

Capstone Project Dissertation

How do Management Styles and Emotional Intelligence affect Performance?

Module Title: Capstone Project

Name: Kieran Conroy

Supervisor: Robert McDonald

Student Number: 20477156

Submission of Thesis and Dissertation

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Name: Kieran Conroy

Student Number: 20477156

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Thesis supervisor: Robert McDonald

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Abstract

This research project aims to explore the effects of management styles and emotional intelligence on performance from an individual and team perspective. It analyses the effects of the various management styles such as autocratic, democratic, and laissez-faire regarding employee performance, engagement, and motivation. Additionally, it investigates the effects of emotional intelligence on performance, analysing the influence it has on employee wellbeing, productivity, communication, and relationship building. With an extensive literature review and in-depth research, this study engages and dissects the relationship between management styles, emotional intelligence, and performance. The research explores themes and patterns that become apparent throughout the course of the study. The findings during this study translate into a more developed understanding of the procedures that contribute to enhanced performance through affective management of staff and a developed level of emotional intelligence. This research looks to assist organisations and management in developing adaptability and leadership in their management styles and nurturing a more emotionally intelligent approach to their methods. Ultimately, it aims to enhance individual and team performance levels, create a more motivated, engaged, and productive workforce in the drive for success.

Introduction

The purpose of this research project is to explore the management styles and emotional intelligence and how they impact performance, and what this means from a business and sporting standpoint. Performance is strongly assessed throughout all walks of life, but particularly huge emphasis is placed on performance in these two industries, so what this study looks to investigate is just how much correlations there is between the three different aspects of the study. The research that has been carried out in the field typically relates to one or two of the elements of management styles, emotional intelligence, and performance. When developing an understanding of the topic for research it was found that there is limited research conducted regarding the connection between the three and how they can either improve or cause deterioration in an individual sense or in a team environment. With performance being such a widely spoken about, this research begins to take the standpoint backed by Osmani, F. and Ramolli, G.M. (2012) that the most valuable asset to any organisation, business or sports team is the human resources at their disposal as they are the individuals in control of the success those organisations generate.

Performance is a widely used term and is sympathetic to this research project as it is subjective in nature, and the way it is interpreted in many circumstances is different. For example, some managers may see performance as winning a football match, but another manager may see performance as the development and improvement in that particular game of the tactics or objectives deployed, regardless of the result. Due its interpretive nature it can be difficult to define. The position taken on performance is developed through Kellmann, et al., (2018) understanding that performance is recognized as the achievement of accomplishing objectives through the compliance with predetermined standards. This gives the research the ability to explore possible theories surrounding performance, which gives pathway to investigate further the insight of management styles and emotional intelligence. Management styles refer to the manner of how management assess and value the skills of their employees by adhering to a certain set of fundamentals or philosophy. It is the managements framework that is set in place and not a framework of how it should be done (Nguyen, 1970). As this study begins to build substance it understands emotional intelligence as the ability to use emotions

to support thought and to rationally reason with those emotions Mayer, J.D. (2004). Evidently, connections can begin to be made between management styles and emotional intelligence as the field understands the human element of any organisations is hugely valuable, and with any human aspect of life there are emotions involved. For this reason, the study looks to understand further the elements and the breakdown of these aspects while observing from a performance perspective.

With the influences of management styles and emotional intelligence on performance becoming more apparent, this research begins to put emphasis on investigating further how performance is understood in different fields. As this study focuses on business and sport relating to performance, are they perceived the same way and how they are perceived in these industries, while also understanding other industries that are influenced and performance orientated, whilst exploring the ways it can be measured. For example, performance in a marketing company is not going to be measured and defined in the same way as it would be in any army. This is a constant throughout the research as in all different industries and circumstances the opinion and measurement of performance vary, which will impact the research, so it is important to be extremely cognisant of the absorbed information. When analysing the impact that management styles and emotional intelligence have, this research aims to discover the extremes of those impacts and if they directly or indirectly have an effect on performance, these factors can often consume both types of impacts. Management styles can influence the culture, work atmosphere, leadership of the group which in turn can alter the performance of a team, which are less directive, comparing them to impacts of how they treat employees, manage teams, instruct etc. These are all impacts that can factor performance. Likewise with emotional intelligence there are alternating impacts which is what fuels the indecisive nature of this research topic. This research additionally seeks to investigate what variables can managers adopt to gain a better performance. It was found Martin, Nejad, Colmar, & Liem, (2012) that in order to comprehend how people react to change, new situations, tasks, or unknown circumstances it featured as a result of adaptability. This is an influential element of a manager that defines how affective they are in their role, showing capabilities of adaption to specific circumstances can help the individual or team overcome hardship and strive towards performance. This research study was conducted using a

qualitative methodological approach. Interview analysis will be explained as the chosen method of data collection for this project. A thematic approach was adopted, as various aspects of the study are sections and divided.

Literature Review

Management Styles

Management Styles, what are they? They are the fundamentals that guide managers' approaches, skills, and strategies for expressing their leadership within an organisation and towards employees. The most common managerial styles are autocratic, democratic, and laissez-faire; however, each has their own advantages and complexities which determine how motivated an individual is, how efficiently they work, their job satisfaction and creativity which are all factors of how affectively one can perform (management styles, 2014). Firstly, the autocratic style also known as authoritarian is characterized by its strict, tight control of people and extremely structured rigorous environments where rules are usually clearly laid out. The autocratic style considers little to no input from people and all decisions are the responsibility of the leader in charge, this particularly works well in an environment in which a clear leader that asserts their authority is needed for example, the army where orders are expected to be followed precisely without discussion. The downside to this style is that it discourages creativity and can often make people feel like they are not trusted or competent it also creates a high-pressure environment within many business' leading to stress and less productivity in individuals which has a direct impact on individual performance (Cherry, K., 2022). A study into autocratic leadership in the banking industry was done in 2019 using a sample of 282 workers to determine its effects on unproductive work behaviour. It was discovered that autocratic leadership decreased the amount of team members' commitment, increased levels of emotional fatigue and reduced productivity in a team environment (Roshan & Fatima, 2020).

Furthermore, the democratic management style which is also among the most common and is arguably the most popular is defined by its inclusion of people in the decision-making phases, also allows for input and creativity while continuing to have one person who is in charge to offer guidance and take control. This management style can be affective and can contribute undeniably to increased productivity in individuals, with Google being an example of a company that adopts this approach as its fundamentals revolve around inclusion, innovation and development, input from employees is crucial (Ilaydasungar, 2021). One of

the downsides to this management style is that it can sometimes be hard for the manager to find the balance between employee involvement and asserting authority to gain respect (Cherry, K., 2022). When analysing the successful career that all-time great manager Sir Alex Ferguson had, the adoption of a democratic leadership style allowed his players a voice, such as leaders like Vidic, Rooney, Roy Keane. Sir Alex would give them ability to contribute input and critique in order to get the most out of his squad. Although he promoted contribution from his players, he asserted in an interview with Harvard business professor Anita Elberse that 'players must recognise that as a manager, you have the status to control events' which is clearly defined affective use of the democratic management style (Harvard Business Review, 2018). The other management style discussed is laissez-faire, a unique management style that completely differs from the two other styles. Laissez-faire, which is a French term for 'Leave Alone', is a hands-off approach where employees are given freedom of thought and a platform to be creative with their work. Under this style, management take a 'hands off' approach and analyse work, give feedback, and communicate with employees to create a warm and innovative atmosphere which is contrasting to the authoritarian leadership style. According to (Spreitzer, 1995) when workers feel they have a choice in how they approach their work or have autonomy, they experience a psychological boost. Laissez-faire is most affectively used in structures where constant flow of ideas and feedback is needed from employees, the manager is almost seen as a host that observes the input, a leader of a company that utilized this management approach to their advantage was Steve Jobs, the founder, and former CEO of Apple, which is renowned for its cutting-edge technology and designs, embraced laissez-faire management to foster innovation and quick growth at his company. He famously said, "We recruit smart people so they can tell us what to do; it doesn't make sense to hire smart people and then tell them what to do." (Examples of laissez-faire leadership – indeed, n.d). Laissez-faire is a conflicting management style as there are numerous benefits on performance when approached in the right manner but when considering its faults Buch, et al. (2014) suggests that organisations must be conscious of the possible harms that laissez-faire management can cause as they can create work settings with high levels of interpersonal tensions and can often be due to little guidance regarding performance.

As the 3 most common management styles have been analysed its now important to correlate management styles with performance and look at the impact these styles have on the overall performance of an individual. When seeking the importance and purpose of management styles there are certain factors that a manager can control to enhance an individual's performance. Managers plan, organize, direct, and control resources to achieve specific goals. They set goals and determine the best way to achieve them which coincides with individual performance. It requires allocation of resources which include people, equipment, and money to carry out the company's plans. If employees were always capable of performing at a high level without motivation a manager would be irrelevant but not everyone works in this manner as different individuals and personality types can be lethargic and unproductive and rely rigorous management to be constantly checking in on them and analysing their work to provide them with motivation. With another approach management support, according to experts (Pulakos, 2004; Armstrong, 2012), is a necessary foundation for employee performance improvement. According to (Morrison and Phelps, 1999), employees are more likely to do well in their job when they believe that management is supportive of their efforts. The management style required can come down to the personality traits and characteristics of an individual. Individuals that generally are not self-motivated and not particularly good at using innovative generally need an authoritarian management style to motivate them to get a higher level of performance from them. Creativity and self-expression within performance can be extremely vital in certain industries of work and often require a manager who promotes these behaviours and gives employees an opportunity to do so to encourage them to speak up and broadcast their ideas. When freedom of thought and creativity is required in the work environment the ideal management styles to promote this is either democratic or laissez-faire management as they best create an atmosphere where people within feel involved and encouraged to speak their thoughts. (Debashis C, Senge P, 2000) interprets that when organisations require creativity for problem solving, holding meetings, leadership roles development or conducting daily tasks for the organisation that the democratic style instils confidence in employees which will impact on overall performance which could impact meeting deadlines, department goals or provide them with input for their team. While continuing to analyse the correlation between management and performance,

efficiency is crucial to the way in which managers get the most from their employees. Efficiency refers to the ability to achieve by using the resources at hand to the best of their ability without much wasted. It can often be hard to find efficiency in an individual and it can really come down to management and the way an individual works. When the specific personality traits that match up with management styles were analysed it was found that for example those who constantly needs checking on them so they can be on top of their work needs an authoritarian style, whereas those who are easily intimidated and don't work efficiently under constant pressure on them will benefit and become more efficient from a more laissez-faire approach and those in between that need the right balance of someone keeping them in check but not constantly hovering over them benefit the most from democratic management. The efficiency factor of why management styles are important to performance is an eye opener on how the different styles manage different style employees. If managers can create this evolvement where they can adapt management styles depending on specific individuals and how they work they can be a lot more affective (Thompson, V., 2017). The best managers around the world whether it be in sports teams or business' they can adapt their style to provide the maximum motivation and gain efficiency from an individual to make them as high performing as possible. Liverpool manager Jurgen Klopp before stated in an interview "It is really important that you try the understand the people around you" (Lessons in leadership from Jurgen Klopp, 2019). When looking specifically at the adaptation a manager must have Ryan Giggs summed it up in an interview where he spoke about Sir Alex Ferguson expressing "he had the skill of, have you got to put your arm around someone or have you got to lose your temper to get the best out of them". Sir Alex then backed this up when he said about player Eric Cantona "He needed different ways of dealing with him, he was a different guy from everyone else" This highlighted that an effective manager has adaptable approaches in dealing with people to provide efficiency and a higher level of performance and it is about finding a good balance between the management styles (Sir Alex on man management, 2015).

Emotional Intelligence

Emotional intelligence is the capacity to recognize, comprehend, express, manage, and make use of emotions in interpersonal interactions and communication. As important as it is to be able to express and regulate one's emotions, it is also crucial to be able to comprehend, analyse, and react to the emotions of others. In the workspace this could look like offering sympathy and empathy to an aggrieved employee to help them get through their challenging times. The reasoning to why emotional intelligence is explored in this setting is to illustrate what connections can be made with performance and how the different management styles adopt emotional intelligence to be able to read, motivate and engage with employees so they can get a high performing individual. In a literature review carried out by (Sarkar and Oberoi, 2020) where the connection between performance and emotional intelligence was researched, the studies argued that a key factor impacting individual performance was of emotional intelligence. However, (Kahn, 1990, 1992) proposed that personal engagement, emotional involvement in tasks, represent the highest level of motivation and delivers a higher level of performance in individuals. The importance of emotional intelligence in management is a crucial aspect of interpersonal skills and individually managing people which can be connected to the point early in the literature review that good managers can adapt styles to cater the individual, a huge factor in a manager being capable of doing that means they need to have a high level of emotional intelligence which means they can communicate successfully, sympathize with others, and be self-aware. In many cases there are also downfalls and underlying issues that are faced when it comes to emotional intelligence that can influence how an employee or a sports player engage with their superior. According to (Gaille, B., 2015) Manipulation and persuasion are examples of how emotional intelligence can be dangerous for employees if management have a higher understanding of the skill over them as it can be used to their disadvantage. Different settings at home and in the workplace are influenced by how people react to their surroundings and others. Living in this world entails connecting with a wide variety of individuals as well as dealing with ongoing change and shocks. How individuals react to the challenges of life depends on how emotionally intelligent they are. It's also a crucial element of empathy and comprehending the deeper motivations behind other people's behaviour.

There are 5 components of emotional intelligence which include:

1. Self-Awareness - the capacity to acknowledge your feelings and to comprehend how others may be impacted by your emotions and activities.
2. Self-Regulation - being able to control and manage your emotions while you wait for the right situation and outlet to express them.
3. Motivation - People with emotional intelligence are driven by factors other than money, fame, or achievement. Additionally, they can comprehend and desire the necessity to satisfy their own internal demands and objectives.
4. Empathy - The ability to empathize with people and respond in a kind and considerate manner are signs of having a high EQ.
5. Social Awareness - Emotional intelligence requires social abilities. You are prepared to interact with others when you are conscious of your feelings, those of others, and your communication skills (Emotional intelligence & kindness, 2022).

How is emotional intelligence measured? The Geneva emotional competency test is the most consistent way of measuring emotional intelligence in an individual. The Competence Test (GECO Test) measures individual differences in emotional intelligence and is a performance-based test available online. There are 110 items on the test, and it takes roughly 50 minutes to complete. The GECO Test was created especially for the workplace and for organizations with the prospect of gaining a greater understanding of the level of emotional intelligence in employees; all scenarios and items represent circumstances and occurrences that could take place at work and are based on interviews with managers and experts that were done during the project's initial phase. There is a right or wrong solution for each issue, which is decided based on several factors, including theoretical underpinnings, professional opinions, and public consensus (Schlegel, K., & Mortillaro, M., 2018). The test consists of four sections; recognizing emotions, understanding emotions, the ability to regulate emotions and managing other people's emotions. The researchers that were building the Geneva testing system had scientists test it on a thousand participants between the age of twenty and sixty before drawing their research to a close. They discovered some interesting links that relate

to well-being and performance. It was found that regardless of intelligence or personality, a person's work outcomes improve the more emotional intelligence abilities they possess, it was also found that emotional intelligence was also directly connected with a person's well-being (Boguslavska, A., 2018).

But how does emotional intelligence affect performance? There are a couple of determining factors which include:

- Long term wellbeing – the better and happier an individual feels at work the more motivated and productive there are going to be which then creates better engagement and contribution. (Cook, S., 2021) states that people that are considerably less stressed and are happier tend to be more resilient which impact how people are 'thinking', 'feeling', 'being' and 'doing' which all have a direct impact on performance and problem-solving ability.
- Personal relationship skills – Emotional intelligence helps improve personal relationship management. (Gill, G., 2015) claims that those with higher levels of emotional intelligence have more success in their professions and better personal and working relationships. The better an individual's level of emotional intelligence is the better and healthier their relationships with those around them will be. With a higher level of emotional intelligence, they will be able to perceive and connected with other better than those with a lower level. The more nurtured and developed one's relationships are the more productive the individuals will be and a knock-on effect from that is enhanced performance.
- Improved decision making - (Kim, Cable, Kim, and Wang, 2009) express's that people with a higher level of emotional intelligence, perceive and process their emotions more

accurately than those with a lower level, by doing this it allows them to use the information to improve decision making which leads to improved performance.

- Self-Awareness - (Boyatzis, 2002) states that self-awareness is concerned with the importance of the feelings and emotions that a person goes through. The impact it has on the productivity level of personnel within an organisation is also related. Self-awareness is often used to explore and discover one's own strengths and what their limitations are, it can be also utilized to identify feelings and emotions. High level of self-awareness is in return responsible for a higher level of performance and productivity in employees.

The Connection with Performance

Finally, the final theme that concludes the main question asked is when management styles are combined with emotional intelligence, do they have a direct correlation with performance? From the research conducted it concludes that there is a relationship between the three aspects of management, emotional intelligence, and performance. When looking at the impact that management styles and emotional intelligence have individually it's clear that when managers can combine both aspects that it makes for an affective manager that has a great understanding for their employees. It can help to affectively manage different personality types; they are then also capable of analysing a person's non-verbal behaviours and verbal actions to gain a perception for their emotional state. What then makes elite managers stand out from the rest is using this knowledge they have of understanding emotional intelligence to adapt their management style to cater to the individual and, how they are best managed. An example for this is Sir Alex Ferguson, previous Manchester United manager known as one of the best sporting managers, The way he handled certain players, sometimes he would put his arm around players to make them feel comfortable and give them confidence by reassuring them of their ability. This was to make sure that they don't play with fear, he wanted them to be like Ronaldo who played the game with flair and needed to be creative in attack. On the opposing side he would often intimidate players to boost their motivation. For example, he told Rio Ferdinand on the bus heading for a game against Newcastle "Craig Bellamy has been talking about you he said he's going to destroy you, if he

destroys you today do not get back on this bus” Rio claimed it was one of the best games he’s had. It proves being able to understand people and their emotions and being able to adapt between management styles such as authoritarian, democratic, and laissez-faire is the key for the highest performing managers and employees. (BTSPORTOfficial, 2017)

Research Question

Research Question:

How do Management Styles and Emotional Intelligence affect Performance?

The objective of this research project is to determine the impacts and affects that both management styles and emotional intelligence have on performance from both a business and sporting perspective and exploring the theories involved with both elements. There is a shortage of research conducted in the field that relates to the direct impact both management and emotional intelligence have on performance. Although there is a substantial amount of research carried out regarding management and a respectable amount on emotional intelligence, they are rarely researched in regard to performance. This is what makes it an important topic to explore as there is huge emphasis put in performance in modern day society.

With the rise in science and research into performance and the internal factors that impact it such as sleep, diet, and hydration, although these play a huge role in the wellbeing and performance of a teams and individuals specially, it can often be triggered by external factors. As Morrison and Phelps (1999) discussed employees are more likely to perform and carry out their job to a better standard when they believe that management are supportive of them. The drive and desire given to an individual from belief of external factors is what can impact the internal factors. This is why the research being carried out to develop a clearer vision of the impacts management styles and emotional intelligence is crucial. One main objective of this project is to make employees and management aware that the way an individual's wellbeing is managed, and the overall handling of an employee and the support shown to them can greatly impact on performance, and failure to do this can cause a lack of motivation and productivity.

The implications that management styles and emotional intelligence have on performance can impact the functioning capabilities of both an individual and the organisation. Another objective for this research is to discover the impacts of adaptability within management and emotional intelligence as in the literature review. Thompson, V (2017) suggests that being

able to cater management styles to a specific employee and understand their skillset and situation can lead to that individual being more affective, although it is spoken about in an individual sense it is yet to be discovered how this translate into a team scenario when there are multiple personalities and underlying issues. With emotional intelligence being said to improve personal relationship management leading to better personal and working relationships by (Gill, G, 2015). It is a further objective of the study to analyse how these relationships mentored by emotional intelligence can translate to an improved performance and by understanding scenarios will give the research a better perception of how this elucidates.

Methodology

Introduction

The effect that management styles and emotional intelligence have on the performance of employees and players in their respective fields is vital to success. With the influence of these factors being extremely beneficial when utilized correctly it's important to explore the field in the context on the proposed research question. To gain the most useful knowledge and expertise in the selected field it became clear that holding interviews with professionals would be the best instrument to gain this insight. The intended approach to the interviews in the collection of data is to draw specific information from the individuals on the themes discussed in the literature review that build a case to enhance my reasoning for the stance taken, which argues that management styles along with emotional intelligence do impact performance. This methodology will further include the research design which will discuss the nature of the study and the finer details of the research instrument along with the sampling size, reliability, and validation. Data Analysis will specify the type of data collected and how that data will be measured. Limitations in the research instrument are explored and critiqued and the Ethics of the research discussed.

Philosophical approach

The research carried out in this study seeks to discover the relationship between management styles, emotional intelligence and how they impact on performance. This research is in the interpretative paradigm which comprehends that it is subjective and can often be interpreted in different ways. It is important to gather relevant information before coming to conclusions on a clear positioning regarding the question put forward. There are numerous assumptions regarding the subject in the broader field, one being that managers are seen as mentors and management can directly impact how the people working under them interact and engage. They are seen as the one to motivate and engage employees as it was distinguished by (May, Gilson, and Harter, 2004) that it is crucially important for managers to develop and nurture engagement in employees because disengagement and

detachment from their job can be a pivotal factor in an employee's lack of motivation and commitment. Griffin, R.W (2022) provides indication that when managers strategize the way in which they'll manage the organisation they operate within, employee behaviour and engagement is assessed comprehensively and refined. Overall managers are perceived in the broader sense as motivators that aim to engage employees where through the research carried out a manager should look to maximize efficiency, develop a flexible management style, to then project the highest level of performance from their employees. Managers need to be resolute regarding efficiency as it refers to how productively they utilize their available resources like time, money, and facilities. Efficiency is a rational for management decisions which influences performance as it seeks to increase the possible output of the available resources (Callender, G., 2009). Effective managers and leaders should be able to embrace paradoxical thinking and adopt an acceptant mentality in order to be adaptable (Andriopoulos and Lewis, 2010). This trait as a manager is important in the dealing of different cultures and industries where they will experience different situations which could be related to resources as an example, also different personality types that they should be able to adapt their management style to which the broader field does not emphasise (Kitazawa, K. and Osada, H., 2012). This research also perceives managers and those that lead as the ones responsible for nurturing and developing performance. As Berger (2016) mentions, Deborah Meier who is an award-winning pioneer, believed that school children should be taught to process and understand the information given to them, instead of being overloaded with information so they can improve their problem solving and critical thinking skills.

The stance taken when it comes to the purpose of a manager is that they are ultimately multi-functional and can be required to be efficient, adaptable, and developmental. Performance which is key theme throughout the research can often become an individual interprets it to be and there are a lot of different assumptions around what exactly performance is. After conducting research around performance there can often be a misconception in the field around what performance is and the way that it is measured. Campbell (1990) conceived that when envisaging what performance is, it's important to differentiate the aspects which include action and outcome. The field often conceptualizes performance as what exactly someone is hired to do affectively for an organisation (Campbell et al., 1993). What this study

aims to postulate through the methodology section is that performance is not only defined by the action carried out, but it should also be defined and evaluated by the judgement and evaluation process Ilgen and Schneider (1991) which consider it to be an assessment of how effectively, efficiently and productively an individual is using their available resources along with their level of ability to achieve the maximum they possibly can. All individuals differ and have their own potentials when it comes to performance which shows its interpretive nature. The reasoning behind the current viewpoint of performance comes from previous experience of playing football and GAA at a high level with the county team where performance was constantly analysed and was not judged on result but the way the team applied themselves, the intensity that was brought, the accuracy of pass, the speed of play, the ability to make the right choices, these are elements that went into the analysis of a performance. Success can be achieved by results but the process to achieving longevity in that success is high performance and this this can be exemplified by sport. The best teams can beat average teams without performing to the best of their ability purely based on quality. But what separates the good teams from the best teams is no matter if they win, lose, or draw they demand the highest performance from themselves individually and collectively.

A theme found throughout this study is that when it comes to management in general, emotional intelligence is not considered a crucial factor of management, it's almost overlooked in the broader field although it is an integral part of day-to-day behaviours as a manager which for the large part is acted on subconsciously. This research takes the stance in this research that emotional intelligence should not be neglected, and managers and employees should look to integrate it into their daily life and develop their ability to utilize the skill. Averill & Nunley (1992) advocated that emotional intelligence skills can be acquired, processed, and developed just like intellectual skills are. Emotional intelligence was one of the main themes running through the literature review where the impacts and benefits it can have on management and performance were assessed. It was argued that the ability to employ emotional intelligence effectively and handle your own emotions as well as understand the emotions of those around you can help an individual enhance performance and succeed in their work life. It can lead to better relationships and maintaining quality physical and mental health (Csikszentmihalyi, M. and Csikszentmihalyi, I.S., 2006).

Research Design

The research carried out in this methodology section is qualitative in nature which means that is primarily concerned with examining people's individual feelings and perceptions than it is with collecting numerical data. The question posed for this research is interpretive as it can be portrayed and understood in different ways which makes the data collection method acquired, and the analysis method important to be able to differentiate. From the views that are drawn out, this study seeks to conclude and build a position based on those perceptions and experiences in the interviews. This work looks to understand the connection between the three elements of performance, management, and emotional intelligence and how they can impact each other. It looks at the importance of performance, what it is, and the influence not only do management styles and emotional intelligence have on each other but how they influence a higher level of performance from sports players and employees in a business environment.

The research instrument that has been selected to carry out this qualitative research and gain the best insight into the field is to conduct interviews. The reasoning for selecting an interview process and why they are most appropriate for this research is so that substantial insight from people that are experienced in the field and analyse their situations, beliefs and opinions while collecting the appropriate data suitable to the research. Conducting interviews also gives the research the ability to elaborate on the information that is primarily given by the interviewee question themes and experiences to develop a better understanding of the subject that secondary data or other types of field research would not have given me. With interviews being capable of providing the in-depth information needed from different personnel they should explore the importance of performance and what exactly it means to them in their various fields and environments. From the research conducted it has exhibited the crucial role management styles play in performance but also the impact that emotional intelligence has on people and how that can determine how they engage and perform. Through the flexibility interviews offer, enabling to ask follow-up questions which will help to investigate the individuals thoroughly on their experiences with management styles and

emotional intelligence where, outcomes leaning towards a positive relationship between the two and with a knock-on effect of the pair directly impacting on performance. The interview is designed to run for approximately twenty-five minutes and is semi-structured as there is a layout of eight questions categorised into different themes. As the questions progress, there are 4 backup questions that can be added in if they fit, leaving 12 prepared questions. The design of the gives the interview the freedom and the ability to progress questions further and follow up on their answers with relating questions regarding the topic they've mentioned to pull as much information as possible from the opportunity.

- **Interview Questions and themes**

The aim during the interview phase is to deliver five separate interviews with individuals all in different level roles within managing employees or players which will give the study the most capacity to gain the most knowledge. Each question has its own unique answers which it targets to extract from the interviewee when asked. It will become apparent how performance is defined and the importance of it, the impact of management styles on performance, the importance of emotional intelligence and how affective can a manager be when they combine these elements.

1. **Performance** - Questions 2,3 and 10 – One of the key themes running through this study is performance. What is unclear due its interpretive nature is how exactly it is defined. High performance plays an important role in any successful company, industry, or individual and how they define performance is crucial to understand as it can vary in different ways. The questions are designed to examine how performance is seen in each of the interviewee's industries which vary from sports teams, restaurants, and other big industry companies in which they all manage employees and look to extract the highest level of performance from the individuals and team. Once gaining an understanding of how they perceive performance it is then the objective of the interview questions to develop a perception of the importance of performance in an individual aspect as well as a team perspective. How they emphasise or overlook performance looks to be gathered

in the interview process as well as how they impose a platform for their employees or team to be able to carry out the desired performance and what impacts high and low performance can have on all involved. The challenges that are faced in developing performance in individuals and any potential issues are also covered in the themes questioning as it this is an important element of performance to understand in this research.

2. **Management styles** – Questions 4,5 and 11 – What this theme looks to explore is the impacts that management styles have on performance of employees which is varied from a business and sporting standpoint. Understanding the role that management styles play in high performance is important for the research conducted and will give an insight as to how the transition in performance in an individual can be determined by management styles alone. Another key element within the theme is gaining a substantial knowledge for how adaptability of management styles can be an influential factor to unlocking high performance in certain individuals, for example, unmotivated individuals or troubled individuals that require different treatment. For a manager, being adaptable from their identified primary management style is highlighted as a fundamental skill from the conducted research and gaining insight from professionals in their field would be instrumental in the study. The interview process will help to gather more possible information regarding skills that are involved in management and how to effectively motivate employees not only to win them over but to get them performing towards targets and goals set for them by management. Perception on the various management styles is also of interest to assemble to gain a better understanding of the benefits and implications they can have.

3. **Emotional Intelligence** – Questions 6,7 and 9 – Another theme that plays an influential role in this study is emotional intelligence which from the literature review is understood to be how someone can understand and control they own emotions along with others' emotions. Conducting interviews gives the ability to further scope the theme and give the

ability to question and understand all aspects of emotional intelligence, what it is and how it is used within management to benefit performance. Another angle of the theme, emotional intelligence, that this research seeks to understand is how important it is and if or how it plays a role in being an affective manager. The aim is to understand how its adopted and used by managers to enhance performance in individuals. Through the interview process of interrogating experts in their fields, the direct impacts as a result of emotional intelligence on an individual's behaviours and motivation is important to be cognizant of to back up the research carried out. Throughout this theme the emphasis has been on understanding emotional intelligence and how its conceptualised and put into action to improve levels of performance. Another element of the design looks to cover a more human and practical aspect involving experiences they have previously had to further the boundaries of this research, oriented towards gaining details on other influential elements that play a role in the use of emotional intelligence.

4. **Management styles and emotional intelligence combined** – Questions 8,12 – The overall purpose of this research is to measure the role management styles and emotional intelligence play in performance. Throughout this theme discovering the relationship between the two will be important which the support of interviewing experienced people in their respective industries will enhance the ability to identify specific elements of their relationships. Elements that the interview process will seek to extract that are important for the research are, understanding what the right balance between the two is and how to find that balance to get the highest level of performance. As the study can be interpretive in the way it is understood, so can the scenarios and experiences of the individuals involved through the interviews, so gaining a range of different examples of how employees and players that vary from motivated to unmotivated can be engaged and managed.

Sampling

During the process of designing the interview process, finding the correct people to interview who relate to the study and can provide insight into the field was crucial. Highlighting those that work within hospitality, sporting teams and the business industry and deal with the consistent themes running through the study which would provide the perfect balance to develop a clearer understanding of how management styles and emotional intelligence affect performance. Those chosen range from restaurant manager, GAA manager to human resource manager. The intentions behind acquiring these occupants for interviewing was to gain an improved understanding of management styles and emotion intelligence in their light, focus on experiences they have had regarding how these concepts apply to their fields and the real-life world. What those interviewed offer instead of choosing other possible interviewees was experience, with a huge number of years' experience when combined, constant flow of appropriate information applying to the study will develop this research. The skillsets and qualifications that are being analysed are also interesting as they deal with completely different situations ranging from small to large teams and business situations, as they all deal with people on a work and emotional level daily.

Pilot Study

The Pilot study is an important guide in the process, which will help improve the design of the interviews. Although there can be relevant information extracted from the pilot interview, it is an opportunity to make specific changes after it is carried out. A change in the design to align the themes better for the analysis and finding can help structure the themes in a more efficient manner. Changes in the way questions are asked can further be implemented as a result of the pilot interview to give the questions asked more substance and extract more defined and specific information on the themes that surface the study.

Data Analysis

The data extracted from the interviews will be collected with intent to analyse using a thematical approach. This approach will allow the data to be systematically recognized and

organised to be able to present the insight gained in the running themes (Clarke, V. and Braun, V., 2014). The process regarding the analysis of data for the conducted interviews is aligned with the thematic system implemented in the design for the questions. The themes are laid out in order of how the literature review reads, in which, what specifically the interviews look to understand through each theme is laid out for the purpose of the research. Notes and highlighting key examples and phrases used are made throughout and after the interviews are complete to assist with the breakdown and further analysis of the interview. Followed from that is the evaluation, this step consists of assessing the information that has been noted from the interviews and putting them into themes depending on how relevant they are to the research, this process helps with easily identifying the themes and breaking down the data that correlates. The last part of the thematic analysis will be to summarise the learnings taken from each aspect of the interviews and highlighted information to make for a simple breakdown of the analysis and findings to develop a clearer understanding of how the concepts such as management styles operate in a real life setting and how they relate to performance. The assumptions made throughout the process are all relevant to the study, and with the study being interpretive in nature, the various opinions will be taken into consideration as they can often alter the outcome of the research.

Limitations

There are limitations in the analysis of data regarding interviews and they stem from multiple different factors and reasonings. The concept that the research is interpretive is key factor in the limitations of interviewing as answers for a specific questions can often result in one extreme to another, they may be inconsistent or inappropriate. The way the interview communicates with the interviewee can also play a role in the limitations of analysing interviews as the way a question is asked or read by either can be interpreted wrong and answered wrongly. Interviews can often be inconsistent regarding the analysis of them as responses can often be different depending on the time of day, setting and, mood of the interviewee. There are various factors to why interviews can be inconsistent, but these highlight them the best as there may be things externally happening in people's lives that are

not visible on the surface that can affect the way they respond and answer questions and this can change in time. Interviews are also deemed as fallible which means mistakes and errors can often occur, on behalf of the interviewer or interviewee which can lead to errors in delivery, inappropriate or false information being surfaced through the interview, so throughout the duration of the interview it is crucial to appropriately analyse the information and assumptions being expressed. Although there are multiple limitations in interviewing it is a great way to get an understanding of a research topic and questions can always be altered in the correct manor to get a different outcome of answer, which is why it is effective to carry out a pilot interview and assess how each interview progressed.

Analysis and findings

This part of the study aims at analysis the data collected from the interviews that were held with the objective of answering the different elements of the research question. Through this phase different experiences and skillsets were monitored and engaged with, to give the research the best edge possible and gain as much knowledge on the subject. Some of the occupants which took part in the study include a hospitality manager, schoolteacher, football coach and a human resource manager within an organisation. The interviews ran in a thematic format to aid the analysis and breakdown of information highlighted in the methodology section. There are many aspects of this research that are catered to the individual and their experiences and are extremely interpretive, this runs through how performance is interpretive, the purpose and understanding of both management styles and emotional intelligence. Accumulating the responses in their themes and understanding the different elements within each, will give a clear insight as to how both impact performance.

The opening question was designed to gain a feel for the person being interviewed, learn about their current position and their experiences within their roles or roles they may have had in the past where they are dealing with the performance of individuals or a team, from both a business and sporting perspective. This question also covered different skills that they have used or learned from being in their roles which helped understand the scenarios they are in for overall perspective. One suggestion of a skill that stuck out throughout the interview process came from interviewer 3 where they highlighted that “communication is one of the skills I would have found massively important as a manager”. Communication in any field is an important ingredient to performing, from an individual standpoint or more importantly a team. It is a skill that was discussed throughout the literature review, and it cannot always be something that is easily mastered within management.

Performance

The first theme that was analysed and cements the whole study together, as the research looks for the answers on how the other themes can influence and impact it, is performance.

Understanding the severity of how interpretive the research is from all aspects is crucial and defining and seeking an explanation for performance is another indication of that. Performance throughout this research has been recognized as achieving the most out of your skillset in any particular instance, giving the full amount of effort that team or individual has, and it is not always regarded as the result from that situation. This understanding of performance was backed up by the interviewer 2 when they suggested that performance is when “people do the best they can do” he also added “you can’t ask someone to do something they don’t have the skillset to do”. This suggested to the research that you can only measure the performance of an individual or team against the skillset they have, and what they are capable of achieving. For example, as a football manager if you put a defender as a striker for a match and he doesn’t score, you cannot say they didn’t perform to the best of their ability as they might have, they just didn’t have the required skillset to do the job expected from them. Which really indicates that within defining performance it is crucial to understand the objective and the skillsets involved. Another response from the interviewer 3 that had a similar response indicated performance is “People delivering work to the best of their ability or to the expected standard”. Gaining a knowledge of performance throughout the first couple of questions was vital to how the study would progress, as having a clear visualisation of how the interviewee perceives that term would allow interview to build a better perception of how management styles and emotional intelligence influence their understanding of performance.

Management Styles

This leads the analysis on to the next theme, which was management styles which was discussed throughout questions 4, 5 and 11. Throughout the research management styles were developed as an approach that a manager takes to enable them engage employees in work or sport, understanding them to more effectively be able to engage staff, all in pursuit of being able to motivate them, and increase the productivity levels to gain a better performance. There are various management styles and each has their own unique aspects in the way they communicate with staff and try to engage performance as they are all suited

to different scenarios which was highlighted by interviewer 2 that “the style of management, depends on the people who you are managing, some people do need to be told what to do” they also mentioned an army scenario for this, which was also mentioned throughout the authoritarian management research. One characteristic that was highlighted throughout the research of management styles and was deemed important for any manager is adaptability, when questioned throughout the interviews, interviewer 1 stated “with some people I know I have to take a different approach” they then added “I use my different management styles to cater for different people because... I work with different people from different countries, I work with people that are much older than me... I work with people that are much younger than me, so I know I have to take a different approach”. Being adaptable in your approach to management is considered one of the best ways to get the maximum efficiency from your employees and it is something that was emphasised for this phase of the research to develop. From what interviewer 1 discussed regarding adaptability in their management, interviewer 3 also made an important contribution where they added “if you go in with just one management style, it might not suit everybody. Definitely depending on the individuals in your team, your management style is going to have either a positive or negative affect”. An example of this is when you see football managers go into new clubs after having a previous manager who has either succeeded or failed, depending on the mood or culture of the team, a manager has to be able to adapt their style to cater the different atmospheres and personalities they encounter. Another key point that feeds into management styles and adaptability was made by the interviewer 3 where they said its important “how you approach people, how you approach a scenario, how you deliver a message”. Every manager wants results and finding the performance to get those result is important and the way in which they manage their staff is crucial to that.

Emotional Intelligence

Questions 6,7 and 9 were focused on emotional intelligence. This research has huge emphasis on emotional intelligence and the correlations in has between the other themes. Emotional intelligence can be hard to describe as, it also can be interpretive by nature which was

indicated by interviewer 3 when they expressed, “I find it hard to define emotional intelligence, but sometimes it is just seeing someone and knowing straight away that something is not right”. The research carried out in the literature review understands that emotional intelligence can be the way that you control your own emotions and are able to control and influence the emotions of others. Being able to spot if something is off with an individual is a valuable way of exercising your emotional intelligence. Interviewer 2 also referred to body language and there not being an “algorithm for it”. This indicates that it is something that one who possesses’ emotional intelligence must be aware of their surrounding and understand the people they are dealing with. Bogulavska (2018) referred to emotional intelligence as being heavily connected to wellbeing, which has a knock-on effect of motivation and engagement which was discussed in a performance context. Interviewer 1 that was interviewed backed up the point in regard to their own circumstances saying sometimes you need to “Take football out of it” and then added “keep going back to the person and what is best for them. Whatever is best for them, is the best thing for the organisation and the people around them, and that could be to leave, and you have to be okay with that”. In all the questions regarding emotional intelligence were designed to probe how understanding emotions can be managed and helped to positively impact a person’s wellbeing.

Management and Emotional Intelligence Collaboratively

The final aspect of the thematic approach was discussed in questions 8 and 12 which was to highlight the overall research question, how, when combined, do management styles and emotional intelligence impact the performance of a team or an individual. The knowledge gained through the earlier questions and themes allowed for a clearer picture when concluding the interviews. A more direct and intensive approach to discovering the overall impact of both was used, where interviewer 2 explained that “interpersonal skills is probably the best one, being able to talk to people, emotional intelligence” and then went on to add “If you treat people with respect, be level with them, they are more likely to perform best for you” From their questioning of the two combined its clear that understanding and being able

to communicate with people is an important aspect of emotional intelligence which will allow them manage their employees better by understanding them, how they work, and their skillset in order to get them to perform at the best of their ability.

Discussion and Conclusion

This study discusses the affects that management styles and emotional intelligence have on performance, it also covered objectives throughout the lit review and analysis and findings exploring the understanding of the term performance, how direct and significant the impacts are, and how a manager can find a performance in an individual or team using specific skills and approaches e.g., adaptability. The fundamental reasoning for the investigation into this topic was the emphasis put on performance and results in business and sporting industries. Results are self-explanatory but the understanding of performance and how to maximise performance was poorly researched in the broader field leaving a lot of questions unanswered.

The literature review for this research project aimed at understanding the concepts that make up management styles and emotional intelligence, giving specific details as to how each element can be linked with the performance of an individual or team. The impacts that that each element has on performance was analysed including ultimately the impact both have when they are combined. The analysis and findings were a result of the interview process that looked to gather further information on the research topic through examining face to face managers in their respective industries through interviews. The intended out come was to gain an understanding of how they view performance in their industry, as this was a topic that research was limited in regarding the literature review. The analysis and findings resulted in applying terms and concepts discussed in the literature review to real life and understanding them through an expert's experience. This gave the research the ability to compare both the analysis and finding, and the literature review to help develop an overall stance for this study to take. The findings for the project understood that performance is an individual or team delivering work to the best of their ability or the organisations desired standard, results are not defined as performance although results can be impacted by performance. This was developed at the start of the interview process which gave the interviews more substance. The literature review developed the three management styles, exemplifying how they impacted different industries and individuals. Example from Cherry, K (2022) identifying the issues that the banking industry had with authoritarian management, where decreases in

productivity and commitment were found with an increase of emotional fatigue. The analysis and findings showed that regarding management styles the ability to approach people, understand them and deliver a message is the most effective way to communicate and increase productivity levels. This shows that managers of all styles need to understand the people they are managing and change to suit them to be able prevent issues like these. Regarding emotional intelligence the literature review portrayed understanding the emotions of those around you to sympathise, communicate, motivate, and relate. Sakar and Oberoi (2020) identified it as playing a key part in individual performance. The research found that through the analysis phase this understanding of emotional intelligence was justified as it was found the better you treat and respect people and understand them as person and not a professional, they are more likely willing to perform.

This research project was discussed, researched and, analysed through the use of themes which gave it a more specific approach, and developed more anticipation as the conclusion approached. From the beginning of the research, identifying the affects of management styles and emotional intelligence on performance was considered the ultimatum which built up of those themes individually from the breakdown of the research question. As progression was made, parallels began to form which enabled the research to make strong links between the three elements of the project. Communication which was evident throughout the literature review and analysis and findings which identified as a pattern of achieving performance. Du-Babcock (2006) expressed that communication skills are a critical part of success in an organisation and on a personal level It was also mentioned in connection with affectively managing, defining roles, objectives being set out, understanding people, building relationships which were all regarded as factors to helping the increase levels of performance.

Another sub theme that began to run through the research project which has been discussed throughout the literature review and the analysis and finding as well as other sections of the project was Adaptability. with this research taking the stance backed by numerous sections, that adaptability is deemed a key factor in how managers approach their staff, communicate with them, and adapt to change. This transpires from understanding the culture and the organisation and can appear as something such as a manager approaching a problematic

employee or player in a different manner than they would approach someone who is keeping in line and delivering good a standard of work. Calarco and Gurvis (2006) stated that being adaptable has a positive impact on those being led and being inflexible and rigid as a manager can discourage and unmotivated employees. Effectively being able to equip this skill is what gives managers full flexibility in the way they manage and provide the best standard of performance for those involved.

The objectives identified for the project were triggered throughout the research, which developed a clearer perspective of the elements of the study, which developed the stance of the studies position. Regarding the operation of the research, majority developed well although there were some limitations and restrictions that stumped the research in certain areas. Previously mentioned in the methodology section interpreting how the interviewee perceives the questions being asked can be difficult and translating their answer into a clear image was a difficult element of the analysis. Following that, the timeframe for the collection of data stumped the full potential of research as a longer timeframe would have subsequently translated into allowing for a bigger samples size. The research would have benefitted from understanding the perspective of multiple professionals in each field as opposed to one professional from each field.

In conclusion, this research project has delved into the intricate relationship between management styles, emotional intelligence, and performance. Through a comprehensive interview process and data analysis, the study has gained valuable insights into the direct and indirect impacts of these factors on performance from a business and sporting standpoint. The findings from this research have proved that management styles can have a significant impact on the behaviour of employees, their motivation and productivity, engagement and, utilizing skillsets, which can all impact the level of performance. This research discussed in detail authoritarian, democratic and laissez-faire management which Sulich et al. (2019) stated that management styles have significant variables in an organisation relating to planning, communication, control, and staffing styles which all have different outcomes on performance. These styles consist of different metrics that affect employee empowerment, involvement, creativity but with a consistent theme of communication which defies the

affectability of the manager, management styles overall result in a more direct impact on performance.

Emotional intelligence has a more of an indirect influence on performance but is still an important aspect that plays a crucial role in performance, more commonly in an individual. This research has found that emotional intelligence can make for a more affective manager. Possessing a highly level of emotional intelligence as a manager is found to help understand employees, improve relationships from both perspectives, it can also lead to improving the culture within in a team. All these factors play a vital role in building the foundations to give an individual or team the platform to perform to the maximum ability. Backing the position this study takes Van Rooy and Viswervaran (2004) stated emotional intelligence correlates with performance and can initiate a higher level of performance. Additionally, it was emphasised throughout the study that there is a positive correlation between the three elements of management styles, emotional intelligence, and performance. From a management perspective being able to integrate both affective use of management styles and approaching it with adaptability to suit the culture and employees, while combining emotional intelligence to be able to improve culture and solve problems within the staff. This research shows practical insight into how effectively the combination can be used in business and sport to significantly improve performance in both individuals and teams to achieve maximised levels of success.

Although the research question in conclusion was answered affectively, proving that there is positive relationship between management styles, emotional intelligence, and performance. If this project was being conducted in the future, a different perspective would improve the effectiveness of the research. Understanding the staff and player element of the topic would give better insight to the evaluation of the elements discussed throughout. Using Quantitative analysis would be an affective way of integrating a deeper understanding into that element of the research which could be affectively conducted with the use of surveys. With the limitations of resources throughout this research project, more expertise regarding the different management styles and emotional intelligence it would significantly improve the research. With more specific expertise in this field a clearer vision of possible downfalls and

threats of these elements would be more effectively conceived, which would give the research a better edge. Another element this research would have benefited from is a deeper exploration of the Geneva competency testing system and the knowledge that would have fuelled the research on emotional intelligence, which would more greatly explain the indirect impacts it has on management styles and performance.

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