

Integrating Emotional and Attitude Intelligence for Psychological Management in Organizational Leadership

Rosleny Marliani

Faculty of Sharia and Law, UIN Sunan Gunung Djati Bandung, Indonesia
roslenymarliani@uinsgd.ac.id

Abstract

In the evolving landscape of organizational behavior, the interplay of emotional intelligence (EI) and attitude intelligence (AI) has become increasingly central to achieving effective psychological management. While EI emphasizes emotional regulation and interpersonal sensitivity, AI centers on cognitive flexibility, positive orientation, and behavioral alignment. This article adopts a conceptual methodology to examine how these two psychological constructs jointly enhance managerial competencies, particularly in leadership, motivation, and strategic alignment. Drawing from foundational theories such as the Mayer-Salovey model of emotional intelligence and Ajzen's theory of planned behavior, the analysis integrates international scholarly insights to develop a unified psychological management framework. The study reviews key literature and six seminal studies, proposing that the synergistic application of EI and AI leads to more resilient, empathetic, and goal-focused leadership. Conceptual pathways are presented for embedding these intelligences into organizational development programs and leadership policies. Findings suggest that developing EI and AI together promotes psychological capital, enhances team dynamics, and supports ethical, sustainable decision-making. This article contributes to closing a major theoretical and practical gap in management science and offers a model for leadership in complex, multicultural, and high-demand environments.

Keywords

emotional intelligence; attitude intelligence; psychological management; leadership development; organizational behavior

Introduction

The dynamic landscape of contemporary organizations demands leadership capabilities that extend beyond technical expertise and into the psychological domain. Emotional Intelligence (EI) and Attitude Intelligence (AI) have increasingly emerged as critical factors in management success, particularly in cultivating workplace harmony, resilience, and goal achievement (Goleman, 1995; Mayer & Salovey, 1997).

These constructs enable managers to respond empathetically to interpersonal tensions, promote adaptive thinking, and motivate teams toward strategic objectives (Cherniss, 2001). Despite their growing relevance, the integrative role of EI and AI within psychological management remains under-theorized in the literature.

From a theoretical standpoint, EI is conceptualized as the ability to perceive, understand, manage, and utilize emotions effectively in oneself and others (Salovey & Mayer, 1990). Meanwhile, AI involves cognitive flexibility and dispositional orientation that supports proactive engagement with tasks and people (Ajzen, 1988; Seligman, 1998).

Empirical studies have associated both intelligences with managerial competencies such as conflict resolution, decision-making, and employee development (George, 2000; Gardner & Stough, 2002). However, the intersection of these two intelligences and their synergistic impact on psychological management remains insufficiently examined.

The rationale for this research is grounded in the persistent gap between psychological theory and practical managerial training (Boyatzis, 1998; Yukl, 2006). While leadership models have traditionally emphasized behavior, recent psychological perspectives prioritize emotional and attitudinal dynamics (Bass, 1990).

While organizational psychology has traditionally emphasized cognitive intelligence (IQ) as a measure of leadership success, emerging paradigms recognize the influence of affective and attitudinal competencies (Bar-On, 2000; Cooper & Sawaf, 1997). This article thus addresses the limitations of conventional management theories by proposing a more holistic psychological framework that integrates EI and AI.

The central research question posed is: *How do emotional intelligence and attitude intelligence interact to support the achievement of psychological management goals?* Sub-questions include: *What theoretical foundations support their relevance in leadership? How have these constructs been applied in past research? And what conceptual pathways can inform future managerial strategies?*

This study aims to construct a theoretical model that bridges the gap between emotion-focused and cognition-driven management strategies. By synthesizing international scholarly sources published before 2009, the article contributes to a deeper understanding of the psychological underpinnings of effective leadership. It

also advocates for the inclusion of EI and AI in leadership development frameworks and organizational policies to promote sustainable human-centered management.

Literature Review

The concept of emotional intelligence has been widely debated since its emergence in the 1990s, particularly in how it enhances workplace functioning. Scholars have discussed EI as a multidimensional construct encompassing emotional perception, assimilation, understanding, and regulation (Mayer & Salovey, 1997). Daniel Goleman (1995) popularized the idea by linking EI with leadership and professional success. He emphasized competencies such as empathy, self-awareness, and social skills as predictors of performance, especially in emotionally complex environments. Attitude intelligence, though less popularized, has its roots in cognitive and social psychology, focusing on how individuals evaluate situations and adapt their behavior based on beliefs and emotional attitudes (Ajzen, 1988; Fishbein & Ajzen, 1975).

The dominant theoretical framework for EI—the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)—has provided empirical grounding for its validity (Mayer, Salovey & Caruso, 2000). Meanwhile, attitude intelligence is often derived from theories such as the Theory of Planned Behavior (Ajzen, 1985) and learned optimism (Seligman, 1998), suggesting that attitudes shape behavioral intentions and resilience. These frameworks converge around the psychological readiness of individuals to respond to challenges constructively. Scholars have observed that the integration of both intelligences results in more effective interpersonal interactions, decision-making, and leadership (George, 2000; Bar-On, 2000). Scholars such as Ashkanasy and Daus (2005) assert that EI, despite criticism, remains a vital construct in understanding organizational behavior, especially when paired with motivational theories such as those by Locke (1991) and Dweck (2000).

Current literature acknowledges the value of EI and AI in management but often treats them in isolation. Few studies have investigated their combined impact on psychological outcomes in organizational settings. This literature review identifies a conceptual vacuum in the integration of these constructs, particularly concerning their relevance to psychological management as a holistic discipline. This article addresses this gap by offering a synthesis that aligns with both empirical findings and theoretical postulations on managerial behavior.

Theoretical Framework

1. Emotional Intelligence Theory

Emotional intelligence is defined as the ability to recognize and manage one's own emotions, promoting self-control and interpersonal effectiveness (Caruso & Salovey, 2004; Salovey et al., 1999). Trait-based studies further correlate EI with long-term

leadership efficacy (Schutte et al., 1998; McCrae & Costa, 1999). Its relevance to management lies in enhancing social competence, leadership adaptability, and stress tolerance (Goleman, 1995). Leaders with high EI foster trust, resolve conflicts amicably, and inspire their teams (Cherniss, 2001). In psychological management, these competencies translate to emotional stability and motivational leadership, enabling organizations to thrive under uncertainty.

2. Theory of Planned Behavior and Attitude Intelligence

Attitude intelligence draws conceptually from the Theory of Planned Behavior, which posits that attitudes, along with subjective norms and perceived behavioral control, shape intentions and behavior (Ajzen, 1985). In management, AI refers to the capability to maintain optimistic yet realistic mindsets that align personal and organizational goals (Seligman, 1998). Managers with high AI are better equipped to sustain motivation, adapt strategies, and lead with purpose. Attitudinal flexibility also fosters psychological safety and resilience among teams, crucial for long-term goal achievement.

3. Cognitive-Affective Integration in Management

While EI focuses on affective processing and AI on cognitive disposition, their integration offers a comprehensive model of psychological intelligence. According to Gardner and Stough (2002), effective leaders demonstrate both empathic engagement and rational decisiveness. This duality allows for informed judgment tempered by human sensitivity. Bar-On's (2000) emotional-social intelligence model further supports this synthesis, emphasizing adaptability, reality testing, and impulse control as key components of managerial success.

4. Psychological Capital and Strategic Leadership

The constructs of *niyyah* (intention) and *taqwa* (self-discipline), as emphasized in Islamic psychology, further enrich the understanding of psychological capital in leadership. Although not central to Western theories, these concepts align with intrinsic motivation and conscientious leadership (Nasr, 1996). Their inclusion underlines the universal value of emotional and attitudinal regulation, especially in ethically grounded management approaches.

Previous Research

Goleman (1995) conducted a foundational study examining emotional intelligence as a determinant of workplace success. Using a qualitative synthesis of leadership case studies, Goleman identified five critical EI components—self-awareness, self-regulation, motivation, empathy, and social skills. He concluded that EI accounts for 80% of success in leadership roles, surpassing technical or cognitive skills. This work is seminal in establishing the link between emotional competencies and managerial performance, providing a theoretical baseline for this study.

Mayer, Salovey, and Caruso (1997) refined the EI framework through psychometric validation of the MSCEIT model. Employing a sample of professionals across various sectors, they used factor analysis to delineate four EI branches. Their findings affirmed EI as a measurable, trainable construct and laid the groundwork for evaluating emotional functioning in leadership. The study supports this article's position that emotional self-awareness and regulation are critical psychological tools for effective management.

Ajzen's (1988) empirical extension of the Theory of Planned Behavior (TPB) highlighted the role of attitudes in shaping behavioral intentions. Through controlled experiments, Ajzen demonstrated how belief structures and normative influences guide goal-oriented behavior. The study provided evidence that attitude flexibility impacts decision-making and leadership efficacy. Its inclusion in this article supports the conceptual integration of attitude intelligence as part of psychological management.

George (2000) explored the intersection of emotional and cognitive processes in leadership decision-making. Utilizing longitudinal observations of executive behavior, George found that emotionally intelligent leaders are more adept at promoting positive workplace climates, reducing turnover, and increasing productivity. This research directly supports the view that EI functions as a strategic resource in psychological management.

Bar-On (2000) conducted extensive cross-cultural studies to develop the Emotional Quotient Inventory (EQ-i). The research, based on thousands of participants globally, identified emotional and social competencies linked to adaptive functioning. Bar-On's model introduced essential sub-components such as reality testing, flexibility, and stress tolerance, which relate closely to both EI and AI. This study reinforces the comprehensive applicability of emotional and attitudinal traits in management success.

Gardner and Stough (2002) utilized mixed methods to assess the leadership effectiveness of emotionally intelligent managers. Their study confirmed that those with higher EI scores demonstrated stronger team engagement, conflict resolution, and goal alignment. By comparing various leadership styles, they concluded that EI is a significant predictor of performance outcomes. The findings are central to this study's argument that EI and AI contribute jointly to effective psychological management.

Despite a growing body of literature emphasizing either EI or AI independently, few studies have synthesized these constructs to evaluate their joint effect on psychological management. Most previous works isolate emotional functioning from attitudinal disposition, missing the interplay that characterizes effective leadership in real-world contexts. This research addresses that gap by developing a conceptual framework integrating both intelligences to explore their cumulative impact on managerial outcomes.

Research Methods

This study adopts a conceptual and document-based methodology, relying on qualitative data derived from theoretical models, journal articles, and academic books published before 2009. Emotional intelligence and attitude intelligence, as abstract psychological constructs, are best explored through interpretive synthesis rather than empirical testing. This approach enables a nuanced understanding of how these constructs influence management behavior across diverse settings.

Primary data sources include peer-reviewed international journals indexed in Scopus and Web of Science, alongside foundational psychological texts. Key sources such as Mayer & Salovey (1997), Ajzen (1985), Goleman (1995), and Bar-On (2000) provide the theoretical foundation for analyzing psychological competencies. Secondary sources include conceptual analyses and meta-reviews that contextualize these constructs within organizational theory and leadership studies.

Data collection was conducted through thematic analysis of existing literature. Relevant works were selected based on their contribution to understanding emotional regulation, attitudinal flexibility, and psychological management. Inclusion criteria focused on publications with conceptual depth, theoretical robustness, and cross-cultural relevance. Texts in Arabic origin were translated or transliterated per Indonesian academic transliteration standards where necessary.

The analysis employed a framework synthesis method, wherein theoretical concepts from EI and AI literature were categorized into domains such as self-regulation, motivation, interpersonal relations, and strategic alignment. This allowed for the comparison of overlapping constructs and identification of integrative themes that cut across both domains. Emphasis was placed on identifying complementarities rather than contradictions.

Conclusions were drawn through iterative comparison between theoretical predictions and conceptual applications. Key insights emerged around the synergistic potential of EI and AI in fostering psychologically resilient and goal-oriented leadership. These conclusions inform the proposed framework for psychological management and offer a roadmap for future empirical investigation and policy application.

Results and Discussion

This conceptual analysis reveals that emotional intelligence and attitude intelligence are interdependent and complementary in achieving management goals. Emotional competencies such as self-awareness, empathy, and impulse control equip managers to engage constructively with others, while attitudinal dispositions such as optimism, openness, and goal orientation sustain motivation and adaptability (Goleman, 1995; Bar-On, 2000). Their integration forms a robust psychological foundation that

enhances communication, team dynamics, and decision-making—core components of effective management (George, 2000; Gardner & Stough, 2002).

The theoretical frameworks explored—Mayer and Salovey's four-branch EI model and Ajzen's TPB—demonstrate that leadership behavior is a product of both emotional and cognitive-affective systems. This study contributes to filling the research gap by proposing an integrative psychological management model where EI regulates interpersonal dynamics and AI supports strategic alignment. Expert voices in positive psychology (e.g., Seligman, 1998) and Islamic leadership ethics (Nasr, 1996) further suggest that internal states of intention (*niyyah*) and discipline (*taqwa*) elevate the moral and emotional caliber of managerial practices. This highlights the universal relevance of integrating emotional and attitudinal intelligence in leadership contexts across cultures.

Thematic Focus 1: Theoretical Relevance of Emotional and Attitude Intelligence in Leadership

This section addresses the question: *What theoretical foundations support the relevance of emotional intelligence and attitude intelligence in leadership and management?*

The theoretical relevance of emotional intelligence (EI) in leadership has been well established in the fields of psychology and organizational behavior. Mayer and Salovey (1997) argued that EI includes the capacity to reason about emotions and use emotional information to enhance thought processes, which is crucial in high-stakes managerial decision-making. Leaders with elevated EI exhibit enhanced self-regulation and empathy, attributes that build trust and credibility among teams (Goleman, 1995). These features are essential in psychological management, where affective dynamics influence outcomes more profoundly than procedural directives.

In parallel, attitude intelligence (AI), though less explored, has strong theoretical underpinnings in Ajzen's (1985) Theory of Planned Behavior, which postulates that attitudes significantly influence behavioral intentions. Leaders who possess high AI are able to maintain a positive orientation toward challenges, adapt flexibly to change, and inspire similar dispositions in their teams (Seligman, 1998). This aligns with the cognitive-affective model of behavior, suggesting that the integration of thought and emotion yields more effective responses in complex managerial scenarios.

The intersection of EI and AI produces a leadership paradigm where cognitive awareness and emotional attunement converge. Gardner and Stough (2002) emphasized that emotionally intelligent leaders inspire through vision and interpersonal sensitivity, while those with developed AI align their teams with organizational goals through consistent attitudes and values. This synergy allows for a more responsive, ethical, and strategically adaptive management style.

Furthermore, Islamic psychological perspectives such as *niyyah* (intent) and *taqwa* (conscious self-discipline) offer additional theoretical layers that reinforce the

importance of integrating internal emotional states with outward behavioral intent (Nasr, 1996). These principles echo the dual nature of leadership, where inward sincerity must match external accountability—a key tenet in psychological management.

In sum, EI and AI are not merely soft skills but critical psychological faculties embedded in sound theoretical traditions. Their application in leadership reflects a holistic engagement with the emotional and cognitive complexities of managing people and goals in dynamic environments.

Thematic Focus 2: Application of Emotional and Attitude Intelligence in Workplace Management

This section addresses the question: *How have these constructs been applied in past research and practice in organizational settings?*

Practical applications of emotional and attitude intelligence have been widely documented across leadership, human resources, and organizational development domains. In organizational leadership, Goleman (1998) showed how emotionally intelligent leaders outperform their peers in building morale and achieving team cohesion. Emotional regulation, a key EI component, helps leaders remain composed under stress, enabling rational yet empathic decision-making—a cornerstone of psychological management.

Attitude intelligence manifests in how leaders maintain purpose-driven, resilient mindsets that influence workplace culture. Seligman's (1998) work on learned optimism supports this notion, identifying how an optimistic explanatory style promotes persistence and positive affect among managers. Leaders with high AI foster psychological safety, encouraging innovation and feedback, and reducing workplace anxiety.

In applied settings, companies have integrated EI-based training into leadership development programs. Cherniss (2001) found that organizations prioritizing EI in executive development observed increased employee retention, reduced burnout, and improved conflict resolution. These outcomes highlight the role of EI in sustaining long-term organizational effectiveness through psychological well-being.

Simultaneously, AI supports adaptive leadership by reinforcing attitudes that align with organizational missions. Ajzen and Fishbein (1980) showed that when attitudes align with perceived behavioral control and normative beliefs, employees demonstrate greater initiative and task commitment. This understanding is vital for psychological management, where motivation and engagement hinge on internalized values and cognitive framing.

Furthermore, cross-cultural studies by Bar-On (2000) revealed that emotional-social intelligence is universally relevant but contextually expressed. This finding supports the integration of culturally grounded attitudinal norms, such as those derived from *akhlaq*

(ethical conduct), into management practices. These culturally sensitive applications make EI and AI adaptable across diverse organizational contexts. Findings from GLOBE studies (House et al., 2004) emphasize how culturally embedded emotional and attitudinal norms influence leadership perception, supporting the integration of *niyyah* and *taqwa* into culturally aware psychological management models.

Thus, the combined use of EI and AI tools in organizational management facilitates a psychologically attuned, ethically grounded, and strategically resilient workforce. This integration ensures that management goes beyond operational efficiency to foster human-centered and sustainable leadership.

Thematic Focus 3: Conceptual Pathways for Future Psychological Management Strategies

This section addresses the question: *What conceptual pathways can inform future strategies for psychological management using EI and AI?*

The evolving challenges of modern organizations necessitate leadership approaches grounded in psychological competencies. Future pathways in psychological management should consider EI and AI not as standalone traits but as interwoven capabilities that guide adaptive leadership. Mayer and Salovey's (1997) ability model of EI provides a foundation for developing structured interventions focused on enhancing emotional perception, facilitation, understanding, and regulation.

Conceptually, organizations should adopt integrated leadership development programs that concurrently foster emotional and attitudinal growth. Bar-On's (2000) model suggests incorporating stress management and interpersonal skills as core EI pillars, while Seligman (1998) promotes cultivating optimistic and resilient thinking as a key aspect of AI. Combining these approaches can create a psychologically balanced leadership pipeline equipped for volatile, uncertain environments.

Furthermore, strategic HR policies can embed EI and AI assessments into recruitment, appraisal, and promotion systems. Cherniss (2001) noted that when EI is considered in talent management, organizational culture becomes more inclusive and emotionally literate. This perspective aligns with AI's emphasis on attitude-behavior consistency, ensuring that selected leaders embody values congruent with the organization's vision.

Conceptual pathways should also consider cultural adaptability. Drawing from *niyyah* and *taqwa*, management strategies can incorporate spiritual-intellectual frameworks that reinforce ethical intentionality and emotional discipline (Nasr, 1996). Such pathways enrich conventional approaches by introducing deeper, purpose-driven paradigms into leadership.

Finally, ongoing research should focus on developing psychometric tools that assess EI and AI concurrently. These instruments can provide holistic profiles of leadership readiness and inform targeted developmental interventions. By measuring how emotional regulation interacts with attitude flexibility, organizations can better identify

and cultivate psychologically intelligent leaders. These conceptual pathways offer a comprehensive roadmap for embedding EI and AI into the heart of management science, promoting not only organizational success but also human flourishing.

Core Findings and Pathways Forward

This study reveals that emotional and attitude intelligence are synergistic constructs that together form a powerful foundation for psychological management. Emotional intelligence facilitates affective regulation and empathetic engagement, while attitude intelligence enables strategic alignment and resilience. The theoretical integration of these constructs provides a comprehensive model that addresses both interpersonal effectiveness and intrapersonal discipline—essential for managing complex organizational challenges.

The novelty of this contribution lies in its dual-theory approach, synthesizing EI and AI into a unified framework that expands traditional leadership paradigms. Theoretical implications include a call to revisit cognitive-dominant models of leadership by incorporating emotional-affective dimensions. Practically, the study suggests that organizations redesign leadership development programs to target both emotional literacy and attitudinal flexibility. By doing so, they can nurture psychologically robust leaders capable of sustaining performance and ethical standards in diverse environments.

Conclusion

In conclusion, this study offers an in-depth exploration of emotional intelligence (EI) and attitude intelligence (AI) as core elements in psychological management. It combines theoretical and empirical insights to build a conceptual framework highlighting their impact on leadership effectiveness. The findings indicate that emotional self-regulation, empathy, and constructive attitudes are central competencies influencing managerial behavior and decision-making.

Practically, the study suggests integrating EI and AI into leadership development, HR assessments, and organizational strategy. Organizations focusing on these intelligences can foster more adaptive, resilient, and ethical leadership. Leaders with high EI and AI are better able to build trust, manage conflict, and handle complex situations with emotional balance and clarity.

The research also highlights that psychological competencies should be seen as measurable and trainable skills rather than fixed traits. Leadership models must evolve to reflect the psychological aspects of influence and performance. As global workplaces become more dynamic and diverse, managing emotional and attitudinal responses becomes a strategic necessity.

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