

Building the Resilient Leader: How Emotional Intelligence Fosters Innovation Leadership Through Organizational Resilience

M. N. Aishwarya Anandavalli^{1*}, S. Antony Raj²

^{1,2}Department of Commerce, SRM Institute of Science and Technology, Kattankulathur, Chennai, Tamil Nadu, India.
am9172@srmist.edu.in¹, antonyrs@srmist.edu.in²

Abstract: This study empirically tests the structural model of EI, OR, and IL's complicated interactions. The study examined how Organisational Resilience mediates Emotional Intelligence and Innovation Leadership to bridge a key knowledge gap. The quantitative study design used a self-administered survey to obtain primary data on three latent dimensions. All three were assessed using 5-point Likert ratings. Researchers used SEM to analyse data. Model fit, path coefficient significance, and validation of the partial mediation hypothesis were the main goals of the analysis. SEM showed an excellent model fit, with a P-value of 0.56918 and an RMSEA of 0.000. All hypothesised structural routes were significant. Organisational Resilience (beta = 0.31, T = 4.16) and Innovation Leadership (beta = 0.18, T = 2.57) are positively and statistically significantly associated with emotional intelligence. Significantly, Organisational Resilience Influences Innovation Leadership (beta = 0.19, T = 2.54) and partially mediates the association between EI and IL. Cross-sectional data make causal conclusions over time difficult. It theoretically integrates these three distinct notions into one framework. Investments in EI, such as Self-Regulation and Moral Courage, are vital to establishing OR (organisational robustness and agility), which is the best way to promote Innovation Leadership.

Keywords: Emotional Intelligence (EI); Empirical Evidence; Organisational Resilience (OR); Innovation Leadership (IL); Organisational Robustness; Strategic Innovation; Moral Courage.

Received on: 25/10/2024, **Revised on:** 16/12/2024, **Accepted on:** 01/03/2025, **Published on:** 12/12/2025

Journal Homepage: <https://www.fmdbpub.com/user/journals/details/FTSHS>

DOI: <https://doi.org/10.69888/FTSHS.2025.000544>

Cite as: M. N. A. Anandavalli and S. A. Raj, "Building the Resilient Leader: How Emotional Intelligence Fosters Innovation Leadership Through Organizational Resilience," *FMDB Transactions on Sustainable Humanities and Society*, vol. 2, no. 4, pp. 152–162, 2025.

Copyright © 2025 M. N. A. Anandavalli and S. A. Raj, licensed to Fernando Martins De Bulhão (FMDB) Publishing Company. This is an open access article distributed under [CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/), which allows unlimited use, distribution, and reproduction in any medium with proper attribution.

1. Introduction

In today's environment, which is very unstable, unpredictable, complex, and unclear, no organisation can expect long-term success without managing constant change and fostering continuous progress [2]. The current corporate world is characterised by rapid technological change, unstable geopolitics, volatile markets, and increasingly demanding stakeholders [13]. These circumstances compel organisations to reevaluate conventional managerial methodologies and embrace more adaptive, flexible, and forward-looking tactics. The VUCA framework has been extensively utilised in management studies to depict the volatility of modern marketplaces and the escalating need for adaptive strategies [15]. VUCA, which stands for volatility, uncertainty, complexity, and ambiguity, was first used in military studies [6]. The term is frequently used in management, leadership, and

*Corresponding author.

organisational development. Academics have found it very helpful for understanding how to address the problems companies face when competing in unpredictable markets and how to stay competitive. Market volatility means that changes in consumer tastes, technology platforms, and supply chain architecture occur quickly and are hard to foresee. Uncertainty means there isn't enough useful information or predictability in an organisation's environment, making planning more difficult. Complexity is the number of variables, stakeholders, and systems that organisations have to deal with simultaneously. Ambiguity underscores the challenge of assessing external circumstances and identifying suitable courses of action when signals are imprecise or conflicting. When organisations face the combined consequences of these four dimensions, typical linear planning methods often don't work. As a result, businesses need to develop dynamic capabilities, foster cultures that encourage learning, and build structures that can withstand constant change to succeed.

One of the most fundamental ideas in modern management research concerns the connection between human capital and organisational capability. Companies are starting to realise that having a long-term competitive edge doesn't just come from having the best technology or money. It also comes from having staff who are skilled, flexible, and mentally well. As the world outside becomes increasingly unstable, stability within the company and workforce flexibility become important factors in how well the company performs. In particular, Emotional Intelligence, which includes empathy, self-control, social awareness, and interpersonal skills, has become a key factor in how people respond to stress and interact with others, thereby affecting the overall mood of the organisation [27]; [30]; [5]. Emotional Intelligence (EI) is particularly useful during organisational change, as it affects how leaders communicate with one another, build trust, resolve disagreements, and get teams to work together. People with higher emotional intelligence are better able to deal with stress, stay calm when things get tougher, and maintain supportive connections even when things are unclear or their roles are unclear.

Empathy helps leaders and team members understand how other people feel and what they think, which creates psychological safety, which is a vital step towards innovation. Self-regulation helps people manage their impulses, stay disciplined, and think through how to respond to unanticipated problems rather than react [24]. Employees who are socially aware can read social cues correctly, manage networks, and work well with people from different backgrounds. These emotional skills work together to improve teamwork, communication, decision-making, and the formation of high-performing organisations. When things are VUCA, stress levels go up, and tensions amongst people might get worse. This is when emotional intelligence is even more important. Emotionally mature leaders are better able to lead teams through uncertainty, maintain morale in tough situations, and motivate people to be strong.

Along with discussions of emotional intelligence, more and more people are realising that Organisational Resilience is an important factor in long-term success. Organisational Resilience, or the ability of a company to withstand severe shocks without harm, has become a must-have for companies that want to stay competitive in today's world. Pandemics, economic downturns, cyberattacks, natural catastrophes, and supply chain failures are all examples of disruptions that show why organisations need resilience skills that let them not only survive but also adapt and maybe even come out stronger. Researchers say that resilience is not a fixed trait but a flexible skill that needs to be intentionally developed, improved over time, and planned for Hillmann and Guenther [20]. A resilient organisation can see problems coming, handle them, bounce back quickly, and learn from bad events. Three main abilities make up organisational resilience: adapt, absorb, and innovate. Adaptive capability is the ability to be flexible and to change tactics, structures, and procedures in response to external factors. Absorptive capability is the ability to handle shocks without the business falling apart or performance dropping sharply.

Innovative capability shows how well an organisation can use crises as opportunities for growth by changing how it does business, adding new goods, or using new technologies. These skills are very closely related to the emotional intelligence of leaders and employees. This is because the emotional health and interpersonal skills of the workforce enable flexible thinking, cooperation, stress management, and problem-solving under pressure. In VUCA settings, organisational resilience is essential for risk management and capitalising on opportunities. Companies that aren't resilient are still quite likely to be disrupted, which can lead to protracted recovery times, damage to their brand, or even closure. On the other hand, companies that value resilience are better able to keep operations going, safeguard their stakeholders' interests, and stay ahead of the competition. Whether it's through digital transformation, supply chain changes, or training employees in new skills, the ability to quickly adapt to new situations is typically what makes some businesses successful and others fail.

This shows why emotional intelligence is such an important part of leadership training and organisational culture for building resilience. Leaders with high emotional intelligence build trust, stability, and clarity when things are unclear, helping people work together and keeping panic to a minimum. The connection between the VUCA framework, emotional intelligence, and organisational resilience provides useful insights into how to manage strategy in today's world. As businesses operate in environments that are always changing, human-centred skills become just as important as operational efficiencies and technology infrastructure. Emotional intelligence directly affects how well people communicate, how well teams work together, and how trustworthy leaders are. All of these things affect how quickly an organisation can respond to a crisis. Also, leaders with high emotional intelligence are better at making decisions based on gut feelings, dealing with uncertainty, reading weak

signals, and building trust skills that are very important in situations where things are unclear. For instance, when the market is unstable or the supply chain is disrupted, teams led by emotionally intelligent leaders are better able to stay calm and adapt, keeping operations running smoothly and reducing the risk of internal conflict. Organisational resilience, on the other hand, provides the structural and strategic tools you need to manage uncertainty and complexity. It helps ensure the organisation has the procedures, resources, and cultural traits it needs to handle disturbances effectively. This includes forming cross-functional teams, investing in supply chains that differ, planning for different scenarios, and encouraging people to keep learning. Resilience also includes mental resilience, which is directly strengthened by emotional intelligence. When employees feel supported, understood, and valued, they are more likely to be persistent, creative, and engaged when things become tough. This makes the organisation as a whole more resilient.

Resilience and emotional intelligence are not just ideals; they have real effects on how managers do their jobs. To ensure that interpersonal skills receive the same attention as technical skills, companies need to embed emotional intelligence into their hiring, talent development, and performance evaluation processes. Training programs focused on empathy, self-control, conflict resolution, and active listening can help build emotionally intelligent workforces that perform well in VUCA environments. Also, the organisation can become more prepared by institutionalising resilience-building tools, including crisis simulations, risk assessments, knowledge management systems, and flexible organisational structures. Leaders need to think strategically and see change as an opportunity rather than a threat. They also need to be okay with uncertainty. This means promoting curiosity, open communication, trying new things, and ensuring staff feel safe taking chances.

Emotionally intelligent leaders exhibit these behaviours, which set the standard for the organisation and give staff the confidence to deal with uncertainty. In this approach, emotional intelligence serves as a catalyst that strengthens the organisation's efforts to build resilience. In general, organisations that successfully combine emotional intelligence training with resilience-focused tactics are better able to thrive in unstable, unpredictable, complex, and unclear environments. The VUCA framework highlights the external pressures and challenges businesses face. Emotional intelligence equips people to navigate these pressures, and organisational resilience provides businesses with the strategic and structural tools to manage and learn from disruptions. These ideas work together to form a comprehensive foundation for long-term business success in the modern world. They show how important human capital is as the driving force behind adaptability, innovation, and long-term competitive advantage.

1.1. Problem Statement

Although Emotional Intelligence, Organisational Resilience, and Innovation Leadership are important in their own right, the nature of their interrelationships remains an area that requires deeper empirical investigation [25]. Prior literature has examined either how different leadership styles can directly influence organisational outcomes or how EI impacts individual performance [27]. There is a shortage of research that combines these three constructs into a single theoretical framework, focusing specifically on the indirect pathway. Indeed, it may be theorised that the individual's emotional and social competence will not lead directly to organisational-level innovation but, instead, foster robust and agile organisational conditions that enable and enhance leadership focused on innovation. Nevertheless, Organisational Resilience has not been definitively established as playing a structural role in mediating the relationship between Emotional Intelligence and Innovation Leadership, and this is a gap the present research seeks to bridge [29]; [20].

1.2. Research Aim and Objectives

The main objective of this study is to empirically test a structural model examining the direct and indirect relationships among Emotional Intelligence, Organisational Resilience, and Innovation Leadership in an organisational context. The respective objectives are:

- To establish the direct effect of Emotional Intelligence on Organisational Resilience.
- To determine the direct effect of Emotional Intelligence on Innovation Leadership.
- To assess the direct effect of Organisational Resilience (OR) on Innovation Leadership (IL).
- To explore the mediating effect of Organisational Resilience in the relationship between Emotional Intelligence and Innovation Leadership.

1.3. Significance of the Study

This research makes considerable contributions within both the theoretical and practical realms. Theoretically, the identification of Organisational Resilience as a possible mediator in this study advances prior knowledge of complex mechanisms linking individual behavioural traits (EI) to organisational strategic outcomes (IL) and thus provides a better foundation for future behavioural models [20]; [29]; [25]. In practice, the findings will provide implications for practitioners and HRD professionals

to act upon. Thus, they can leverage this knowledge to design focused training programs on specific EI dimensions (e.g., Empathy, Self-Regulation) that most effectively build organisational robustness and agility, thereby increasing the capacity for Innovation Leadership [17]. This can be a significant step toward enabling organisations to maintain a sustainable competitive advantage in dynamic markets.

2. Literature Review

This section presents a systematic review of existing studies related to the key variables to be investigated in this structural model. The discussion is organised around three key constructs derived from the conceptual framework: Emotional Intelligence, Organisational Resilience, and Innovation Leadership. This review aims to synthesise prior findings, critically examine limitations, and establish a theoretical basis for the hypotheses tested in this study.

2.1. Emotional Intelligence (EI)

Emotional Intelligence has been commonly described as the ability to monitor one's own and others' feelings, discriminate among them, and use this information to guide thought and action [10]. Several dimensions make up the concept, such as Empathy, Self-Regulation, and Social Awareness. Higher EI among leadership has been consistently linked to positive outcomes, including better communication, improved conflict resolution, and stronger team dynamics within an organisation. An individual's ability to remain calm and composed under pressure, without being affected by, or affecting, the sentiments of his team members, is considered a necessary foundation for effective organisational functioning [16]; [5]. While the positive impact of EI on individual performance is well established, prior research often falls short of effectively modelling how individual-level EI translates into collective, organisational-level capabilities such as resilience and innovation. Most studies use narrow measures of EI that exclude important dimensions, such as Moral Courage and Emotional Expression, which are critical for leading ethical and transparent organisations. The present study adopts a multidimensional approach to EI, comprising Empathy, Self-Regulation, Social Awareness, Moral Courage, and Emotional Expression, to provide a robust antecedent measure. It goes a step beyond individual outcomes by linking EI directly to the organisational capability of Resilience (OR) and the strategic outcome of Innovation Leadership (IL):

- **Hypothesis H1:** Emotional Intelligence (EI) has a significant positive effect on Organisational Resilience (OR).
- **Hypothesis H2:** Emotional Intelligence has a significant positive effect on Innovation Leadership.

2.2. Organisational Resilience (OR)

Organisational Resilience can be defined as a dynamic capability that enables an organisation to absorb strain, recover from disruptions, and adapt successfully to changing circumstances. It is commonly operationalised into subdimensions such as Robustness, referring to an organisation's ability to withstand unexpected disruptions; Agility, which relates to the speed of adaptation; and Integrity, which involves the consistent maintenance of ethical standards. Resilient organisations are those that are "capable of withstanding unexpected disruptions without major setbacks". Much of the extant literature approaches OR as either a dependent variable or an outcome of an effective strategy. Less attention has been paid to its potential role as a mediating mechanism that enables other critical functions, including leadership effectiveness in innovation. You [21] also established that the ethical element of resilience, that is, Integrity, in relation to innovation outcomes, is commonly ignored and left far behind by purely structural or operational dimensions, like Robustness and Agility. This research positions Organisational Resilience as a critical intervening variable. A resilient organisation—that is, robust yet agile—provides the stable yet adaptable platform necessary for Innovation Leadership behaviours to thrive without fear of failure or ethical breach. OR creates safety and flexibility for leaders to engage in risk-taking and experimentation required for innovation:

- **Hypothesis H3:** Organisational Resilience (OR) has a significant positive effect on Innovation Leadership (IL).

2.3. Innovation Leadership (IL)

Innovation Leadership goes beyond traditional management by fostering a culture that enables new ideas to be generated, tested, and implemented. The construct is multifaceted in nature, including behaviours such as Paying Attention—observing the trends; Imaging, which encourages imaginative thinking; Serious Play, or experimentation; Collaborating; and leading with Intentionality, or clear purpose. Effective innovation leaders tailor their approach to suit individual team members: Personalising. Work provides an important conceptual framework for Innovation Leadership, suggesting a balance between business thinking (efficiency, risk management, execution) and innovative thinking (creativity, adaptability, experimentation) [12]. According to their model, there are six innovative thinking skills that every leader needs in dynamic environments:

- **Paying Attention:** Observing weak signals and trends to anticipate change.

- **Personalisation:** The leadership approach is individualised to unlock each person's creative potential.
- **Imagining:** The promotion of imagination to visualise different futures.
- **Serious Play:** Experimenting with ideas in safe spaces where failure is reframed as learning.
- **Collaborating:** Building networks and partnerships to co-create innovative solutions.
- **Intentionality:** Lead with clarity of purpose and closely align innovation efforts with organisational strategy.

This framework, therefore, underscores that innovation leadership is not about charismatic traits but about creating the right conditions for innovation to emerge. Leaders have to foster resilience and psychological safety so experimentation and collaboration may take place. While leadership can be considered an established driver of innovation, various frameworks fail to incorporate fundamental elements of organisational health, such as resilience, that would, in turn, enable leaders. Often, there is a focus on either charismatic or strategic attributes of the leader while ignoring contextual support structures. This does not allow for practical interventions, since leadership behaviours are only effective to the extent that the environment is enabling. By adopting the framework of Horth and Buchner [12], this study provides a holistic view of IL through six key dimensions and tests how these are concurrently driven by social competence at the individual leadership level and by the organisation's strategic stability regarding its OR. The final contribution is to lay the structural foundation that shows how resilience facilitates higher-order innovation leadership [23]. In developing a hypothesis, these variables will be conceptually integrated in a mediating hypothesis that draws from the preceding sections of analysis:

- **Hypothesis H4:** OR is the mediator that captures the influence of EI on IL.

2.4. Conceptual Framework

The conceptual framework below highlights the hypothesised relationships derived from the literature review. Emotional Intelligence (EI) is positioned herein as an antecedent variable. It is hypothesised to directly affect both Organisational Resilience (OR) and Innovation Leadership (IL). Significantly, Organisational Resilience is identified as a mediating factor, suggesting that the positive effects of Emotional Intelligence on Innovation Leadership are conveyed, either partially or fully, through the organisation's greater robustness and agility (Figure 1).

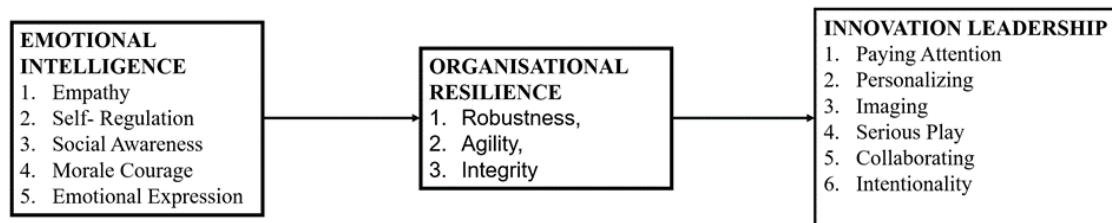


Figure 1: Conceptual framework

2.5. Research Gap

The justification for this research is embedded in a systematic review of the literature on leadership, organisational capability, and human capital. The review reveals key themes: the dimensional complexity of EI, the operational components of OR, and the behavioural attributes of IL. While substantial developments have been made in each of these areas, numerous research gaps persist regarding their structural integration, thereby justifying the current study [28]; [3]; [18].

2.6. Categorical Research Gaps

- **Knowledge Gap:** Much of the literature views EI as an individual-level construct and OR as an organisation-level construct, and the interactive dynamics between them have remained largely unexplored. The precise path by which an individual's emotional competence promotes organisational resilience and, in turn, impacts innovation leadership has not been clearly delineated or empirically validated to date [9].
- **Methodological Gap:** Previous structural studies of leadership and organisational outcomes have often used methods that may not fully capture the mediating complexity of dynamic capabilities, such as Organisational Resilience. This study employs an SEM approach to rigorously test these complex direct and indirect relationships in concert, thereby overcoming certain limitations of simple regression models.

- **Theoretical Gap:** No existing theoretical frameworks fully integrate EI, OR, and IL into a coherent model. This study addresses such a need by providing a unified model linking micro-foundations of leadership, namely EI, to the strategic function of the organisation, or OR, and emergent leadership behaviours, or IL [32]; [22].

The mediation effect proposed here, in which Organisational Resilience serves as the mechanism linking Emotional Intelligence to Innovation Leadership, has been tested in only a few quantitative studies that used multi-item reflective measures for all three latent constructs. Although recent work has explored resilience as a mediator between leadership and innovation, empirical evidence remains scarce to date [32]; [3]. Overall, the review has identified various conceptual, methodological, and empirical gaps in the literature regarding the structural interplay among these three variables. To address these issues, this study proposes an integrated framework to examine the mediating role of Organisational Resilience in the relationship between Emotional Intelligence and Innovation Leadership. It empirically tests its applicability using a robust SEM approach [28]; [22]; [16].

3. Methodology

Research Design: Following a quantitative research design, this study uses a structured survey to examine hypothesised relationships among the key variables of EI, OR, and IL. The quantitative method is considered to be appropriate in this approach because the research objective is a test of a theoretical model through which the strength and direction, as well as the significance, are quantified for explaining the causal paths between constructs, as has been evidenced through SEM analysis by Hair et al. [19].

Population and Sampling: The population for this study comprises professionals or employees in an organisational setting who are exposed to concepts of emotional intelligence, resilience, and leadership. In the given context, neither the number of respondents nor the selection method is explicitly stated; instead, this analysis is conducted on a sample size sufficient to conduct the complex SEM depicted here, with a statistic of 71.25 ($\sim\chi^2$) (df=74). In fact, SEM research requires sample sizes large enough to guarantee statistical power and model stability [14].

Data Collection: Primary data were collected through the self-administered questionnaire. This instrument was designed to capture responses on the core constructs of the study, namely Emotional Intelligence (EI), Organisational Resilience (OR), and Innovation Leadership (IL) [8]; [11]. All items' responses were collected through the 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5), which is commonly used in organisational and behavioural research studies as documented in the works of Joshi et al. [1].

Tools and Instruments: The latent constructs were measured by using established multi-item scales, with specific subdimensions captured by the following survey statements:

- **Emotional Intelligence (EI):** Empathy, Self-Regulation, Social Awareness, Moral Courage, Emotional Expression [10].
- **Organisational Resilience (OR):** includes Robustness, Agility, Integrity [29].
- **Innovation Leadership:** Paying Attention, Personalising, Imaging, Serious Play, Collaborating, Intentionality [12].

Data Analysis: The collected data were analysed using Structural Equation Modelling (SEM). The measurement model, which describes the relationships between latent constructs and their observed items, and the structural model, which describes the relationships among the latent constructs, were assessed simultaneously in SEM:

- **Software:** Common SEM programs include LISREL, among others [19].
- **Measurement Model Assessment:** This involved assessing construct reliability and validity using item loadings and variances [7].
- **Structural Model Assessment:** Included in this process were the hypothesised paths testing, examination of path coefficients, for example, (EI \rightarrow OR = 0.31), t-values, for example, EI \rightarrow OR = 4.16, and overall model fit indices, that is, $\chi^2= 71.25$, df= 74, p= 0.56918, RMSEA= 0.000.

Data collection through questionnaires followed standard ethical practices, including voluntary participation, confidentiality, and anonymity of respondents' data. The adopted quantitative research design and the SEM approach ensure a rigorous assessment of the validity and reliability of the proposed structural model, which will be used to test the relationships among Emotional Intelligence, Organisational Resilience, and Innovation Leadership.

4. Results and Discussion

4.1. Discussion of Results

H1 Support (EI → OR): Thus, the finding of this research that Emotional Intelligence significantly and positively affects Organisational Resilience (beta = 0.31) supports the literature, which asserts that EI fosters resilience dimensions. Through self-regulation and awareness of others, leaders can make decisions objectively during crises that keep the organisation stable, thereby making it more robust and agile. This is consistent with evidence that EI is a micro-foundation for organisational resilience, as reported by Salameh-Ayanian et al. [26], Sharma [4], and Bataineh et al. [3].

H3 Support (OR → IL): The significantly positive relationship found between Organisational Resilience and Innovation Leadership ($\beta = 0.19$) thus supports the notion that resilience is essential for innovation. Resilience, specifically through Agility and Integrity, promotes both psychological safety and structural flexibility, enabling leaders to engage in high-risk innovation behaviours such as Serious Play and Imaging. That is related to some literature that connects resilience to innovation outcomes - for instance, [32]; [22].

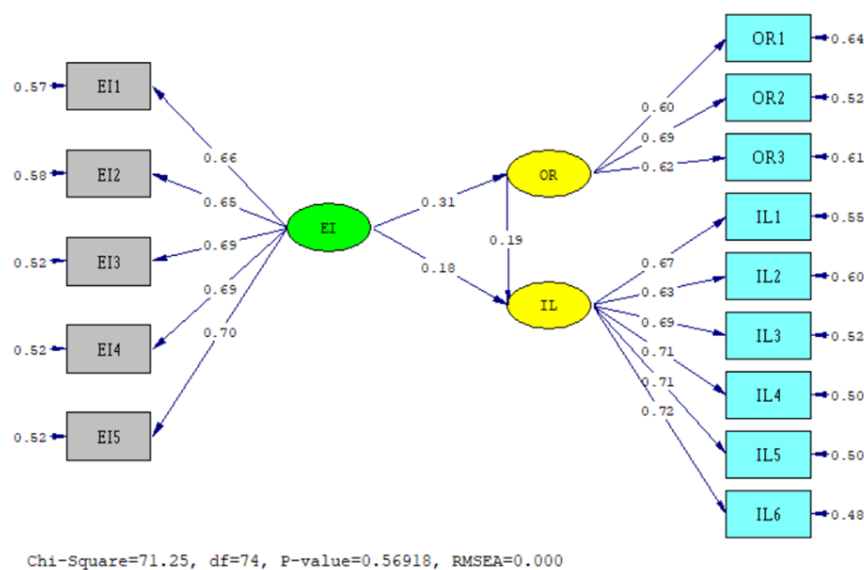


Figure 2: SEM path analysis (Source: SPSS)

H2 and H4 Support (EI → IL and Mediation): The significant direct path from Emotional Intelligence to Innovation Leadership ($\beta = 0.18$) suggests that emotionally intelligent leaders may directly drive innovation through behaviours such as personalisation and collaboration. On the other hand, the indirect effect via OR supports H4 (Partial Mediation), implying that EI is more effective when it contributes to a resilient organisational platform [31]; [16]; [9]. It also aligns with the findings indicating that EI strengthens leadership effectiveness and the innovation ventures in a dynamic context. This research enhances academic comprehension by amalgamating three diverse yet interconnected literatures—Emotional Intelligence (EI), Organisational Resilience (OR), and Innovation Leadership (IL)—into a unified structural model that provides both conceptual clarity and empirical validation (Figure 2).

The model illustrates that Organisational Resilience serves a partial mediating function between Emotional Intelligence and Innovation Leadership, transcending mere bivariate relationships and validating resilience as a crucial enabling mechanism, as previously indicated in the studies by Bai et al. [32] and Yu and Xiang [22]. This integration is timely, as today's workplaces are unstable and change quickly, requiring dynamic skills that come from both people and the organisation's structure. Emotional intelligence is the ability to comprehend, manage, and respond to emotions, while resilience is an organisation's ability to withstand shocks, recover, and adapt. The research establishes a more robust theoretical foundation for comprehending the translation of human capabilities into system-level innovative behaviours by integrating these constructs into a unified framework. The practical ramifications arising from this research are also substantial. Organisations today must deliberately invest in fostering Emotional Intelligence among employees and executives, especially in Self-Regulation, Social Awareness,

and Moral Courage, which constitute the ethical and relational basis essential for cultivating resilience in dynamic environments.

Previous studies highlight the significance of these subdimensions for proficient professional performance and ethical decision-making, as indicated by Salameh-Ayanian et al. [26] and Sharma [4]. This kind of investment is not only developmental but also strategic, as it shapes how people respond to stress and how teams as a whole handle stress, conflict, and uncertainty. Also, managers need to understand that building resilience is not just about protecting the organisation from breaking down. Instead, enhancing characteristics like Robustness and Agility directly fosters innovation-oriented leadership behaviours, such as Serious Play and Imaging, which expand imagination, improve creative problem-solving, and promote experimental strategies to address organisational challenges. This connection between resilience and behaviours that promote innovation aligns with what Bai et al. [32] and Yu and Xiang [22] have said previously. They stress how resilience can lead to innovative capability. When resilience is nurtured, organisations not only endure upheavals; they leverage them as catalysts for innovative thinking, novel structures, and fresh strategic trajectories. The study utilises a robust methodological framework based on Structural Equation Modelling, facilitating the concurrent examination of interrelated constructs. The model's outstanding fit, as shown by the rules set forth by Hair et al. [19], supports the validity of the postulated theoretical relationships. The SEM technique works very well here because the constructions are complex, multi-dimensional, and inherently hidden.

Emotional Intelligence encompasses psychological competencies that are not readily apparent; Organisational Resilience combines structural and behavioural capacities; and Innovation Leadership integrates cognitive and behavioural components. The capacity to analyse these constructs in a multivariate manner enhances the study's findings and yields deeper insights than simpler analytical methods might. The study's results reveal three main correlations that help us understand how organisations can be innovative in situations where things are unclear. First, Emotional Intelligence has a big and good effect on both Organisational Resilience and Innovation Leadership. The coefficients $\beta = 0.31$ for the EI \rightarrow OR link and $\beta = 0.18$ for the EI \rightarrow IL relationship indicate that emotionally intelligent people create environments that foster flexibility and the generation of new ideas. These results substantiate the notion that emotional competencies affect not only interpersonal relationships but also overarching organisational characteristics associated with agility and creativity. Second, Organisational Resilience is a strong predictor of Innovation Leadership ($\beta = 0.19$). This shows that resilient organisations—those that can handle shocks and keep moving forward—are more likely to develop leaders who think outside the box, try new things, and support change. Third, Organisational Resilience partially mediates the beneficial impact of Emotional Intelligence on Innovation Leadership. This mediation effect shows that resilience serves as a conduit through which emotional competencies are transformed into strategic innovation results. People with high emotional intelligence help strengthen relationships, solve problems more effectively, and be more flexible, all of which make them more resilient.

This resilience subsequently enables the development of innovative leadership behaviours. These findings are conceptually reinforced by the research of Coronado-Maldonado and Benítez-Márquez [18], which characterises resilience as a dynamic capability that converts human capital strengths into strategic organisational outcomes. This research contributes to both theoretical frameworks and practical applications. From a theoretical perspective, the study contributes to existing discussions on the function of dynamic capabilities in contemporary organisations by experimentally establishing Organisational Resilience as a pivotal mediating construct between individual competences and organisational innovation outcomes. Previous studies have frequently examined Emotional Intelligence (EI), Organisational Resilience (OR), and Individual Learning (IL) as distinct domains. In contrast, this research integrates these elements into a cohesive model that illustrates the interrelatedness of human competencies and organisational adaptation. The results confirm that resilience is not only a passive buffer; it is an active process that turns emotional intelligence into new ideas. This enhances theoretical comprehension of organisational success in unstable contexts and broadens current frameworks in leadership and organisational behaviour studies. The findings provide practical insights for human resource experts, leadership development practitioners, and organisational strategists. The study shows that EI training should not be seen as an optional soft-skill program, but as a key strategic instrument that makes organisations more flexible. For example, training programs that focus on Self-Regulation and Moral Courage can help workers stay morally clear, emotionally stable, and harmonious with others even when things are tough. Because these skills make people more resilient, this kind of training is even more useful, helping both the individual and the organisation as a whole.

Furthermore, recognising that resilience serves as a conduit for emotional intelligence to enhance innovative leadership enables organisations to build comprehensive development programs that connect emotional abilities, resilience-enhancing activities, and innovation-focused leadership methodologies. Some examples of these programs include scenario-based learning, stress-management training, crisis simulations, reflective leadership, and exercises that require people to work together to solve problems. Organisations can also rethink their structures, cultures, and policies at the strategic level to make them more resilient. This can be done by encouraging flexibility, reducing overly strict bureaucratic processes, boosting psychological safety, and making room for creative experimentation. The study recognises certain limitations that should be taken into account when interpreting the results; nevertheless, it makes several contributions. A fundamental limitation arises from the cross-sectional research methodology, which limits the ability to infer clear causal linkages. Similar apprehensions are reflected in previous

SEM-based leadership studies, including Wolf et al. [14]. While the findings demonstrate substantial correlations among EI, OR, and IL, longitudinal studies would yield more comprehensive insights into the progressive evolution of these connections and would consider temporal fluctuations. A second constraint concerns the emphasis on specific subdimensions of the constructs as delineated by the measurement tools. These dimensions offer significant insights; however, they constitute only a fraction of the extensive conceptual frameworks of Emotional Intelligence, Organisational Resilience, and Innovation Leadership. Consequently, the data may not comprehensively encompass all potential pathways of interaction among these constructs. Yu and Xiang [22] further note that contextual factors, such as industry type, organisational culture, and leadership hierarchy, may affect the intensity and direction of the correlations among EI, OR, and IL.

The present research design did not conduct an in-depth analysis of these contextual variables. Moreover, additional potential mediators or moderators—such as psychological safety, learning orientation, or organisational climate—may also influence the EI → IL link. Duchek [29] posits that resilience is inherently multifaceted, with distinct facets functioning differently across diverse contexts. These restrictions inevitably give rise to future study topics. A longitudinal strategy would enable researchers to document the progressive development of Emotional Intelligence (EI), Organisational Resilience (OR), and Interpersonal Leadership (IL) over time, as well as to evaluate the impact of training investments or structural modifications on organisational outcomes. Including contextual elements such as cultural norms, the extent of technological adoption, or the maturity of an organisation could enhance understanding of how resilience influences creativity across various settings. Examining different mediators would strengthen theoretical models by helping researchers understand the more complex web of factors that affect innovation leadership.

Future research may further link Innovation Leadership to specific organisational performance metrics, including profitability, growth, productivity, and market share, to enhance the managerial applicability of the study's outcomes. Such expansions would connect psychological and behavioural concepts with real-world results for organisations, giving both researchers and practitioners a more complete picture. Emotional Intelligence is the process of building human capital, the psychological and social underpinning of Organisational Resilience. Resilient organisations can handle change, adapt to new situations, and turn problems into opportunities. This is the perfect place for Innovation Leadership to grow. Innovation involves psychological safety, openness, flexibility, and the capacity to reinterpret issues creatively—all of which are supported by both emotional intelligence and resilience. When people can control their emotions and stay in touch with others, and when businesses are strong enough to handle shocks and flexible enough to change their plans, innovation becomes a natural part of how things work every day.

5. Conclusion

In summary, combining Emotional Intelligence, Organisational Resilience, and Innovation Leadership into a single framework provides a comprehensive understanding of how modern businesses can succeed in unstable, unclear, complex, and ambiguous environments. The amassed empirical evidence robustly demonstrates that emotionally intelligent individuals—those proficient in self-regulation, empathy, social awareness, and ethical decision-making—constitute a fundamental component in the development of resilient organisational systems. These strong, flexible, and quick-to-respond mechanisms enable leaders to exhibit innovative behaviours such as creative problem-solving, strategic experimentation, and visionary thinking. The fact that these ideas are connected shows that innovation doesn't happen on its own; instead, it thrives in organisational cultures that respect emotional maturity and structural robustness. When individuals and executives have high Emotional Intelligence, they can handle stress more effectively, see problems more positively, and work together more effectively. This emotional power strengthens resilience, and resilience is the most important factor that allows Innovation Leadership to grow. As a result, companies can better predict problems, quickly reallocate resources, and take advantage of new opportunities as they arise. By understanding these changing relationships, organisations can create more effective leadership development programs, strategically invest in emotional intelligence training, and implement practices that promote resilience and enhance both individual and group skills. In the end, these kinds of combined efforts make the organisation more innovative, flexible, and able to last over the long term. This ensures it stays competitive, relevant, and ready to expand even as the world changes quickly.

Acknowledgement: The authors gratefully acknowledge the academic support and research facilities provided by SRM Institute of Science and Technology.

Data Availability Statement: The data supporting these study findings are available from the corresponding authors upon reasonable request.

Funding Statement: This study received no external funding, and all authors confirm that the research and publication were conducted without financial support from public, commercial, or not-for-profit agencies.

Conflicts of Interest Statement: The authors declare that there are no conflicts of interest that could have influenced the research outcomes or interpretations.

Ethics and Consent Statement: The study was conducted in accordance with established ethical standards, and informed consent was obtained from all participants prior to their involvement in the research.

References

1. A. Joshi, S. Kale, S. Chandel, and D. K. Pal, "Likert scale: Explored and explained," *British Journal of Applied Science and Technology*, vol. 7, no. 4, pp. 396–403, 2015.
2. A. N. Venkatesh, "Global Talent Management Strategies for Organizational Success in a VUCA World – A Conceptual Framework," *The International Journal of Management Research*, vol. 4, no. 2, pp. 17–30, 2016.
3. A. Q. Bataineh, M. Alhur, D. Qasim, and A. Shuhaiber, "The role of emotional intelligence in enhancing organizational resilience: Examining the moderating impact of transformational leadership," *Problems and Perspectives in Management*, vol. 23, no. 3, pp. 79–94, 2025.
4. A. Sharma, "The role of emotional intelligence in crisis leadership: Effects on employee morale and organizational resilience," *International Journal of Advanced Research*, vol. 12, no. 10, pp. 98–119, 2024.
5. B. E. Maamari and J. F. Majdalani, "Emotional intelligence, leadership style and organizational climate," *International Journal of Organizational Analysis*, vol. 25, no. 2, pp. 327–345, 2017.
6. C. Aimar and D. K. Skip, "VUCA: A management tool for dealing with challenges in changing environments," *Global Journal of Entrepreneurship*, vol. 6, no. 1, pp. 37–48, 2022.
7. C. Fornell and D. F. Larcker, "Evaluating structural equation models with unobservable variables and measurement error," *Journal of Marketing Research*, vol. 18, no. 1, pp. 39–50, 1981.
8. C. S. Wong and K. S. Law, "The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study," *The Leadership Quarterly*, vol. 13, no. 3, pp. 243–274, 2002.
9. D. Faugoo and P. Khoosye, "Emotional intelligence in transformational leadership: Building cohesive teams and conflict resolution for organizational excellence," in *proc. 5th International Conference on Management, Education, Social Sciences and Innovation*, Kuala Lumpur, Malaysia, 2024.
10. D. Goleman, "Emotional Intelligence: Why It Can Matter More Than IQ," *Learning*, vol. 24, no. 6, pp. 49–50, 1996.
11. D. Goleman, "Working with Emotional Intelligence," *Bantam Books*, New York, United States of America, 1998.
12. D. Horth and D. Buchner, "Innovation Leadership: How to Use Innovation to Lead Effectively, Work Collaboratively, and Drive Results," *Center for Creative Leadership*, 2014. Available: https://imamhamzatcoed.edu.ng/library/ebooks/resources/Innovation_Leadership_by_david_horth.pdf [Accessed by 12/08/2024].
13. D. Huyler and C. M. McGill, "Book Review: Research Design: Qualitative, Quantitative, and Mixed Methods Approaches," *New Horizons in Adult Education and Human Resource Development*, vol. 31, no. 3, pp. 75–77, 2019.
14. E. J. Wolf, K. M. Harrington, S. L. Clark, and M. W. Miller, "Sample Size Requirements for Structural Equation Models: An Evaluation of Power, Bias, and Solution Propriety," *Educational and Psychological Measurement*, vol. 76, no. 6, pp. 913–934, 2013.
15. F. Naqvi and A. Naqvi, "A study of what makes organizations successful in a VUCA world," *Migration Letters*, vol. 20, no. S4, pp. 143–158, 2023.
16. G. Saranya and S. T. Selvi, "The Influence of Emotional Intelligence on Leadership Effectiveness and Organizational Behavior: Insights and Implications," *Advances in Consumer Research*, vol. 2, no. 2, pp. 385–391, 2025.
17. H. Nugroho, S. Riyadi, S. D. Lestari, and S. Mudjijah, "Innovative Leadership in Driving Organizational Innovation and Performance: A Systematic Literature Review," *ECo-Fin*, vol. 7, no. 1, pp. 230–246, 2025.
18. I. Coronado-Maldonado and M. D. Benítez-Márquez, "Emotional intelligence, leadership, and work teams: A hybrid literature review," *Heliyon*, vol. 9, no. 10, p. e20356, 2023.
19. J. F. Hair, G. T. M. Hult, C. M. Ringle, M. Sarstedt, N. P. Danks, and S. Ray, "Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook," in *Classroom Companion: Business Series*, Springer Cham, Switzerland, 2021.
20. J. Hillmann and E. Guenther, "Organizational resilience: A valuable construct for management research?" *International Journal of Management Reviews*, vol. 23, no. 1, pp. 7–44, 2020.
21. J. J. You, "An Overview of Organizational Resilience in Research and Strategy: Implications for the Future of Work," *AIB Insights*, vol. 23, no. 3, pp. 1–7, 2023.
22. J. Yu and K. Xiang, "Transformational leadership, organizational resilience, and team innovation performance," *Behavioral Sciences*, vol. 15, no. 1, p. 10, 2025.
23. L. Blaique and H. El-Farr, "Harnessing human capital in the age of AI: Strategies for future-ready organizations," in *The Amplifying Power of Intellectual Capital in the Contemporary Era*, IntechOpen Limited, London, United Kingdom, 2025.

24. L. T. Hu and P. M. Bentler, "Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives," *Structural Equation Modeling: A Multidisciplinary Journal*, vol. 6, no. 1, pp. 1–55, 1999.
25. M. O. Obuba, "Leadership strategy and organizational outcomes: A review of literature," *Open Journal of Leadership*, vol. 11, no. 2, pp. 111–139, 2022.
26. M. Salameh-Ayanian, N. Tamer, and N. J. Al Maalouf, "The importance of emotional intelligence in managers and its impact on employee performance amid turbulent times," *Administrative Sciences*, vol. 15, no. 8, p. 300, 2025.
27. O. Tantar, L. M. Schmitz, and H. Moasa, "The impact of emotional intelligence on organizational climate," *Bulletin of the Transilvania University of Braşov, Series VII: Social Sciences and Law*, vol. 14, no. 1, pp. 89–98, 2021.
28. R. Gilar-Corbi, A. Izquierdo, and J. L. Castejón, "A structural model of emotional intelligence, resilience, and stress in university students," *Behavioral Sciences*, vol. 15, no. 7, p. 894, 2025.
29. S. Duchek, "Organizational resilience: A capability-based conceptualization," *Business Research*, vol. 13, no. 1, pp. 215–246, 2020.
30. S. T. Navya and R. Chandrasaha, "The role of emotional intelligence in organizational change and adaptation," *Scope Journal*, vol. 14, no. 4, pp. 1286-1293, 2024.
31. T. P. Pudasaini, "Emotional intelligence and effective leadership in the digital era," in *Leadership Studies in the Turbulent Business Ecosystem*, *IntechOpen*, London, United Kingdom, 2025.
32. Y. Bai, X. You, and Y. Sun, "Transformational leadership, dual innovation, and organizational resilience," *Current Psychology*, vol. 44, no. 21, pp. 17455–17473, 2025.