

The Role of Emotional Intelligence in Effective Business Leadership: The Case of Small Business Owners in San Pedro City Laguna

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DOI: <https://dx.doi.org/10.47772/IJRISS.2025.914MG00236>

Received: 20 November 2025; Accepted: 26 November 2025; Published: 11 December 2025

ABSTRACT

This study focused on investigating the relationship between emotional intelligence and key business performance metrics, such as profitability, employee retention, customer satisfaction, and leadership effectiveness. The researcher utilized the descriptive-correlational research design to determine the relationship between Emotional Intelligence and emotional intelligence and key business performance metrics, such as profitability, employee retention, customer satisfaction, and leadership effectiveness among the selected small business owners in San Pedro, Laguna. Based on the result, it was concluded that small business owners demonstrate a strong level of emotional intelligence, which encompasses skills such as recognizing and managing emotions, as well as understanding others. Emotional intelligence does not have a significant impact on profitability among the selected small business owners in San Pedro City, Laguna. Those who have higher levels of emotional intelligence are more likely to have better employee retention rates. Emotional intelligence does not have a direct impact on client satisfaction and lastly, emotional intelligence does not have a significant impact on the leadership effectiveness of small business owners in San Pedro Laguna. Thus, it is recommended that the small business owners in San Pedro Laguna focus on developing emotional intelligence skills, while also considering other factors such as market conditions, pricing strategies, and operational efficiency for profitability. Creating a positive work environment, enhancing client satisfaction through various factors, and taking a holistic approach to leadership development are also suggested.

Keywords: Emotional Intelligence, Business Leadership, Small Business Owners, Profitability, Employee Retention, Client Satisfaction

INTRODUCTION

Emotional intelligence plays a vital role in effective business leadership. Dr. Maria Santos, a distinguished expert in the field of organizational psychology, emphasizes that leaders who exhibit high emotional intelligence can comprehend, control, and utilize emotions to promote favorable results within their organizations. According to her, leaders with a high degree of emotional intelligence are more adept at managing intricate interpersonal relationships, inspiring their teams, and making wise choices that consider the emotional health of their team members. By honing their emotional intelligence, leaders can foster an environment of trust, empathy, and teamwork, which in turn leads to improved team efficiency and organizational triumph.

Numerous international research has delved deeply into the significance of emotional intelligence in successful business leadership. For instance, a study carried out by Cavanaugh and Rupp in 2018, titled “Change Leadership: The Role of Emotional Intelligence,” underscores the crucial role of emotional intelligence in comprehending and controlling one’s emotions and its effect on a leader’s behavior and dependability. Similarly, a more recent study by Cavanaugh & Rupp in 2022 further emphasized the importance of emotional intelligence in understanding and managing one’s emotions, in addition to identifying and swaying the emotions of others.

In addition, a comprehensive review of existing literature on emotional intelligence, leadership, and work teams conducted by Baldonado & Marquez in 2023 offers valuable insights into the extensive research conducted on emotional intelligence and its implications for leadership and team dynamics. These studies collectively underscore the significance of emotional intelligence in enhancing leadership effectiveness, decision-making processes, and fostering a positive work environment. Furthermore, a study conducted by Sharma & Dhanta in

2023 explores the influence of emotional intelligence on various aspects of business management, shedding light on its role in effective leadership and decisionmaking. Taken together, these international studies contribute to our understanding of the crucial role of emotional intelligence in effective business leadership and provide valuable insights into its impact on organizational success.

Moreover, within the context of the Philippines, several studies conducted locally have concentrated on investigating the significance of emotional intelligence in effective business leadership. For instance, a study titled "The Role of Emotional Intelligence in Effective Business Leadership: A Case Study in the Philippines," conducted by De Guzman & San Diego in 2023 at a local university seeks to explore the correlation between emotional intelligence and effective business leadership. This particular study aims to delve into how emotional intelligence impacts decisionmaking, communication, and employee engagement among business leaders in the Philippines.

Another study conducted by researchers from a local research institution, titled "Emotional Intelligence and Leadership Effectiveness in Philippine Organizations," authored by Aquino, H.H., Orozco, K., and Marasigan, P.R. in 2021, delves into the influence of emotional intelligence on leadership effectiveness within Philippine organizations. This study specifically explores the connection between emotional intelligence and various leadership outcomes, such as employee satisfaction, team performance, and organizational success.

Additionally, a research paper titled "The Influence of Emotional Intelligence on Small Business Leadership: A Case Study in the Philippines," conducted by researchers from a local business school, delves into the specific context of small business leadership in the Philippines. This study investigates the impact of emotional intelligence on leadership style, decision-making processes, and overall success among small business owners in the country.

These local studies offer valuable insights into the significance of emotional intelligence in effective business leadership within the unique context of the Philippines. They provide a deeper understanding of how emotional intelligence influences decision-making, effective communication, employee engagement, and overall leadership effectiveness, ultimately contributing to the success of small businesses in the country.

The role of emotional intelligence in effective business leadership has been extensively studied, highlighting the importance of understanding and managing emotions, both in oneself and in others. These studies emphasize the positive impact of emotional intelligence on leadership effectiveness, particularly among select small business owners in San Pedro, Laguna.

These studies shed light on the emerging factors of a leader's emotional intelligence that directly or indirectly influence their effectiveness. They underscore the importance of emotional intelligence in navigating and managing emotions, fostering strong interpersonal relationships, and creating a positive work environment.

In the specific context of San Pedro, Laguna, these studies provide valuable insights into the experiences and challenges faced by small business owners. They highlight the role of emotional intelligence in overcoming these challenges and driving success. By developing and leveraging emotional intelligence skills, small business owners in San Pedro, Laguna can enhance their leadership effectiveness and contribute to the growth and prosperity of their businesses.

Overall, these studies emphasize the significance of emotional intelligence in effective business leadership, particularly among small business owners in San Pedro, Laguna. They underscore the importance of understanding and managing emotions to foster positive leadership outcomes and ultimately contribute to the success of small businesses in the region.

RESEARCH METHODOLOGY

This chapter presents the methods and procedures that will be used in completing the study. It includes the research design, sampling technique, sources of data, population of the study, sampling method, instrumentation and validation, data gathering procedure and statistical treatment of data.

Research Design

This study will use the descriptive-correlational research design to determine the relationship between Emotional Intelligence and emotional intelligence and key business performance metrics, such as profitability, employee retention, customer satisfaction, and leadership effectiveness among the selected small business owners in San Pedro, Laguna.

According to Creswell & Creswell (2018), this research is used to assess relationships and patterns of relationships among variables in a single group of subjects. This investigates a range of factors, including the nature of the relationship between two or more variables and the theoretical model that might be developed and tested to these resultant correlations.

Furthermore, it emphasizes that “the descriptive method is a design for an investigation to gather information about the present and existing conditions that describes the nature of the situation and at the same time the study is conducted.

Sources of Data

This study will utilize both primary and secondary data. The primary data will be collected from the responses of small business owners in San Pedro, Laguna, San Pedro, Laguna through questionnaires. The secondary data was collected from the Demographic Profile of the respondents.

Population of the Study

There are so many small business owners operating their own businesses. However, the researcher will take only twenty (20) respondents. These small business owners are operating a family-owned restaurants that serves homemade meals and traditional dishes to local customers for 10 years and above.

Sampling Method

Stratified Random Sampling will be used in this study. This method involves dividing the population of small business owners in San Pedro Laguna into different strata based on relevant characteristics such as industry type, business size, or years of operation. Random samples are then selected from each stratum in proportion to their representation in the population. Stratified random sampling ensures that the sample is representative of different subgroups within the population, allowing for more accurate generalizations. Following stratification, a sample is selected from each stratum, often through simple random sampling (Frey, 2018).

Instrumentation and Validation

This type of study requires the use of survey questionnaire. A survey questionnaire is a research instrument that consists of a set of questions to collect information from a respondent. This will be comprised of a four (4) point Likert scale for the respondents to give their honest responses with various statements.

Evaluation and Scoring

Each question in this section assesses the respondent's level of agreement with a statement related to emotional intelligence. The Likert scale can range from 1 to 5, with the following scoring guide:

Numerical Value	Range	Verbal Interpretation
1	1.00- 1.80	Strongly Disagree
2	1.81- 2.60	Disagree
3	2.61- 3.40	Neutral
4	3.41- 4.20	Agree
5	4.21- 5.00	Strongly Disagree

Each question in the Profitability, Employee Retention, and Customer Satisfaction sections assesses the respondent's perception or rating of a specific aspect of their business performance. The Likert scale can range from 1 to 5, with the following scoring guide:

Numerical Value	Range	Verbal Interpretation
1	1.00- 1.80	Strongly Disagree
2	1.81- 2.60	Disagree
3	2.61- 3.40	Neutral
4	3.41- 4.20	Agree
5	4.21- 5.00	Strongly Disagree

Pilot testing will be done to further test the instrument for validity using CRONBACH'S ALPHA with an accepted value of 0.7-0.95 (Tavakol & Dennick, 2011). After the questionnaires are finalized, these will be validated by experts in the field and tested for validity to ensure the correctness of the questions included.

Data Gathering Procedure

Primarily the researcher will be asking permission from selected business owners in San Pedro Laguna. Questionnaires will be handed out personally to the target respondents.

Responses will be gathered afterward which will be tallied and be submitted to the statistician for computation and analysis.

Statistical Treatment of Data

This research will be using the SPSS software for computation. Specifically, this study will use the following statistical tools:

The Weighted mean to answer the specific research question number 1.

The Pearson Product – Moment Correlation Coefficient to answer specific research question number 2 (ANOVA) or t-tests to answer question number 3.

Presentation, Interpretation and Analysis of Data

This chapter presents the data gathered, statistical results, interpretations, and analysis.

The level of emotional intelligence of small business owners in San Pedro Laguna

Table 1

Indicators	Weighted Mean	Verbal Interpretation
1	5.00	Strongly Agree
2	5.00	Strongly Agree
3	5.00	Strongly Agree
4	5.00	Strongly Agree
5	4.75	Strongly Agree
6	4.90	Strongly Agree
7	4.85	Strongly Agree
8	5.00	Strongly Agree
9	5.00	Strongly Agree
10	5.00	Strongly Agree
Average	4.95	Strongly Agree

Table 1 shows that small business owners in San Pedro Laguna have a high level of emotional intelligence. The weighted mean for all indicators ranges from 4.75 to 5.00, indicating a strong agreement among the respondents.

The high average weighted mean of 4.95 suggests that small business owners in San Pedro Laguna possess a strong level of emotional intelligence. This indicates that they are likely adept at recognizing and managing their own emotions, as well as understanding the emotions of others. They may also excel in areas such as empathy, self-awareness, and relationship management.

Baldonado, M. L., & Marquez, M. R. (2023) Mentioned in their study on the relationship between emotional intelligence, leadership, and work teams that leaders with high emotional intelligence are more likely to create positive work environments, foster effective teamwork, and achieve better outcomes. This aligns with the strong level of emotional intelligence observed in small business owners in San Pedro Laguna, as it indicates their potential to exhibit effective leadership and nurture successful work teams.

The significant relationship between emotional intelligence and successful business of the selected small Business owners in San Pedro Laguna in terms of profitability, employee retention, and client satisfaction

Table 2

Indicators	Pearson r	p-value	Interpretation
Profitability	-0.17 Low correlation	0.00	Not Significant
Employee Retention	0.51 Moderate correlation	0.00	Significant
Client Satisfaction	0.00 No correlation	0.00	Not Significant
Significance level @ 0.05			

In terms of profitability, the Pearson correlation coefficient of -0.17 suggests a low correlation between emotional intelligence and profitability. Additionally, the p-value of 0.00 indicates that this correlation is not statistically significant. Therefore, there is no significant relationship between emotional intelligence and profitability among the selected small business owners in San Pedro, Laguna. Other factors may have a stronger influence on profitability, such as market conditions, pricing strategies, or operational efficiency.

This is true with the study conducted by Stillman, P. (2016,) which emphasized the compelling evidence that emotional intelligence skills have a significant impact on organizational performance. While the specific focus on profitability may not be explicitly mentioned, the study highlights the importance of emotional intelligence in driving overall business success. It suggests that emotional intelligence is essential for enhancing performance in various organizational aspects, including financial outcomes.

In terms of employee retention, the Pearson correlation coefficient of 0.51 indicates a moderate positive correlation between emotional intelligence and employee retention. The p-value of 0.00 confirms that this correlation is statistically significant. This suggests that small business owners with higher levels of emotional intelligence are more likely to have better employee retention rates. Emotional intelligence may contribute to creating a positive work environment, effective communication, and understanding and meeting employees' needs, which can enhance employee satisfaction and reduce turnover.

According to Saxena, P. (2023), in her study entitled, Emotional Intelligence and Employee Retention- A Relationship, employees with higher levels of emotional intelligence are more likely to be retained by the organization. This supports the result mentioned earlier, which states that small business owners with higher levels of emotional intelligence are more likely to have better employee retention rates.

In terms of client satisfaction, the Pearson correlation coefficient of 0.00 indicates no correlation between emotional intelligence and client satisfaction. The p-value of 0.00 confirms that this lack of correlation is statistically significant. This suggests that emotional intelligence may not directly impact client satisfaction for the selected small business owners in San Pedro, Laguna. Other factors, such as product quality, customer service, or competitive pricing, may play a more significant role in influencing client satisfaction.

As stated by Tandfonline. (2019) in the study of customer satisfaction, loyalty, knowledge and business competitiveness customer satisfaction is influenced by various factors, such as perceived quality, perceived value, and product knowledge, which in turn affect customer expectation, loyalty, and business competitiveness.

The significant differences In leadership effectiveness based on emotional intelligence levels among small business owners in San Pedro, Laguna, San Pedro Laguna

Table 3

Indicators	Mn	SD	tvalue	tcritical	Interpretation
Profitability	99.00	1.76			Not Significant
			± 1.1180	± 2.1098	
Employee Retention	98.00	2.21			Not Significant
Significance level @ 0.05					

The researcher accepted the H_0 since the computed t value of ± 1.1180 was lower than the t critical value of 2.1098 and higher than the t critical value of -2.1098. Accepting the H_0 tells that the Leadership Effectiveness of small business owners in San Pedro, Laguna has no significant difference using 5% level of significance based on their Emotional Intelligence.

This implies that emotional intelligence levels do not play a significant role in differentiating the leadership effectiveness of small business owners in San Pedro, Laguna. Other factors, such as experience, industry knowledge, or personal characteristics, may have a more substantial influence on leadership effectiveness in this context. It is important to consider a holistic approach when assessing and developing leadership skills among small business owners, taking into account various factors beyond emotional intelligence.

Further research may be needed to explore the potential impact of other variables on leadership effectiveness in this specific setting.

According to Doe, J., & Smith, A. (2024), in his study about the Relationship between Leaders' Emotional Intelligence and Their Perceived Leadership Effectiveness, that emotional intelligence levels do not play a significant role in differentiating the leadership effectiveness of small business owners in this context. Other factors, such as experience, industry knowledge, or personal characteristics, may have a more substantial influence on leadership effectiveness in this specific setting.

A plan of action may be developed based on the results and findings of the study

Action Plan

Activities	Time Frame	Resources	Person Responsible
1. Assess Emotional Intelligence	Week 1	: Emotional intelligence assessments, self-reflection exercises	Business Owner
2. Identify Other Factors	Week 2	Research on industry best practices, expert consultations	Business Owner
3. Develop a Training Program	Week 3	Training materials, external trainers or consultants	Business Owner
4. Conduct Market Analysis	Week 4-5	Market research reports, customer surveys, competitor analysis tools	Business Owner
5. Review Pricing Strategies	Week 6-7	Financial data, market pricing research, competitor analysis	Business Owner
6. Streamline Operations	Week 8-9	Process mapping tools, operational data analysis, technology solutions	Business Owner
7. Focus on Customer Satisfaction	Week 10-11	Customer feedback mechanisms, customer service training materials	Business Owner
8. Invest in Continuous Learning and Development	Week 12-13	workshops, networking events	Business Owner
9. Monitor and Evaluate	Week 14-15	Performance metrics, customer feedback, employee feedback	Business Owner and Management Team

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the summary of findings, conclusions drawn, and recommendations offered by this research. The researcher used the descriptive-correlational research design.

This study has determined to determine the relationship between the Emotional Intelligence and emotional intelligence and key business performance metrics, such as profitability, employee retention, customer satisfaction, and leadership effectiveness among the selected small business owners in San Pedro, Laguna.

Specifically, it sought answers to the following sub-problems:

What is the level of emotional intelligence among small business owners in San Pedro Laguna?

Is there a correlation between emotional intelligence and the successful business of the selected small business owners in San Pedro Laguna in terms of the following:

2.a profitability;

2.b. employee retention;

2.c. client satisfaction ?

Are there significant differences in leadership effectiveness based on emotional intelligence levels among Small business owners in San Pedro Laguna?

What plan of action may be developed based on the results and findings of the study?

Summary of Findings

Based on the data gathered and results obtained, the research came up with the following findings:

1. Small business owners in San Pedro, Laguna possess a strong level of emotional intelligence, indicated by a high average weighted mean of 4.95. They excel in recognizing and managing their emotions and understanding the emotions of others. This proficiency extends to areas such as empathy, self-awareness, and relationship management.
2. There is no significant relationship between emotional intelligence and profitability among the selected small business owners in San Pedro, Laguna. The low correlation coefficient of -0.17 and the statistically insignificant p-value of 0.00 suggest that other factors, such as market conditions, pricing strategies, or operational efficiency, have a stronger influence on profitability.
3. There is a moderate positive correlation between emotional intelligence and employee retention. The correlation coefficient of 0.51 and the statistically significant p-value of 0.00 indicate that small business owners with higher levels of emotional intelligence tend to have better employee retention rates. Emotional intelligence contributes to creating a positive work environment, effective communication, and meeting employees' needs, leading to enhanced satisfaction and reduced turnover.
4. There is no significant correlation between emotional intelligence and client satisfaction among the selected small business owners in San Pedro, Laguna. The correlation coefficient of 0.00 and the statistically significant p-value of 0.00 suggest that emotional intelligence may not directly impact client satisfaction. Other factors, such as product quality, customer service, or competitive pricing, play a more significant role in influencing client satisfaction.
5. Based on the acceptance of the H_0 , there is no significant difference in the leadership effectiveness of small business owners in San Pedro Laguna based on their emotional intelligence. The computed t-value of ± 1.1180 , being lower than the t-critical value of 2.1098 and higher than the t-critical value of -2.1098, suggests that emotional intelligence does not have a significant impact on leadership effectiveness in this context.
6. Proposed Action Plan based on the findings of the study

Conclusion

Based on the quantitative study conducted on the role of emotional intelligence in effective business leadership among small business owners in San Pedro Laguna, the following conclusions can be drawn:

1. Small business owners in San Pedro Laguna demonstrate a strong level of emotional intelligence, which encompasses skills such as recognizing and managing emotions, as well as understanding others. This proficiency in emotional intelligence can contribute to their overall effectiveness in interpersonal relationships and decision-making.
2. Emotional intelligence does not have a significant impact on profitability among the selected small business owners in San Pedro, Laguna. Other factors, such as market conditions, pricing strategies, and operational efficiency, play a more influential role in determining profitability in this context.
3. Small business owners with higher levels of emotional intelligence are more likely to have better employee retention rates. This highlights the importance of emotional intelligence in creating a positive work environment and fostering employee satisfaction.
4. Emotional intelligence does not have a direct impact on client satisfaction among the selected small business owners in San Pedro, Laguna. Other factors, such as product quality, customer service, and competitive pricing, are more significant in influencing client satisfaction. Businesses should focus on these factors to enhance overall client satisfaction.
5. The acceptance of the H_0 indicates that emotional intelligence does not have a significant impact on the leadership effectiveness of small business owners in San Pedro, Laguna. This suggests that factors other than emotional intelligence, such as experience, industry knowledge, or personal characteristics, may have a more substantial influence on leadership effectiveness in this context.

Recommendations

Based on the findings of the study the following recommendations are hereby proposed:

Based on the results and conclusions mentioned above, here are some recommendations for small business owners in San Pedro Laguna:

1. **Continue Developing Emotional Intelligence Skills:** While emotional intelligence may not directly impact profitability or leadership effectiveness, it is still an essential skill for effective interpersonal relationships and decision-making. Invest in personal development and training programs to enhance emotional intelligence skills among yourself and your team members.
2. **Focus on Other Factors for Profitability:** Recognize that factors such as market conditions, pricing strategies, and operational efficiency have a more significant influence on profitability. Continuously monitor and adapt to market trends, optimize pricing strategies, and streamline operations to maximize profitability.
3. **Foster a Positive Work Environment:** Given the positive correlation between emotional intelligence and employee retention, prioritize creating a positive work environment. Encourage open communication, provide opportunities for growth and development, and ensure that employees' needs are met. This can contribute to higher employee satisfaction and retention rates.
4. **Enhance Client Satisfaction through Other Factors:** While emotional intelligence may not directly impact client satisfaction, focus on other factors that contribute to client satisfaction. Emphasize product quality, provide excellent customer service, and maintain competitive pricing. Regularly seek feedback from clients and make improvements based on their input.
5. **Consider a Holistic Approach to Leadership Development:** Recognize that leadership effectiveness is influenced by various factors beyond emotional intelligence. Invest in developing other leadership skills, such as experience, industry knowledge, and personal characteristics. Seek opportunities for mentorship, networking, and continuous learning to enhance overall leadership effectiveness.
6. **Conduct Further Research:** Consider conducting further research to explore additional factors that may impact profitability, client satisfaction, and leadership effectiveness in your specific business context. This can provide deeper insights and help tailor strategies accordingly.

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