



An Assessment of Leadership Styles and Emotional Intelligence Among Supervisors in Car Dealership: A Rank-and-File Employee Perspective

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Received: June 1, 2025

Revised: September 1,
2025

Accepted: September 29,
2025

Online: September 30, 2025

Abstract

Leadership plays an important role in shaping the dynamics in the workplace, including stakeholder performance and the overall success of the organization. Effective leadership alongside emotional intelligence can impact the productivity and motivation of an employee. This study assessed the different leadership styles – transactional, transformational, and charismatic and their relationship to emotional intelligence (awareness, empathy, social skills, and motivation). A total of 388 rank-and-file sales personnel in the automotive industry in the National Capital Region in Metro Manila, Philippines participated the survey. Quantitative research using simple random sampling was employed in the study. A self-made survey questionnaire was administered with a Cronbach's alpha of 0.87. The results revealed that the leadership styles and emotional intelligence were extensively exhibited by their immediate supervisor based on the assessment of the respondents. Furthermore, using regression analysis, data revealed that there is a significant relationship between empathy, social skills and motivation when transactional, transformational and charismatic types of leadership were considered. Awareness of the contrary resulted in a significant relationship with transformational and charismatic types of leadership, but not with to transactional types of leadership. This study makes a significant contribution to the understanding of how emotional intelligence influences leadership effectiveness in sales-driven industries. The results underscore the importance of incorporating emotional intelligence training into leadership development programs to foster stronger supervisor-employee relationships and enhance overall organizational performance.

Keywords: *car industry; emotional intelligence; employee performance; leadership style*

INTRODUCTION

In today's competitive business environment, effective leadership is crucial, especially in sales-driven industries such as car dealerships. A supervisor's leadership style and emotional intelligence (EI) significantly impact employee performance and sales outcomes. Leadership styles, such as transformational, transactional, and charismatic, have a significant influence on organizational performance. Transformational leaders inspire and motivate employees, fostering higher engagement and performance (Berkovich, 2016). Transactional leaders focus on rewards and punishments to achieve goals, while charismatic leaders use personal charm to influence their teams (Moss, 2019; Cheng & Pan, 2019). Emotional intelligence, which involves understanding and managing emotions, enables leaders to build stronger relationships, resolve conflicts effectively, and motivate their teams (Smith & Spencer, 2024). Leaders with high emotional intelligence show self-awareness, empathy, and strong social skills, which help motivate teams and resolve conflicts (Balamohan et al., 2015). In sales leadership, emotional intelligence enhances decision-making, stress management, and team dynamics, leading to better employee performance and organizational outcomes (Wilderom et al., 2015; Henshaw et al., 2022). While traditional leadership models are commonly applied, the integration of emotional intelligence in these styles remains underexplored in car dealerships (Sharma et al., 2023).

This study aims to assess leadership styles (transactional, transformational, and charismatic) and emotional intelligence (including awareness, empathy, social skills, and

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motivation) from the perspective of rank-and-file employees, thereby contributing insights to optimize leadership for improved performance. The research will address the following questions: 1) What is the assessment of the respondents in terms of the leadership style of their immediate superior, grouped according to transactional, transformational, and charismatic styles? 2) What is the assessment of the respondents in terms of the emotional intelligence of their immediate superior, grouped according to awareness, empathy, social skills, and motivation? Additionally, the study seeks to investigate the relationship between leadership styles and emotional intelligence as perceived by the respondents. It is hypothesized that there is no significant relationship between emotional intelligence and leadership style.

LITERATURE REVIEW

Leadership Style

Leadership plays an important role in shaping an organization's success, influencing employee performance, and fostering workplace motivation ([Rani, 2015](#)). Effective leadership is essential for ensuring employee engagement and enhancing productivity ([Day et al., 2016](#)). Leadership style is particularly significant in the sales industry, as sales managers directly influence their employees' productivity and, consequently, sales performance ([Peesker et al., 2019](#)). According to [Kulat \(2023\)](#), sales leaders must continually assess and refine their leadership styles, as each style has distinct advantages.

Transformational leadership is a widely recognized leadership style that focuses on inspiring employees and fostering strong organizational relationships ([Berkovich, 2016](#)). This style involves goal-setting and clear direction while considering employee well-being ([Yue et al., 2019](#)). [Udin \(2023\)](#) emphasizes that transformational leadership enhances overall employee performance by motivating employees to exceed expectations. Leaders who adopt this style cultivate trust among employees, ensuring that high-performing individuals are rewarded while underperformers are guided for improvement ([Asencio, 2016](#)). Furthermore, transformational leadership has a positive impact on employee engagement by fostering a culture of trust and support ([Islam et al., 2021](#)).

Transactional leadership is based on a reward-and-punishment system where employees are motivated through incentives and organizational benefits ([Moss, 2019](#)). Sales leaders who use transactional leadership provide clear guidelines on work expectations and the corresponding rewards for achieving goals ([Feranita et al., 2020](#)). However, this leadership style is often viewed as less effective in the long run because it primarily focuses on short-term objectives rather than overall employee development ([Khan, 2021](#)). [Lestari and Prastyawan \(2018\)](#) found that transactional leadership is not frequently utilized in modern workplaces due to its limited effectiveness in fostering long-term motivation. [Franco and Matos \(2015\)](#) suggest that transactional leadership is best suited for crisis management and resolving straightforward organizational challenges rather than complex, and dynamic environments.

Charismatic leadership is characterized by leaders who possess a compelling presence and the ability to inspire their team members ([Karaca et al., 2021](#)). Employees often admire and respect charismatic leaders, leading to higher job satisfaction and greater effort toward organizational goals ([Stephan & Pathak, 2016](#)). [Cheng and Pan \(2019\)](#) note that charismatic leadership positively influences team creativity and motivation. [Gebert et al. \(2016\)](#) highlight that charismatic leaders are not only defined by their followers' perceptions but also by their distinct behaviors and values. Additionally, charismatic leaders are often driven by a strong sense of responsibility toward the organization's stakeholders, aligning their leadership approach with ethical and strategic objectives ([Hu & Dutta, 2022](#)).

Emotional Intelligence

Emotional intelligence (EI) is an essential factor in leadership, influencing awareness, empathy, motivation, and social skills. It involves understanding and managing emotions, fostering relationships, and enhancing decision-making abilities (Bru-Luna et al., 2021). Emotional intelligence plays a significant role in leadership effectiveness, particularly in sales environments, where interpersonal relationships and motivation are essential for success (Drigas & Papoutsis, 2018).

Awareness is a key component of emotional intelligence, enabling individuals to recognize and understand their emotions. Mousa and Al-Bajali (2019) emphasize that awareness is the foundation for emotional regulation and empathy. Higher levels of self-awareness contribute to better decision-making and improved team performance (Carden et al., 2021). Reflection and mindfulness enhance perseverance despite performance-related stress, leading to overall workplace effectiveness (Sutton, 2016). Sales leaders benefit from self-awareness as it helps them regulate emotions and build stronger relationships with employees and clients (Henshaw et al., 2022). Strong awareness provides a strategic advantage in navigating sales environments and leading teams effectively (Balamohan et al., 2015). Leaders who exhibit emotional competence tend to excel in managerial roles (Md-Nawi et al., 2017). High emotional intelligence also fosters transformational leadership qualities, stress management, and cohesive team dynamics (Koutsoumpa, 2023; Hu & Dutta, 2022).

Empathy influences leadership effectiveness by enhancing a leader's ability to understand team dynamics and workplace interactions (Mwania, 2023). Empathy, a fundamental aspect of social awareness, enables leaders to perceive and respond to the emotions of their team members (Shaban & Yadav, 2018). Studies have shown that individuals with higher emotional intelligence tend to demonstrate greater empathy, which in turn leads to more positive peer interactions (Trigueros et al., 2020). Leaders who exhibit empathy foster better communication and stronger workplace relationships (Kiishi, 2024). Social awareness and social skills contribute to effective leadership by improving the ability to assess team dynamics and build relationships (Pawestri & Prasetyani, 2024). These competencies help leaders navigate social environments and create an inclusive workplace culture.

Emotional intelligence also affects motivation, which drives individuals to achieve goals despite challenges (Punia et al., 2015). Highly emotionally intelligent individuals are more resilient and capable of overcoming setbacks, which is essential in sales leadership (Devi et al., 2023). Motivation acts as an intrinsic and extrinsic factor that inspires individuals to succeed (Mukokoma, 2020). Sales professionals with high emotional intelligence are more driven to achieve targets, resulting in higher sales performance (Devi et al., 2023). Emotional intelligence and motivation influence each other, contributing to an individual's ability to persevere in challenging work environments (Ates & Buluc, 2015).

Social skills are another key aspect of emotional intelligence, shaping leadership effectiveness by enhancing interpersonal interactions (Reis da Silva, 2022). These skills enable leaders to communicate effectively, resolve conflicts, and foster collaboration (Trigueros et al., 2020). Social skills also contribute to self-perception and personal growth, aiding in workplace adaptability (Salavera, 2019). Effective leaders utilize social skills to navigate workplace relationships, promote understanding, and ensure smooth interactions within teams (Trigueros et al., 2020). Studies indicate that individuals with high emotional intelligence exhibit stronger social skills, allowing them to regulate emotions effectively and develop positive relationships with colleagues (Trigueros et al., 2020). Emotional intelligence plays an essential role in leadership success by fostering a supportive and productive work environment.

Car Dealership Industry

The car dealership industry, particularly in sales roles, is characterized by high stress due to demands such as meeting quotas and managing customer expectations. [Zain and Muhammad \(2014\)](#) found that job satisfaction, compensation, and training significantly influence whether salespeople stay in their roles, highlighting the importance of emotional intelligence (EI) in leadership. The demanding nature of the industry increases stress levels, negatively impacting employees' job satisfaction and well-being ([Gigi & Shalini, 2020](#)). [Gohila \(2018\)](#) further notes that factors such as poor organizational adjustment and unclear decision-making contribute to stress in sales roles, underscoring the need for effective leadership to manage these challenges.

Emotional intelligence plays a significant role in leadership effectiveness in car dealerships. Sales managers with higher emotional intelligence are more capable of fostering better team dynamics, making informed decisions, and enhancing team performance ([U & Varma, 2023](#)). This aligns with the view that leaders who integrate emotional intelligence into their style can improve organizational outcomes and create a supportive work environment. [Li et al. \(2024\)](#) also emphasize the importance of emotional intelligence for communication and decision-making in the car industry, suggesting that emotionally intelligent leadership leads to more cohesive teams and better service delivery.

RESEARCH METHOD

The design of this study is quantitative in approach. A descriptive correlation design was employed to assess respondents' perceptions of their immediate superiors' leadership styles and emotional intelligence traits. This approach focused on identifying patterns and trends without examining causal relationships.

A researcher-developed questionnaire served as the primary data collection instrument for this study. The questionnaire comprised 35 statements designed to assess various leadership styles and emotional intelligence components. Specifically, it included five statements each for transactional leadership, transformational leadership, and charismatic leadership, as well as five statements each for self-awareness, empathy, motivation, and social skills. To ensure the validity of the instrument, a panel of three experts, consisting of an academic scholar, a psychometrician, and an industry practitioner, conducted a thorough evaluation. Additionally, the reliability of the questionnaire was assessed using Cronbach's alpha, yielding a coefficient of 0.87. A four-point Likert scale was used to measure respondents' assessments with the following equivalents: 1 – strongly disagree, 2- disagree, 3- agree, 4-strongly agree. The verbal interpretation includes the ff: 1.00 – 1.75 – not at all; 1.76 – 2.25 – small extent; 2.26 – 3.25 – moderate extent; 3.26 – 4.00 – great extent.

Data collection was conducted among rank-and-file sales personnel in the car industry within the National Capital Region (NCR). To determine the appropriate sample size, Cochran's formula was used, as the total population is unknown. The formula indicated that the recommended sample size for the study is 385 respondents. Surveys were distributed both online and face-to-face to ensure comprehensive coverage. Participants were selected using simple random sampling to target individuals with relevant experience in the car sales industry. This sampling method was chosen to ensure that the data gathered was relevant and accurate for the study's objectives. By focusing on those with the appropriate background, more reliable insights were obtained regarding the relationship between emotional intelligence and leadership style within the car sales industry.

For the face-to-face surveys, a step-by-step procedure was followed. First, potential respondents who were sales personnel within the NCR's car industry were identified. After approaching the individuals, the purpose of the study was explained, and eligibility was screened. Once confirmed, participants were provided with a printed QR code to access the Google Forms

survey. Assistance was offered by guiding participants through the questions and providing clarification when needed. Upon completion, responses were verified to ensure there were no discrepancies, maintaining the integrity of the data. Participants were thanked for their involvement, and their responses were securely stored and backed up for further analysis.

The web-based survey followed a similar procedure. A targeted list of sales personnel within the NCR's car industry was compiled, and personalized invitations with a unique survey link were sent. The online survey was designed for user-friendly navigation, with built-in validation rules to ensure that only eligible participants could complete it. To further encourage participation, follow-up messages were sent to non-respondents.

A total of 388 participants completed the survey, with no missing or incomplete responses, ensuring that the data was clean and ready for analysis. The collected data provided a solid foundation for concluding the relationship between emotional intelligence, leadership style, and effective management strategies in the sales industry. Throughout the process, ethical guidelines regarding confidentiality and anonymity were strictly followed, ensuring that all participants' information remained private and protected. By employing both face-to-face and web-based methods, comprehensive and reliable data were gathered to support the study's objectives.

This study used descriptive correlation to assess emotional intelligence (awareness, empathy, motivation, and social skills) and leadership styles (transformational, transactional, and charismatic) of supervisors in car dealerships from the perspective of rank-and-file employees. Descriptive statistics, specifically mean and standard deviation, were used to evaluate the levels of emotional intelligence and leadership styles. Pearson correlation was then applied to examine the relationship between emotional intelligence and leadership styles, helping to determine whether higher emotional intelligence correlates with specific leadership styles in the car dealership industry.

FINDINGS AND DISCUSSION

Respondent Profile

Table 1. Profile of Respondents in terms of Gender and Age

| Demographic Variable | Frequency | Percentage |
|----------------------|-----------|------------|
| <i>Gender</i> | | |
| Male | 254 | 65.50 |
| Female | 134 | 34.50 |
| <i>Age</i> | | |
| 18-28 years old | 241 | 62.10 |
| 29-38 years old | 111 | 28.60 |
| 39-48 years old | 29 | 7.50 |
| 49-58 years old | 7 | 1.80 |

The findings show that most of the respondents are male (65.5%), while 34.5% are female. In terms of age, the majority are between 18 and 28 years old (62.1%), followed by those aged 29 to 38 (28.6%). A smaller proportion belongs to the 39–48 years old group (7.5%), and only 1.8% are aged 49–58 years old. This suggests that the respondents are generally young adults, with males making up a larger share of the population.

Rank-and-File Employees' Assessment of Their Supervisor's Leadership Style**Table 2.** Leadership Styles of Supervisors as Assessed by Rank-and-File Employees

| Leadership Style | Mean | Std Deviation | Verbal Interpretation |
|-------------------------|-------------|----------------------|------------------------------|
| Transactional | 3.66 | 0.46 | Great Extent |
| Transformational | 3.64 | 0.47 | Great Extent |
| Charismatic | 3.62 | 0.49 | Great Extent |

The findings indicate that among the three leadership styles assessed, transactional leadership received the highest mean score ($M = 3.66$, $SD = 0.46$), interpreted as practiced to a "Great Extent." This suggests that employees perceive their supervisors as structured and goal-oriented, with a strong emphasis on rewards and clear expectations. Transactional leadership is often effective in highly structured environments such as car dealerships, where targets and incentives drive performance. According to [Tarsik et al. \(2014\)](#), transactional leadership enhances performance by providing a system of clear rewards and consequences, ensuring that employees stay motivated through extrinsic incentives. The nature of the automotive industry, which relies on achieving sales quotas and performance metrics, aligns well with this leadership style, explaining why it is the most observed among respondents.

Transformational leadership followed closely with a mean of 3.64 ($SD = 0.47$), also interpreted as practiced to a "Great Extent." This suggests that while transactional leadership is dominant, supervisors also exhibit transformational qualities, inspiring and motivating their teams beyond mere rewards. Transformational leaders encourage professional growth and foster a shared vision, which resonates with the findings of [Noronha and Singh \(2022\)](#). Their study highlights how transformational leaders create an engaging and innovative work environment by emphasizing intrinsic motivation and employee development. This is particularly relevant in industries that require customer engagement and relationship-building, as transformational leadership enhances employees' ability to connect with clients and adapt to their needs.

Lastly, charismatic leadership was also rated to a "Great Extent" ($M = 3.62$, $SD = 0.49$). This finding suggests that while structure and goal orientation are critical, the personal influence and emotional appeal of leaders also play a significant role in shaping employee perceptions. Charismatic leadership often overlaps with transformational leadership, as noted by [Tarsik et al. \(2014\)](#), emphasizing the leader's ability to inspire and energize their teams. In a competitive industry like car dealerships, charismatic leaders can foster a sense of enthusiasm and commitment among employees, making them more willing to go the extra mile for customers and contribute to organizational success.

Rank-and-File Employees' Assessment of Their Supervisor's Emotional Intelligence**Table 3.** Emotional Intelligence of Supervisors as Assessed by Rank-and-File Employees

| Emotional Intelligence | Mean | Std Deviation | Verbal Interpretation |
|-------------------------------|-------------|----------------------|------------------------------|
| Motivation | 3.67 | 0.46 | Great Extent |
| Empathy | 3.64 | 0.49 | Great Extent |
| Social Skills | 3.64 | 0.49 | Great Extent |
| Awareness | 3.49 | 0.60 | Great Extent |

The findings indicate that among the dimensions of emotional intelligence assessed, motivation received the highest mean score ($M = 3.67$, $SD = 0.46$), interpreted as practiced to a "Great Extent." This suggests that employees perceive their supervisors as highly self-driven and capable of inspiring their teams. Motivation is an essential component of emotional intelligence, as

highlighted by [Ugoani et al. \(2015\)](#), who stated that leaders with high intrinsic motivation tend to be more goal-oriented and effective in fostering a positive work environment. Given the nature of the car dealership industry, where performance is directly tied to sales targets and customer satisfaction, motivation is essential in ensuring consistent productivity and engagement among employees.

Empathy and social skills followed closely, both scoring a mean of 3.64 (SD = 0.49) and categorized under "Great Extent." This result suggests that immediate superiors demonstrate strong interpersonal abilities, which are important in managing teams effectively. Empathy enables leaders to comprehend and address their employees' emotional needs, thereby fostering a supportive work environment ([Goleman & Boyatzis, 2024](#)). Similarly, social skills enable effective communication and collaboration, which are vital in customer-centric industries. The ability to navigate social interactions enhances teamwork and helps in conflict resolution, making leadership more effective in fast-paced environments.

Awareness, with a mean score of 3.49 (SD = 0.60), was also interpreted as practiced to a "Great Extent." This result suggests that leaders within the organization exhibit a high level of self-awareness, enabling them to make informed decisions and manage their teams effectively. [Hartung \(2020\)](#) emphasized that awareness is a fundamental building block for effective leadership, as it enables leaders to recognize their strengths and areas for improvement, leading to better decision-making and relationship management.

Relationship between Leadership Style and Emotional Intelligence

Table 4. Regression Weights of Emotional Intelligence and Leadership Style of their Supervisor

| Emotional Intelligence | Leadership Style | P - Value | Interpretation |
|------------------------|------------------|-----------|-----------------------|
| Awareness | Transactional | 0.308 | Accept H ₀ |
| | Transformational | 0.000 | Reject H ₀ |
| | Charismatic | 0.000 | Reject H ₀ |
| Empathy | Transactional | 0.000 | Reject H ₀ |
| | Transformational | 0.004 | Reject H ₀ |
| | Charismatic | 0.000 | Reject H ₀ |
| Social Skills | Transactional | 0.000 | Reject H ₀ |
| | Transformational | 0.000 | Reject H ₀ |
| | Charismatic | 0.000 | Reject H ₀ |
| Motivation | Transactional | 0.000 | Reject H ₀ |
| | Transformational | 0.000 | Reject H ₀ |
| | Charismatic | 0.000 | Reject H ₀ |

*Significant at p-value of <0.05

The findings of this study highlight the varying impacts of different emotional intelligence (EI) components on leadership styles. Each emotional intelligence component—awareness, empathy, social skills, and motivation—plays a unique role in shaping a leader's effectiveness in transactional, transformational, and charismatic leadership. The results align with existing literature, providing insights into why certain emotional intelligence traits are more influential in specific leadership styles.

The results indicate that awareness significantly affects transformational and charismatic leadership styles (p-value = 0.000) but does not have a significant effect on transactional leadership

(p -value = 0.308). This suggests that awareness is more relevant in leadership approaches that focus on inspiring and motivating subordinates rather than in task-oriented, reward-based leadership styles. Awareness enables leaders to be mindful of their behaviors, emotions, and the impact they have on others, which is essential for transformational and charismatic leadership (Meyers et al., 2018). Transformational leaders rely on self-awareness to inspire and drive change, while charismatic leaders use it to enhance their influence and presence among followers. On the other hand, transactional leadership focuses on structure, rewards, and penalties, reducing the necessity for deep self-awareness.

Empathy shows a significant relationship with all three leadership styles (p -values ≤ 0.004), underscoring its universal importance in leadership effectiveness. This result suggests that the ability to understand and relate to others' emotions is essential for both task-oriented and people-centered leadership strategies. Empathy enables transactional leaders to recognize the needs of team members, thereby enhancing performance and satisfaction (Kumar, 2014). In transformational leadership, empathy fosters trust, engagement, and motivation, as leaders connect with their followers on a deeper level (Modassir & Singh, 2014). Similarly, in charismatic leadership, empathy strengthens emotional bonds between leaders and subordinates, increasing trust and loyalty (Join the Collective, 2023). This supports the notion that leaders who exhibit empathy are more effective in fostering positive workplace relationships and driving organizational success.

Social skills significantly influence transactional, transformational, and charismatic leadership styles (p -values = 0.000), suggesting that strong interpersonal abilities are essential for effective leadership. Social skills facilitate clear communication, conflict resolution, and team collaboration, all of which are critical for leaders across different leadership styles (Ramsay et al., 2015). In transactional leadership, social skills help leaders manage expectations, negotiate rewards, and maintain structured team interactions, ensuring tasks are completed efficiently (Kumar, 2014). For transformational leadership, social skills enable leaders to inspire and motivate teams, fostering a collaborative and high-performance work culture. In charismatic leadership, strong social skills enhance a leader's ability to engage with followers, build rapport, and articulate a compelling vision (Join the Collective, 2023). The results align with prior studies emphasizing that leaders with superior social skills tend to be more effective in various organizational settings.

The study also finds that motivation significantly influences all three leadership styles (p -values = 0.000), indicating that a leader's ability to inspire and drive performance through enthusiasm and commitment is a key factor in effective leadership. In transactional leadership, motivation plays a role in reinforcing goal achievement through rewards and incentives (Al-Baidhani & Alsaqqaf, 2023). Transformational leadership thrives on motivation, as leaders inspire subordinates to exceed expectations by fostering enthusiasm and commitment to a shared vision (Kumar, 2015). Similarly, charismatic leaders leverage motivation to energize followers and instill passion for organizational goals (Join the Collective, 2023). These findings support the notion that motivation is a crucial driver of both transformational and charismatic leadership effectiveness. Leaders who can sustain motivation across different contexts are more likely to achieve organizational success and foster employee engagement.

CONCLUSIONS

This study examined the leadership styles and emotional intelligence of supervisors in car dealerships from the perspective of rank-and-file employees. The findings revealed that transactional leadership was the most practiced style, followed closely by transformational and charismatic leadership. Emotional intelligence was also rated highly among supervisors, with motivation emerging as the most dominant trait. A key insight from this research is the significant

relationship between emotional intelligence and leadership styles. Awareness was strongly linked to transformational and charismatic leadership, while empathy, social skills, and motivation influenced all leadership styles. These results indicate that supervisors who exhibit higher levels of emotional intelligence tend to adopt leadership styles that foster employee engagement, motivation, and performance. The findings contribute to the growing body of knowledge on leadership in sales-driven industries, emphasizing the importance of emotional intelligence in shaping effective leadership behaviors. This study underscores the importance of incorporating emotional intelligence training into car dealerships' leadership development programs to enhance managerial effectiveness and foster a more positive workplace environment. Moving forward, organizations should strive to foster an environment that actively develops emotional intelligence among supervisors. By doing so, they can create a more cohesive and motivated workforce, ultimately leading to better organizational performance and employee satisfaction.

LIMITATION & FURTHER RESEARCH

This study has several limitations that should be considered. First, it focused solely on rank-and-file employees' perspectives in car dealerships within the National Capital Region (NCR). This limited geographic scope may not fully capture the diverse dynamics of leadership styles and emotional intelligence in other regions or industries. Expanding the study to include other regions and sectors would provide a more comprehensive understanding of how these factors play out in different contexts, helping to generalize the findings across a broader spectrum of the workforce.

Second, the research concentrated only on specific dimensions of emotional intelligence, motivation, empathy, social skills, and awareness, while overlooking other key aspects that may influence leadership effectiveness, such as self-regulation and self-awareness. Similarly, the study mainly focused on transactional, transformational, and charismatic leadership styles, and further research could explore other leadership types, such as laissez-faire or servant leadership, to provide a more holistic view.

Third, another limitation encountered during the data collection process was the difficulty in securing respondents. The limited time frame and the challenges of engaging potential participants, many of whom declined participation, hindered the ability to gather a larger and more diverse sample. In future studies, allocating more time for data collection and employing strategies to increase participant engagement may help overcome this challenge. For future research, expanding the scope to include supervisors' perspectives and incorporating objective performance metrics would offer a more comprehensive understanding of how leadership styles and emotional intelligence contribute to organizational success. Additionally, adopting a mixed-methods approach, combining quantitative surveys with qualitative interviews, would provide deeper insight into the complexities of these factors and how they evolve.

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