

Transformational Leadership and Emotional Intelligence: Examining Their Combined Effect on Team Performance

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Abstract

This research assesses the combined influence of transformational leadership and emotional intelligence on team performance within private businesses in Erbil, Kurdistan Region of Iraq. Transformational leadership has been broadly well-known as a significant leadership style that improves employee motivation and organizational performance. Emotional intelligence, on the other hand, allows leaders and workforces to manage emotions successfully, thus refining teamwork and performance. Despite wide worldwide research, limited empirical researches have studied the collaboration of these concepts in the Kurdistan Region background. Applying a quantitative research method, data were gathered from 312 staffs chosen randomly from private businesses in Erbil. Statistical analysis comprising reliability analysis, correlation, multiple regression, and mediation testing were carried out utilizing SPSS. The results reveal that transformational leadership positively and significantly effects team performance. Emotional intelligence also has a strong positive influence and partially mediates the association between transformational leadership and team performance. The research contributes to leadership theory in developing markets and presents practical implications for private sector organizations in Iraq.

Keywords: Transformational Leadership, Emotional Intelligence, Team Performance, Private Businesses, Erbil, Kurdistan Region of Iraq, Quantitative Research

1. Introduction

Leadership success remains an essential concern for organizations pursuing competitive advantage. Among modern leadership theories, transformational leadership has increased significant academic consideration due to its ability to encourage, inspire, and promote followers beyond transactional interactions (Carvalho & Garner, 2025). Transformational leaders raise improvement, obligation, and collective vision. Concurrently, emotional intelligence (EI) has developed as an important ability inspiring personal relations, decision-making, and team cooperation (Abbas et al., 2024).

Leaders who successfully manage feelings tend to make trust and improve team dynamics. In private businesses, where market instability and competitive difficulty are rising, leadership success is mainly significant. Though, empirical indication studying the combined effect of transformational leadership and emotional intelligence on team performance in this situation remains limited. This research aims to assess the direct and indirect effects of transformational leadership and emotional intelligence on team performance in private businesses in Erbil. Private businesses face performance contradictions due to leadership inadequacies and limited emotional capabilities among directors. It remains uncertain how transformational leadership and emotional intelligence together effect team performance within this regional background. While transformational leadership and emotional intelligence have been broadly considered internationally, few researches have assessed both factors simultaneously, examined emotional intelligence as a mediating factor, or concentrated precisely on private businesses in the Kurdistan Region of Iraq. Moreover, economic, cultural, and organizational features unique to the region might form leadership behaviors and emotional dynamics inversely compared to Western backgrounds where most previous researches have been carried out (Sharma, 2024).

By examining these concepts together, this research contributes to a more wide-ranging understanding of how leadership style and emotional skills cooperate to improve team efficiency, consistency, and goal achievement in developing market backgrounds. In addition, the rising difficulty of organizational structures and the rising variety of the staff in Erbil need leaders who are not only deliberately capable but also emotionally understanding and adjustable. Teams nowadays function in dynamic surroundings where

teamwork, interaction, and conflict management are important for supporting performance. Transformational leadership might present strategic route and motivation, while emotional intelligence guarantees that personal challenges are managed productively. Consequently, studying the combined effect of these factors provides valuable theoretical and practical understandings for leadership growth programs, human resource approaches, and organizational policy preparation within the private sector of the Kurdistan Region of Iraq.

1.1 Conceptual Framework

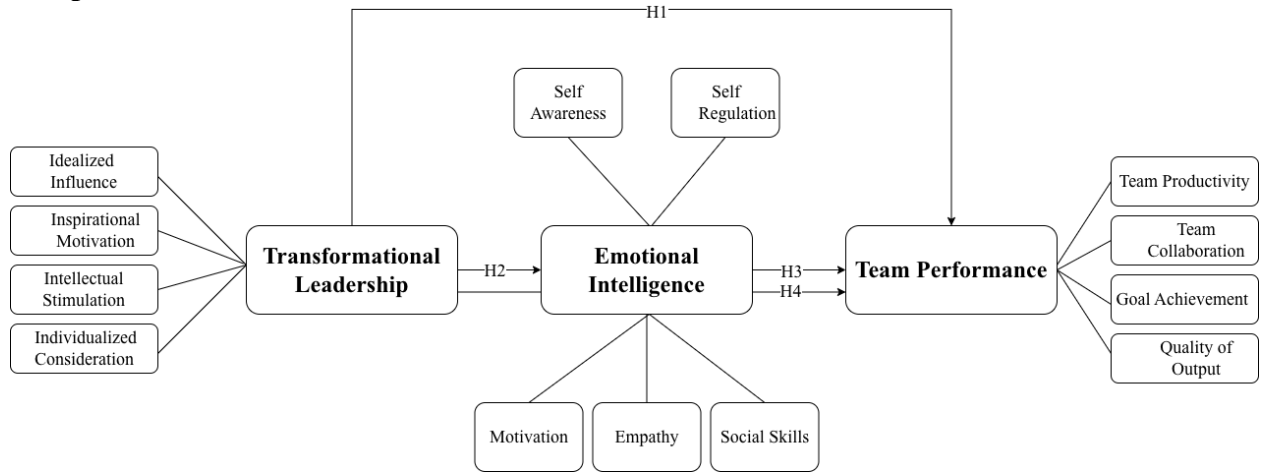


Figure 1: Conceptual Framework

1.2 Research Hypotheses

H1: Transformational leadership positively influences team performance.

H2: Transformational leadership positively influences emotional intelligence.

H3: Emotional intelligence positively influences team performance.

H4: Emotional intelligence mediates the relationship between transformational leadership and team performance.

2. Literature Review

The literature on leadership and organizational performance has enlarged considerably over the past periods, with specific consideration given to transformational leadership and emotional intelligence as important elements of team success. Researchers have gradually acknowledged that leadership is not only a positional or structural function but a dynamic interpersonal development that forms worker behaviors, attitudes, and cooperative consequences. Transformational leadership theory, originally established by Burns (1978) and later extended by Bass (1985), highlights leaders' capability to encourage followers to exceed self-interest for the sake of organizational objectives. Simultaneously, emotional intelligence has developed as an important psychological ability shaping how leaders and team followers observe, control, and use emotions in workplace communications (Şakar & Zeren, 2025).

Current research proposes that both concepts independently contribute to enhanced team outcome, worker satisfaction, and organizational obligation. Though, researchers gradually claim that leadership success might rely not only on behavioral leadership styles but also on leaders' emotional capabilities. The communication between transformational leadership behaviors and emotional intelligence might generate a cooperative influence that reinforces team teamwork, improvement, and efficiency (Kumar & Ratten, 2025). Despite wide-ranging empirical study carried out in Western backgrounds, there remains an obvious gap in studying these associations within developing economies, mainly in the Middle Eastern business background. Consequently, this literature review significantly investigates previous theoretical and empirical researches on transformational leadership, emotional intelligence, and their joint effect on team performance to create a groundwork for the current research.

2.1 Transformational Leadership and Team Performance

Bass (1985) established that transformational leaders improve follower obligation and performance by communicating a convincing vision and promoting a common sense of purpose. Following meta-analytic researches verified significant positive associations between transformational leadership and team consequences, comprising efficiency, gratification, and organizational citizenship behaviors (Tuan, 2025). Transformational leadership functions through four main measurements that cooperatively effect team success. Idealized influence shapes belief and reliability, as leaders act as moral role representations whose

behavior earns respect and admiration from followers (Türköz & Abueliyan, 2025). When employees observe honesty and constancy in their leaders, they are more likely to establish dependability and cooperative obligation. Inspirational motivation rises commitment by interconnecting clear prospects and inspiring excitement toward organizational objectives (French & Shim, 2025).

Leaders who motivate self-assurance manage to raise team confidence and determination, mainly in challenging atmospheres. Intellectual stimulation inspires innovation by challenging expectations and endorsing inspired problem-solving, thus improving adaptive team performance (Mishra et al., 2025). This measurement is mainly significant in dynamic business circumstances where flexibility and modernization are important for competitiveness. Lastly, individualized consideration enhances employee satisfaction by recognizing individual needs, providing mentorship, and supporting personal development (Javed et al., 2025). Employees who feel valued and supported are more likely to contribute effectively to team objectives. Collectively, these dimensions demonstrate how transformational leadership creates an environment conducive to high-performing teams (Al-Shboul, 2024).

2.2 Emotional Intelligence and Performance

Goleman (1995) claimed that emotional intelligence (EI) is an effective predictor of leadership efficiency than conventional cognitive intelligence (IQ), highlighting that the capability to identify, understand, and manage emotions have a significant role in organization success. Emotional intelligence includes numerous dimensions, comprising self-awareness, self-regulation, motivation, empathy, and social skills, which together effect how persons direct personal relations and organizational challenges (Kukanja, 2024).

Leaders and staffs with high self-awareness are better capable to understand their emotional initiations and behavioral reactions, permitting them to act considerately rather than respond irresponsibly. Self-regulation additional allows persons to control disruptive feelings and preserve effectiveness under difficulty, which is important in dynamic team atmospheres.

Ahmad (2025) discovered that staffs with higher levels of emotional intelligence show enhanced job performance and stronger team consistency. Their research emphasized that emotionally intelligent people are more skilled of managing conflict beneficially, promoting teamwork, and maintaining positive organizational relations. Empathy, in specific, improves interaction and mutual understanding among team members, thus supporting expectation and collective commitment (Madanchian, 2024; ElMadhi & Ait, 2024). Furthermore, emotionally intelligent staffs manage to display higher intrinsic motivation and flexibility, which positively effects team efficiency and goal achievement. Thus, emotional intelligence contributes not only to individual outcome but also to complete team success within organizational backgrounds (Meylani, 2024).

2.3 Combined Effect

Current researches propose that emotional intelligence reinforces the influence of leadership behaviors on organizational consequences (Naidoo & Breed, 2025). Whereas transformational leadership presents the behavioral outline for inspirational and encouraging followers, emotional intelligence improves a leader's capability to use these behaviors successfully in complex relational circumstances. Leaders high in emotional intelligence are more skillful at observing team members' emotional situations, reacting properly to organizational stressors, and promoting psychologically safe situations that inspire contribution and innovation (Zhao et al., 2024). As a consequence, transformational behaviors such as inspirational motivation and individualized consideration become more dependable and impactful when maintained by strong emotional capabilities.

Empirical evidence designates that emotional intelligence might purpose as a mediating or moderating mechanism between transformational leadership and team performance (Al-Zahrani, 2024). Leaders who integrate visionary effect with empathy and emotional regulation are better prepared to determine conflicts, maintain morale, and encourage cooperation within teams. This interaction could be resulted in enhanced output, stronger team consistency, and improved organizational obligation (Ragolane & Patel, 2024; Hongdizi et al., 2023). Though, despite increasing global research, limited empirical evidence occurs within Middle Eastern developing economies, comprising the Kurdistan Region of Iraq. Cultural norms, categorized organizational structures, and socio-economic circumstances might affect how leadership and emotional intelligence interrelate in this situation. Consequently, studying their integrated influence in Erbil's private sector contributes valued regional understanding to the broader leadership literature.

3. Research Methodology

This section clarifies the methodological outline implemented to examine the integrated influence of transformational leadership and emotional intelligence on team outcome in private businesses in Erbil, Kurdistan Region of Iraq. The methodology was considered to confirm technical consistency, reliability, and validity while permitting for hypothesis measuring and statistical generalization. Since the research pursues to measure relations among clearly defined variables and determine the strength and direction of their effect, a quantitative research method was measured most suitable. Quantitative research allows objective measurement of concepts and enables the employ of statistical tools to measure theoretical assumptions. Moreover, the implementation of a structured methodological process confirms that results are replicable and similar with earlier global researches. By grounding the study design in created empirical procedures, the research improves its academic reliability and contributes consequential evidence to leadership research within developing market circumstances.

31 Research Design

The research employed a quantitative, cross-sectional study design. A cross-sectional design comprises gathering data at a single point in time to measure relations among variables as they occur within the present organizational background. This design is mainly appropriate for measuring mediation models and classifying predictive relations without needing long-term statement. The quantitative design also permits the study to transform opinions and attitudes into measurable numerical data through structured questionnaire instruments. By employing standardized surveys and statistical analysis, the research confirms constancy in replies and decreases subjective clarification. This design supports hypothesis measuring employing regression and mediation analysis methods.

3.2 Population

The target population involved of staffs working in medium and large private businesses in Erbil, Kurdistan Region of Iraq. These businesses operate across various sectors comprising telecommunications, retail, finance, construction, logistics, and service industries. The anticipated total population was around 8,000 staffs based on available regional employment estimates. Concentrating on private businesses is principally significant because they represent an increasing and competitive sector within the Kurdistan Region. Leadership practices in these businesses directly affect output, worker retention, and long-term sustainability. Thus, measuring leadership dynamics within this population presents relevant understandings for regional economic development.

3.3 Sample Size

The essential sample size was determined employing the Krejcie and Morgan (1970) sampling formula, which suggests around 367 participants for a population of 8,000 to attain a 95% confidence level. While 367 replies were targeted, 312 valid surveys were gathered and utilized for analysis, which remains statistically sufficient for regression and mediation measuring. Simple random sampling was implemented to confirm that each worker within the chosen businesses had an equal possibility of contribution. This sampling method reduces assortment bias and improves the representativeness of the results. The last sample size is adequate to generate dependable statistical outcomes and support hypothesis measurement.

3.4 Research Questionnaire

Data were gathered employing a structured survey measured on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Appendix). The Likert scale was chosen because it successfully captures opinions and attitudes whereas permitting for quantitative statistical analysis. The survey was allocated into three sections concentrating on transformational leadership, emotional intelligence, and team performance. The items were carefully revised from validated worldwide instruments to confirm reliability and construct validity. The wording was basic to confirm clarity and cultural suitability for participants in Erbil. Previous to distribution, the survey was studied to confirm constancy and logical flow. Below are the main variables used in the questionnaire:

- **Independent Variable: Transformational Leadership**
Based on Bass and Avolio (1995), transformational leadership consists of: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration
- **Mediating Variable: Emotional Intelligence**
Based on Goleman (1998): Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills.
- **Dependent Variable: Team Performance**

Based on prior team effectiveness research (Salas et al., 2005): Team Productivity, Team Collaboration, Goal Achievement, and Quality of Output.

3.5 Data Collection and Analysis

Data were gathered through printed surveys physically distributed to chosen private businesses in Erbil. The study aligned with organizational management to get permission and confirm smooth distribution. Respondents were informed about the academic aim of the research and assured that their replies would remain confidential and anonymous. The gathered data were coded and analyzed employing SPSS version 28. Descriptive statistics were utilized to summarize demographic information. Reliability analysis employing Cronbach's Alpha was carried out to evaluate internal consistency of the measurement scales. To measure the research hypotheses, Pearson correlation analysis was applied to measure the strength and direction of relations among factors. Multiple regression analysis was applied to conclude the predictive power of transformational leadership and emotional intelligence on team performance. Mediation analysis was carried out following the Baron and Kenny (1986) approach to measure whether emotional intelligence mediates the relations between transformational leadership and team performance.

4. Findings

The findings provide the empirical results resulting from the statistical analysis carried out employing SPSS. The findings are prepared methodically to present a clear understanding of the demographic information of employees, the reliability of measurement instruments, and the statistical relations among the research variables. The analysis purposes to measure the developed hypotheses concerning the direct and indirect influence of transformational leadership and emotional intelligence on team performance in private businesses in Erbil, Kurdistan Region of Iraq. The results start with descriptive statistics summarizing the demographic information of respondents, followed by reliability analysis to approve the internal consistency of the dimension scales. Correlation analysis is then provided to measure the strength and direction of relations among transformational leadership (TL), emotional intelligence (EI), and team performance (TP). Consequently, multiple regression analysis is carried out to measure the predictive associations proposed in hypotheses H1, H2, and H3. Lastly, mediation analysis is conducted to establish whether emotional intelligence acts as a mediating variable between transformational leadership and team performance, as proposed in H4.

Demographic Analysis

The demographic information of employees is important in quantitative study, as it presents background for understanding the research results and evaluating the representativeness of the sample. Demographic data assist determines whether the employees reflect the wider population of staffs working in private businesses in Erbil. Moreover, factors such as age, education level, and work experience might indirectly impact on insights of leadership, emotional intelligence, and team performance. Thus, showing demographic information reinforces the credibility and transparency of the study results.

Table 1: Demographic Information

Variable	Category	Frequency	Percentage
Gender	Male	182	58%
	Female	130	42%
Age	20–30	120	38%
	31–40	108	35%
	41+	84	27%
Education	Bachelor	210	67%
	Master	78	25%
	Diploma	24	8%
Experience	1–5 yrs	145	46%
	6–10 yrs	110	35%
	11+ yrs	57	19%

The results reveal that 58% of employees were male and 42% were female, proposing moderately balanced gender demonstration within private businesses in Erbil. This distribution improves the dependability of the results, as both male and female viewpoints are sufficiently represented. Concerning of age, the most of employees were between 20–30 years old (38%), followed closely by 31–40 years (35%). This reveals that a significant percentage of the staff is young and possibly adjustable to transformational leadership practices

and emotional intelligence growth initiatives. Staffs aged 41 and above constituted 27%, reflecting a practical attendance of practiced experts.

In regard of the educational level, 67% of employees held a bachelor's degree, while 25% had a master's degree. This high level of educational achievement proposes that the employees are likely skilled of understanding leadership dynamics and organizational outcome matters. Only 8% held a diploma, implying that most staffs have formal higher education credentials. However, about the working experience, 46% had 1–5 years of experience, 35% had 6–10 years, and 19% had more than 11 years. This allocation shows a staff dominated by early to mid-career personnel, which might affect insights of leadership and team teamwork. The demographic results are vital because they determine that the sample is various across gender, age, education, and experience levels. This diversity rises the generalizability of the results to private businesses in Erbil. Furthermore, the comparatively young and well-educated staff proposes that transformational leadership and emotional intelligence training programs can be mainly successful in improving team performance within this situation.

Reliability Analysis

The study applied reliability analysis to measure the internal consistency of the dimension scales used in this research. Cronbach's Alpha coefficient was used as the main element of reliability. Cronbach's Alpha evaluates the degree to which objects within a construct are reliable with one another and cooperatively measure the same principal perception. According to broadly accepted study standards, a Cronbach's Alpha value of 0.70 or higher means acceptable reliability, while values above 0.80 reflect good internal consistency.

Table 2: Reliability Analysis

Variable	Cronbach's Alpha
Transformational Leadership	0.81
Emotional Intelligence	0.88
Team Performance	0.80
(All values > 0.70 acceptable)	

The findings demonstrate that transformational leadership attained a Cronbach's Alpha of 0.81, representing good reliability and strong internal consistency among its dimension items. Emotional intelligence showed the highest reliability coefficient at 0.88, proposing excellent internal consistency and constancy of the scale within the research background. Team performance demonstrated a Cronbach's Alpha of 0.80, also showing good reliability. The reliability findings verify that the survey questions utilized in this research reliably measure their anticipated constructs. High internal consistency reinforces the credibility of the results and confirms that following statistical analysis, comprising correlation, regression, and mediation testing, are based on stable and dependable measurement instruments.

Correlation Analysis

The research conducted correlation analysis to measure the strength and direction of the relations among transformational leadership (TL), emotional intelligence (EI), and team performance (TP). Pearson's correlation coefficient (r) was utilized to know whether significant linear association exist between the research factors. Statistical significance was evaluated at $p < 0.05$, showing that the associations perceived are unlikely to have happened by coincidental.

Table 3: Correlation Analysis

Variables	TL	EI	TP
TL	1	0.67**	0.71**
EI	0.67**	1	0.74**
TP	0.71**	0.74**	1
** $p < 0.05$			

The findings demonstrate a strong positive association between transformational leadership and emotional intelligence ($r = 0.67$, $p < 0.05$), representing that leaders who display transformational attitudes are also possibility to show higher emotional intelligence. Moreover, transformational leadership is strongly and positively associated with team performance ($r = 0.71$, $p < 0.05$), proposing that higher levels of transformational leadership are linked with enhanced team performance. Emotional intelligence presents the strongest association with team performance ($r = 0.74$, $p < 0.05$), representing that emotionally intelligent staffs and leaders participate considerably to improved team outcome, teamwork, and goal accomplishment.

These results present primary support for the research hypotheses by validating significant positive relations among all factors. The strong association validate progressing with regression and mediation analysis to additional measure predictive and causal associations. Furthermore, the findings demonstrate the significance of both leadership behaviors and emotional skills in effecting team performance within private businesses in Erbil.

Regression Analysis

The research used multiple regression analysis to measure the predictive associations between transformational leadership (TL), emotional intelligence (EI), and team performance (TP). The analysis measured the direct effects developed in hypotheses H1, H2, and H3.

Table 4: Regression Analysis

Hypothesis	Relationship	β	t-value	p-value	R ²	Decision
H1	TL → TP	0.52	9.87	< 0.001	0.50	Supported
H2	TL → EI	0.67	11.45	< 0.001	0.58	Supported
H3	EI → TP	0.59	10.12	< 0.001	0.55	Supported

The results reveal that transformational leadership has a significant positive influence on team performance ($\beta = 0.52$, $p < 0.001$), clarifying 50% of the difference in team performance. This proposes that leaders who have transformational behaviors considerably enhance team productivity. Moreover, transformational leadership significantly forecasts emotional intelligence ($\beta = 0.67$, $p < 0.001$), clarifying 58% of the difference in emotional intelligence. This represents that transformational leaders manage to display or cultivate higher emotional abilities. Additionally, emotional intelligence significantly effects team performance ($\beta = 0.59$, $p < 0.001$), clarifying 55% of the differences. This focusses the significant role of emotional competences in improving team teamwork and performance.

Mediation Analysis

The study applied the mediation analysis using the Baron and Kenny (1986) approach to assess whether emotional intelligence (EI) mediates the association between transformational leadership (TL) and team performance (TP).

Table 5: Mediation Analysis

Step (Baron & Kenny)	Regression Path	β	t-value	p-value	Outcome
Step 1	TL → TP (Total Effect)	0.52	9.87	< 0.001	Significant
Step 2	TL → EI	0.67	11.45	< 0.001	Significant
Step 3	EI → TP	0.59	10.12	< 0.001	Significant
Step 4	TL → TP (Direct Effect, controlling EI)	0.29	5.66	< 0.001	Reduced but significant
Step 4 (Mediator)	EI → TP (controlling TL)	0.47	8.21	< 0.001	Significant

The mediation analysis employing Baron and Kenny's method presents that emotional intelligence partially mediates the association between transformational leadership and team performance. Transformational leadership significantly predicts team performance and emotional intelligence, while emotional intelligence independently predicts performance. When emotional intelligence is presented into the model, the direct influence of transformational leadership reduces but remains significant, confirming partial mediation. These results emphasize that leadership effectiveness in Erbil's private businesses relies not only on encouraging leadership behaviors but also on emotional capabilities that improve teamwork, belief, and output. Since the coefficient for TL → TP reduced from $\beta = 0.52$ to $\beta = 0.29$ following adding EI, whereas EI remained statistically significant ($\beta = 0.47$, $p < 0.001$), the outcomes represent partial mediation. Thus, H4 is supported, indicating that the emotional intelligence partially clarifies how transformational leadership develops team performance.

4. Discussion

The results of this research validate that transformational leadership considerably improves team performance within private businesses in Erbil, Kurdistan Region of Iraq. The positive and significant

association between transformational leadership and team performance supports previous empirical and theoretical work proposing that leaders who stimulate, intelligently encourage, and individually consider their staffs generate high-performing teams (Bass, 1985; Bass & Riggio, 2006). Moreover, transformational leaders expressive a convincing vision and adopt cooperative obligation, which reinforces worker inspiration and goal arrangement. The strong beta coefficient perceived in this research represents that such leadership behaviors are extremely applicable within developing market backgrounds considered by economic ambiguity and competitive pressure. Furthermore, the findings represent that emotional intelligence have an important mediating role in underpinning the influence of transformational leadership on team performance. Leaders with higher emotional intelligence are more likely prepared to manage personal relations, control emotions, and generate emotionally supportive atmospheres (Goleman, 1995; Mayer, Salovey, & Caruso, 2004). The mediation results propose that transformational leadership only is not adequate; rather, its success is improved when supported by strong emotional capabilities. This supports by previous study revealing that emotional intelligence improves leadership success and organizational performance (Harms & Credé, 2010). The partial mediation influence discovered in this research represents that emotional intelligence acts as an emotional mechanism through which leadership actions translate into enhanced team performance. Furthermore, transformational leaders who have self-regulation, empathy, and social abilities are more skilled of promoting teamwork, resolving conflicts, and supporting team confidence. These results associated with Bass (1985) and Goleman (1995), while contributing recent empirical indication from the Kurdistan Region, where limited leadership study has been carried out. Thus, the research encompasses present leadership literature by confirming the integrated impact of transformational leadership and emotional intelligence within a Middle Eastern developing economy background.

5. Conclusion

Transformational leadership and emotional intelligence cooperatively increase team outcome by generating both planned direction and effective relational basics within teams. While transformational leadership presents the motivation, vision, and intellectual stimulation essential to drive cooperative effort (Bass, 1985), emotional intelligence confirms that these leadership actions are conveyed in a way that resonates with workers on an emotional and interpersonal level (Goleman, 1995). The results of this research present that emotional intelligence partially mediates the association between transformational leadership and team performance, demonstrating that psychologically capable leaders are more successful in translating visionary actions into tangible team performance. Moreover, the above-mentioned partial mediation proposes that leadership success does not only alone on the communication of objectives or the motivation of innovation, but also on the leader's capabilities and skills to manage feelings, present empathy, and preserve constructive social connections (Mayer, Salovey, & Caruso, 2004). Transformational leaders who have high emotional intelligence are more skilled to create belief, decrease organizational conflict, and improve teamwork, which eventually reinforces team outcome and consistency. Thus, emotional intelligence purposes as a significant emotional mechanism that increases the positive effect of transformational leadership on performance. In organizational background such as private businesses in Erbil, where economic ambiguity and competitive pressures are predominant, the combination of effective leadership actions with emotional capabilities becomes mainly significant. Leaders should not only motivate but also associate, and support their followers. Therefore, the combined presence of transformational leadership and emotional intelligence creates a cooperative influence that improves team success and long-term organizational achievement.

6. Recommendations

Based on the findings, the current research recommends below:

- Carrying out training and seminars on conflict resolution, stress management, and positive communication to improve leaders' emotional capabilities.
- Combine EI expansion into continuous professional development (CPD) approaches within private businesses.
- Establish leadership growth sessions that highlight inspirational motivation, vision-building, intellectual stimulation, and individualized consideration.
- Inspire mentorship programs were senior leaders' model transformational actions for developing managers.
- Comprising confirmed emotional intelligence evaluation tools as part of employment and promotion

procedures.

- Assess candidates' social abilities, understanding, and emotional guideline capabilities together with practical capabilities.

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Appendix - Research Questionnaire

Transformational Leadership and Emotional Intelligence: Examining Their Combined Effect on Team Performance in Private Businesses in Erbil

Section A – Demographic Information

1. Gender
 Male Female Prefer not to say
2. Age
 20–30
 31–40
 41+
3. Education Level
 Diploma
 Bachelor's Degree
 Master's Degree
4. Work Experience
 1–5 years
 6–10 years
 11+ years

Instructions

Please rate your agreement with each statement using: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Transformational Leadership		1	2	3	4	5
Question						
Idealized Influence	My leader acts as a role model for employees.					
	My leader behaves ethically and fairly.					
	My leader earns respect and trust.					
	My leader demonstrates strong values.					
Inspirational Motivation	My leader communicates a clear vision.					
	My leader motivates employees to achieve goals.					
	My leader inspires enthusiasm in the team.					
	My leader encourages teamwork spirit.					
Intellectual Stimulation	My leader encourages creative thinking.					
	My leader supports new ideas.					
	My leader challenges employees to improve.					
	My leader allows employees to solve problems independently.					
Individualized Consideration	My leader listens to employee concerns.					
	My leader supports employee development.					
	My leader recognizes individual needs.					
	My leader provides personal coaching.					
Emotional Intelligence						
Self-Awareness	I understand my emotions clearly.					
	I know how my emotions affect my work.					
	I recognize my strengths and weaknesses.					
Self-Regulation	I stay calm under pressure.					
	I control my reactions at work.					
	I manage stress effectively.					
Motivation	I stay motivated even during difficulties.					
	I set personal goals for improvement.					
	I work hard to achieve team success.					
Empathy	I understand coworkers' feelings.					

	I listen carefully to others.						
	I respect different opinions.						
Social Skills	I communicate clearly with team members.						
	I resolve conflicts effectively.						
	I build positive workplace relationships.						
	I cooperate well with others.						
Team Performance							
Team Productivity	Our team completes tasks efficiently.						
	Our team meets deadlines consistently.						
	Our team uses resources effectively.						
Team Collaboration	Team members support each other.						
	Communication in the team is strong.						
	Team members share knowledge.						
Goal Achievement	Our team meets its objectives.						
	Our team achieves performance targets.						
	Our team solves problems successfully.						
Quality of Output	Our team produces high-quality work.						
	Our team minimizes mistakes.						
	Customers are satisfied with our work.						