respondents from Chengdu Road and Bridge Construction provides significant insights into the workforce characteristics. The gender imbalance highlights areas for potential diversity initiatives, while the younger age group and balanced work experience levels suggest a dynamic and experienced workforce. The high percentage of married respondents indicates a stable and committed workforce, essential for sustaining extended construction initiatives.

**Table 1.** *Profile of Respondents*

	Frequency	Percentage (%)
<b>Sex</b>		
Female	34	28.10
Male	87	71.90
<b>Age</b>		
22-39	69	57.02
40-65	52	42.98
<b>Civil Status</b>		
Married	92	76.03
Single	22	18.18
Separated	7	5.79
<b>Years of Work Experience</b>		
≤ 10	46	38.02
11 to 20	45	37.19
≥ 21	30	24.79

### 3.2 Leadership Characteristics

Table 2 reveals that Chengdu Road and Bridge Construction administrators exhibit high transformational leadership, with 70 respondents (57.85%). A moderate group (40.50%) and a few low transformational leaders (2 respondents, 1.42%) demonstrate this style. This leadership style energizes teams, fosters innovation, and improves performance and satisfaction. Bass (1990) supports this by emphasizing vision and motivation. The data shows that transactional leadership is prevalent among administrators, emphasizing performance-based rewards and compliance. It focuses on routine activities and clear structures, essential in structured fields like construction. It achieves short-term goals and maintains order.

**Table 2.** *Leadership Characteristics of the Respondents (n=121)*

	Frequency	Percentage (%)
<b>Transformational</b>		
Low	2	1.42
Moderate	49	40.50
High	70	57.85
<b>Transactional</b>		
Low	4	3.31
Moderate	37	30.58
High	80	66.12
<b>Passive</b>		
Low	3	2.48
Moderate	67	55.37
High	51	42.12

Also, the data shows a moderate distribution of passive leadership, with 67 respondents falling into the moderate category, 51 in the high category, and a small group in the low category. Passive leadership may be less effective in dynamic environments, but it may indicate areas for proactive engagement. The leadership characteristics of the administrators at Chengdu Road and Bridge Construction reflect a balanced approach, predominantly integrating transformational and transactional leadership styles. This combination can foster both innovation and stability within the organization. However, addressing the areas of passive leadership through leadership development programs could further enhance the overall effectiveness of the leadership team.

### 3.3 Emotional Quotient

Table 3 reveals that most administrators have moderate to high intrapersonal EQ, which is essential for effective leadership and stress management. However, many struggle with interpersonal EQ, which hinders empathy and

conflict resolution. A balanced stress management score of 99 indicates average abilities. Leaders with high levels of emotional intelligence have shown a greater ability to create pleasant work environments, enhance team performance, and effectively handle stress and conflicts.

**Table 3.** *Emotional Quotient of the Respondents (n=121)*

Percentile	Frequency	Percentage (%)
<b>Intrapersonal</b>		
< 70 (markedly low)	13	10.74
70-79 (very low)	21	17.36
80-89 (low)	17	14.05
90-109 (average)	24	19.83
110-119 (high)	27	22.31
120-129 (very high)	19	15.70
≥ 130 (markedly high)	0	0.00
<b>Interpersonal</b>		
< 70 (markedly low)	32	26.45
70-79 (very low)	27	22.31
80-89 (low)	20	16.53
90-109 (average)	29	23.97
110-119 (high)	10	8.26
120-129 (very high)	2	1.65
≥ 130 (markedly high)	1	0.83
<b>Stress Management</b>		
< 70 (markedly low)	11	9.09
70-79 (very low)	9	7.44
80-89 (low)	24	19.83
90-109 (average)	33	27.27
110-119 (high)	21	17.36
120-129 (very high)	23	19.01
≥ 130 (markedly high)	0	0.00

Table 4 shows average skills, indicating that adaptability is crucial for leaders. The general mood scale showed a positive outlook, correlated with job satisfaction and performance. Emotional intelligence (EQ) scores ranged from 27.27% to 5.79%, suggesting targeted training and development programs for improved leadership outcomes. Emotional intelligence is key to leadership success, especially in administrative posts (Coronado-Maldonado & Benítez-Márquez, 2023; Palmer et al., 2001; Jenita et al., 2024).

**Table 4.** *Emotional Quotient of the Respondents (n=121)*

Percentile	Frequency	Percentage (%)
<b>Adaptability</b>		
< 70 (markedly low)	24	19.83
70-79 (very low)	11	9.09
80-89 (low)	17	14.05
90-109 (average)	33	27.27
110-119 (high)	11	9.09
120-129 (very high)	25	20.66
≥ 130 (markedly high)	0	0.00
<b>General Mood</b>		
< 70 (markedly low)	16	13.22
70-79 (very low)	25	20.66
80-89 (low)	30	24.79
90-109 (average)	38	31.40
110-119 (high)	12	9.92
120-129 (very high)	0	0.00
≥ 130 (markedly high)		
<b>Overall</b>		
< 70 (markedly low)	33	27.27
70-79 (very low)	17	14.05
80-89 (low)	18	14.88
90-109 (average)	35	28.93
110-119 (high)	10	8.26
120-129 (very high)	7	5.79
≥ 130 (markedly high)	1	0.83

### 3.4 Comparison of Leadership Traits across Demographic Variables

The study found that male and female administrators display similar transformational, transactional, and passive leadership styles (see Table 5). Age was not a significant factor in leadership styles, as everyone can practise good leadership behavior. Marital status did not significantly affect leadership characteristics, as married and single individuals can be effective leaders. Work experience did not significantly influence leadership styles, suggesting individual traits and organizational context also play a significant role. One study examined the impact of culture and gender differences on communication, demonstrating how gender constructions can change people's attitudes, feelings, and behaviors, especially in leadership roles (Enaifoghe, 2023). The findings imply that, while men and women may have perceived differences in leadership styles, both genders can be equally effective leaders, with women frequently seen as more effective in traditionally feminine leadership jobs.

**Table 5.** *Differences in the Respondents' Leadership Characteristics When Grouped into the Demographic Profile*

Mean Ranks For		U	Z	p
<b>Sex and Transformational</b>				
Male	Female			
60	63	1541	-0.35	0.73
<b>Sex and Transactional</b>				
Male	Female			
61	62	1527	-0.27	0.79
<b>Sex and Passive</b>				
Male	Female			
60	65	1599	-0.69	0.49
<b>Age and Transformational</b>				
22-39	40-65			
62	60	1740	0.28	0.78
<b>Age and Transactional</b>				
22-39	40-65			
61	62	1818	-0.12	0.90
<b>Age and Passive</b>				
22-39	40-65			
61	62	1824	-0.15	0.88
<b>Civil Status and Transformational</b>				
Married	Single			
58	57	1002	0.07	0.94
<b>Civil Status and Passive</b>				
Married	Single			
58	55	961	0.36	0.72
<b>Years of Work Experience and Transformational</b>				
≤ 10	11-20	≥ 21		
59	68	55	2.81	0.25
<b>Years of Work Experience and Transactional</b>				
≤ 10	11-20	≥ 21		
56	69	57	3.44	0.18
<b>Years of Work Experience and Passive</b>				
≤ 10	11-20	≥ 21		
56	66	62	1.69	0.43

### 3.5 Differences in Emotional Quotient (EQ) Across Demographic Variables

#### *Sex and Emotional Quotient*

The study showed that age and gender can majorly impact an individual's emotional intelligence, determining their effectiveness as a leader (Mendelson & Stabile, 2019; Coronado-Maldonado & Benítez-Márquez, 2023). Table 6 reveals no significant difference between male and female administrators in intrapersonal EQ, interpersonal EQ, stress management, adaptability, general mood, or overall EQ. Females rank slightly higher in emotional self-awareness and self-regulation, while male administrators have better social awareness and relationship management skills. There is no significant difference in stress management abilities, adaptability, or general mood, as per Bar-On's (2006) findings. Individual experiences influence adaptability more than gender. There is no significant difference in overall EQ between male and female administrators. Existing research indicates that women have higher levels of emotional intelligence than men, maybe due to cultural expectations and gender variations in emotional expressiveness. (Coronado-Maldonado & Benítez-Márquez, 2023; Gramipour et al., 2019).

This research challenges the traditional view that masculinity is a prerequisite for good leadership. Emotional competencies are increasingly acknowledged as necessary for success in managing roles.

**Table 6.** *Difference in the Respondents' Emotional Quotient According to Sex*

Mean Ranks For		U	Z	p
<b>Sex and Intrapersonal</b>				
Male	Female			
54	70	1794	-1.81	0.07
<b>Sex and Interpersonal</b>				
Male	Female			
69	41	804	3.89	0.00*
<b>Sex and Stress Management</b>				
Male	Female			
59	66	1658	-1.03	0.30
<b>Sex and Adaptability</b>				
Male	Female			
62	58	1362	0.67	0.50
<b>Sex and General Mood</b>				
Male	Female			
62	58	1390	0.51	0.61
<b>Sex and Overall</b>				
Male	Female			
60	63	1551	-0.41	0.68

#### *Age and Emotional Quotient*

The study reveals no significant difference in intrapersonal EQ (EQ) between the 22-39 and 40-65 age groups, with self-awareness and emotional regulation improving with varied experiences. Interpersonal EQ (EQ) remains relatively stable across age groups, with 61 mean rank (see Table 7). Stress management abilities are influenced by personal traits and situational factors, not age. Adaptability is shaped by professional experiences more than age, and the general mood is marginally non-significant. Overall, EQ develops through varied experiences over time, with no significant difference observed between the 22-39 and 40-65 age groups. Understanding administrators' demographic profiles, particularly their ages, sex, and civil status, can provide valuable insights into their leadership qualities. Previous research has found that demographic characteristics can influence an individual's emotional intelligence and leadership styles (Vijayakumar, 2022).

**Table 7.** *Difference in the Respondents' Emotional Quotient According to Age*

Mean Ranks For		U	Z	p
<b>Age and Intrapersonal</b>				
22-39	40-65			
58	65	2018	-1.17	0.24
<b>Age and Interpersonal</b>				
22-39	40-65			
61	61	1803	-0.04	0.97
<b>Age and Stress Management</b>				
22-39	40-65			
59	64	1952	-0.82	0.41
<b>Age and Adaptability</b>				
22-39	40-65			
58	65	1988	-1.01	0.31
<b>Age and General Mood</b>				
22-39	40-65			
56	68	2137	-1.79	0.07
<b>Age and Overall</b>				
22-39	40-65			
60	63	1870	-0.39	0.70

#### *Civil Status and Emotional Quotient*

The study found no significant difference between married and single respondents in intrapersonal EQ, interpersonal EQ, stress management, adaptability, or general mood (Table 8). The results suggest that marital status does not significantly impact self-awareness, emotional regulation, interpersonal skills, stress management abilities, adaptability, or general mood. Personal coping strategies are linked to stress management abilities, while

professional experiences shape adaptability. The relationship between an individual's civil status and emotional quotient has frequently aroused the interest of organizational psychologists. The emotional quotient, often known as emotional intelligence, is a complex concept that includes a person's ability to recognize, interpret, manage, and reason about emotions (Salovey & Mayer, 1990). Several studies have found that people with higher emotional intelligence tend to have stronger leadership qualities, which can be useful in administrative posts (Sharma, 2024). The study supports the finding that EQ does not vary significantly based on civil status. The results suggest that personal experiences and professional experiences play a more significant role in influencing emotional well-being.

**Table 8.** *Difference in the Respondents' Emotional Quotient According to Civil Status*

Mean Ranks For		U	Z	p
<b>Civil Status and Intrapersonal</b>				
<b>Married</b>	<b>Single</b>			
60	49	815	1.41	0.16
<b>Civil Status and Interpersonal</b>				
<b>Married</b>	<b>Single</b>			
56	65	1181	-1.21	0.23
<b>Civil Status and Stress Management</b>				
<b>Married</b>	<b>Single</b>			
57	58	1019	-0.05	0.96
<b>Civil Status and Adaptability</b>				
<b>Married</b>	<b>Single</b>			
57	61	1095	-0.59	0.56
<b>Civil Status and General Mood</b>				
<b>Married</b>	<b>Single</b>			
57	57	1006	0.04	0.97
<b>Civil Status and Overall</b>				
<b>Married</b>	<b>Single</b>			
57	61	1079	-0.48	0.63

#### ***Years of Work Experience and Emotional Quotient***

The study reveals that various factors, including experience and social interaction, influence emotional intelligence (Table 9). Intrapersonal EQ is higher in respondents with fewer years of experience, suggesting self-awareness and emotional regulation develop through varied experiences. Interpersonal EQ is higher in those with more experience, indicating better communication and relationship-building skills. Personal coping strategies influence stress management skills, while adaptability is higher in those with more experience. The general mood is also higher in those with more experience, suggesting better job satisfaction and productivity. Overall, EQ remains consistent across different levels of work experience, suggesting EQ is developed through various experiences over time. Males show higher interpersonal EQ, suggesting better social awareness and relationship management.

**Table 9.** *Difference in the Respondents' Emotional Quotient According to Civil Status*

Mean Ranks For			Z	p
<b>Years of Work Experience and Intrapersonal</b>				
<b>≤ 10</b>	<b>11-20</b>	<b>≥ 21</b>		
53	66	66	4.08	0.13
<b>Years of Work Experience and Interpersonal</b>				
<b>≤ 10</b>	<b>11-20</b>	<b>≥ 21</b>		
56	55	77	8.55	0.01
<b>Years of Work Experience and Stress Management</b>				
<b>≤ 10</b>	<b>11-20</b>	<b>≥ 21</b>		
58	63	63	0.69	0.71
<b>Years of Work Experience and Adaptability</b>				
<b>≤ 10</b>	<b>11-20</b>	<b>≥ 21</b>		
58	56	75	5.97	0.05*
<b>Years of Work Experience and General Mood</b>				
<b>≤ 10</b>	<b>11-20</b>	<b>≥ 21</b>		
60	53	75	6.84	0.03*
<b>Years of Work Experience and Overall</b>				
<b>≤ 10</b>	<b>11-20</b>	<b>≥ 21</b>		
57	58	71	3.49	0.17



### 3.6 Relationships between Leadership Characteristics and Emotional Quotient (EQ)

The relationship between leadership characteristics and emotional quotient has been an ongoing conversation in organizational behavior and management research. Emotional intelligence, or the ability to recognize, understand, and control emotions, is an important aspect of effective leadership (Palmer et al., 2001; Radhakrishnan & Udayasuriyan, 2010).

**Table 10.** *Relationship between Leadership Characteristics and Emotional Quotient of the Respondents*

Variables	r	p
Transformational and Emotional Quotient	-0.11	0.23
Transactional and Emotional Quotient	-0.09	0.32
Passive and Emotional Quotient	-0.14	0.14

Table 10 reveals weak and non-significant correlations between leadership characteristics and emotional quotient across transformational, transactional, and passive leadership styles. Transformational leadership, which inspires and motivates individuals, drives innovation, and aligns personal and organizational objectives, has a weak negative relationship with emotional intelligence. Transactional leadership, which emphasizes structure and performance-based rewards, has a weak negative relationship with emotional intelligence. Passive leadership, which lacks proactive decision-making and minimal intervention, has a weak negative relationship with emotional intelligence. The results highlight the complexity of leadership and the need for a comprehensive approach to leadership development that considers multiple factors beyond emotional intelligence.

## 4.0 Conclusion

In conclusion, emotional intelligence has a significant effect on administrative leadership characteristics. Leaders with high emotional intelligence are better at creating happy work environments, improving team performance, and managing stress and conflict, which leads to better organizational outcomes (Jenita et al., 2024; Coronado-Maldonado & Benítez-Márquez, 2023). The Chengdu Road and Bridge Construction organization has a diverse workforce with a gender imbalance, a young age distribution, and a high proportion of married individuals. The construction industry is characterized by transformational and transactional leadership styles, with passive leadership to a moderate extent. This suggests that leaders are adept at motivating and empowering their teams, but there is a need for active engagement to enhance productivity and project outcomes. Emotional quotient (EQ) among academic administrators reveals varying levels of intrapersonal, interpersonal, stress management, adaptability, and general mood. Male administrators may possess better social awareness and relationship management skills, while work experience significantly impacts interpersonal EQ. The study underscores the complexity of leadership dynamics and the need for a holistic approach to leadership development. This understanding can inform strategies to enhance leadership effectiveness and organizational success.

The study suggests that Chengdu Road and Bridge Construction in Chengdu, China, can improve leadership effectiveness and emotional intelligence by leveraging the combination of youth and experience. This can drive innovation and efficient project delivery while offering competitive compensation and career advancement opportunities. Construction industry leaders should balance transformational and transactional approaches, addressing passive leadership gaps. Targeted professional development and support are needed to enhance emotional intelligence in academic administrators, resulting in more effective management and improved work-life balance. A comprehensive approach to leadership development should consider broader organizational and environmental contexts.

## 5.0 Contributions of Authors

The author independently handled the study's conception, design, analysis, writing, and manuscript revision.

## 6.0 Funding

The research was conducted without any financial assistance from other entities or external organizations. The researcher paid for all costs accrued for the study.

## 7.0 Conflict of Interests

The author affirmed that the study had no associated conflicts of interest.

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