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## EMOTIONAL INTELLIGENCE OF LEADERS AS A FACTOR OF ENTERPRISE PROFITABILITY ЕМОЦІЙНИЙ ІНТЕЛЕКТ ЛІДЕРІВ ЯК ЧИННИК ПРИБУТКОВОСТІ ПІДПРИЄМСТВА

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*The article examines the impact of leaders' emotional intelligence on enterprise profitability in the context of the digital transformation of the economy. The relevance of the study is determined by the growing role of intangible factors in competitiveness, particularly managerial soft skills, in ensuring business efficiency. Digitalisation, the automation of production and management processes, increased emotional stress on staff, and changing labour values highlight the need to develop leadership grounded in emotional intelligence. The purpose of the article is to substantiate the impact of leaders' emotional intelligence on labour productivity and financial results of the enterprise. The methodological basis of the study comprises systemic and interdisciplinary approaches, as well as methods of theoretical analysis and synthesis, including correlation and regression analysis. Emotional intelligence is considered not only a psychological characteristic of a manager's personality but also an economically significant management resource that shapes the quality of management decisions, the organisational climate, and staff engagement. The empirical part of the study was conducted using the example of the large industrial enterprise, Metinvest Group. The analysis utilised indicators of net profit, staff size, staff turnover, absenteeism, employee training intensity, and the proportion of positive and negative employee feedback. The results of the correlation analysis showed a close, direct relationship between the enterprise's profitability and indicators of staff development and a favourable organisational climate, as well as an inverse relationship between financial results and staff turnover, absenteeism, and negative employee feedback. Regression analysis generally supported the hypothesis that leaders' emotional intelligence impacts company profitability. The practical significance of the results lies in demonstrating the feasibility of integrating emotional intelligence development into management training systems, corporate training, and corporate HR strategies to improve management efficiency and the business's financial stability.*

**Keywords:** leadership, emotional intelligence, business profitability, business efficiency, digitalisation.

У статті досліджено вплив емоційного інтелекту лідерів на прибутковість підприємств в умовах цифрової трансформації економіки. Актуальність дослідження зумовлена зростанням ролі нематеріальних чинників конкурентоспроможності, зокрема управлінських «soft skills», у забезпеченні ефективності бізнесу. Цифровізація, автоматизація виробничих і управлінських процесів, підвищення емоційного навантаження на персонал та зміна трудових цінностей актуалізують необхідність формування лідерства, заснованого на розвитку емоційного інтелекту. Метою статті є обґрунтування впливу емоційного інтелекту лідерів на продуктивність праці та фінансові результати підприємства. Методологічну основу дослідження становлять системний і міждисциплінарний підходи, методи теоретичного аналізу та синтезу, а також кореляційно-регресійний аналіз. Емоційний інтелект розглянуто не лише як психологічну характеристику особистості керівника, а як економічно значущий управлінський ресурс, що формує якість управлінських рішень, організаційний клімат і рівень залученості персоналу. Емпіричну частину дослідження виконано на прикладі великого промислового підприємства Metinvest Group. Для аналізу використано показники чистого прибутку, чисельності персоналу, плинності кадрів, рівня абсентеїзму, інтенсивності навчання працівників, а також частки позитивних і негативних відгуків співробітників. Результати кореляційного аналізу засвідчили наявність тісного прямого зв'язку між прибутковістю підприємства та показниками розвитку персоналу й позитивного організаційного клімату, а також оберненого зв'язку між фінансовими результатами та плинністю кадрів, абсентеїзмом і негативними відгуками працівників. Регресійний аналіз загалом підтвердив висунуту гіпотезу щодо впливу емоційного інтелекту лідерів на прибутковість підприємства. Практична значущість результатів полягає в обґрунтуванні доцільності інтеграції розвитку емоційного інтелекту в системи підготовки управлінських кадрів, корпоративного навчання та HR-стратегії підприємств з метою підвищення ефективності управління та фінансової стійкості бізнесу.

**Ключові слова:** лідерство, емоційний інтелект, прибутковість підприємства, ефективність підприємства, діджиталізація

### Statement of the problem

The modern world has become dynamic and changeable. Digitalisation and the younger generation's changing perceptions of the world are driving the need to establish new rules of the game. The rapid development of modern technologies is gradually automating both intellectual and repetitive manual operations, freeing employees to perform more meaningful and creative functions. In such conditions, soft competencies, in particular emotional intelligence and creative thinking, become crucial, allowing staff to fully realize their professional potential and adapt to new labour market requirements [10; 4].

This raises an important question about the emotional intelligence of leaders, who must motivate and create favourable working conditions to increase productivity. Increased productivity, in turn, leads to increased profitability.

In general, this study examines the intersection of three key issues: leadership, emotional intelligence, and business profitability.

In this context, we can draw attention to some fundamental theories of artificial intelligence and methods of measuring it [8, 5, 1]. Peter Salovey and John D. Mayer [8] consider emotional intelligence an independent theory. According to the authors, emotional intelligence is a set of skills that help assess one's own emotions and those of others. This, in turn, leads to effective regulation of emotions in oneself and others. The scientists explored the contexts of emotional adaptability and maladaptation, as well as the role of emotional intelligence in mental health.

Prati, L. M., Douglas, C., Ferris, G. R., Ammeter, A. P., & Buckley, M. R. [8] argue that emotional intelligence is a critical component of effective leadership, especially in a team environment. Leaders with high EI better motivate teams, enhance team effectiveness, and inspire them to achieve common goals. The authors refer to the definition by Salovey and Mayer [8], who describe emotional intelligence as 'a subset of social intelligence that includes the ability to monitor one's own and others' feelings and emotions, to distinguish between them, and to use this information to guide one's thinking and actions.' At the team level, high EI among team members contributes to stronger cohesion and trust, increased creativity, and improved decision-making.

Thus, it is impossible not to agree with the conclusions of Ferdaws Ezzi, Mouhamed Ali Azouzi, and Anis Jarbou [2]. The authors emphasize that emotional intelligence is a fundamental, 'hidden' ability.

Ronit Yitshaki [11] analyzed the relationship between a leader's emotional intelligence and the effectiveness of companies that use a diversification strategy. The study combined concepts from behavioral theories with management theories. This approach argued that a leader's emotions, including their ability to recognize and control them, play a decisive role in decision-making. However, the study was conducted solely to measure the effectiveness of diversified companies, thereby significantly narrowing the scope of the conclusions.

Contemporary management research increasingly emphasizes that traditional measures of intelligence cannot fully explain the performance of top managers. This is because the effectiveness of management decisions depends primarily on the ability to work with emotions (both one's own and others'). The level of social skills development also plays an important role. In this context, emotional intelligence is seen as a factor that enables leaders to achieve high managerial and organisational results. Research [11] shows that the ability to recognize, interpret, and regulate emotions contributes to improving leadership quality. In turn, improving leadership quality leads to greater teamwork efficiency, a more effective professional environment, and better decision-making. This is especially important in conditions of high emotional stress. Thus, emotional awareness and regulation are important mechanisms. They shape emotional intelligence and enable its transformation into increased productivity and better organisational performance.

Thus, in the digital economy, the emotional intelligence of leaders is a key factor in improving the quality of management, labour productivity, and enterprise profitability. The ability of managers to recognize and regulate emotions ensures high staff motivation, team cohesion, and sound decision-making. At the same time, the limited empirical research on the direct link between leaders' emotional intelligence and financial results highlights the need for further scientific investigation. Unlike prior studies that focus predominantly on psychological or survey-based measurements of emotional intelligence, this research introduces an integrated economic-behavioral approach using organisational and financial proxies.

### **The purpose of the research**

The purpose of this article is to examine the impact of leaders' emotional intelligence on labour productivity and enterprise profitability under conditions of digital transformation.

### **Presentation of the main research material**

Emotions play a fundamental role in the functioning of the psyche, acting as a source of a person's inner mental energy. Through emotional states, an individual perceives and interprets the surrounding reality, which directly affects the processes of memory, thinking, and imagination. Emotions perform a motivational function, prompting a person to avoid situations with potentially harmful consequences or, conversely, to engage in events associated with positive experiences [12].

Regular repetition of specific emotional reactions over time forms stable personality characteristics. In addition, emotions enrich communication, contribute to deeper mutual understanding, and play a crucial role in the process of making managerial and life decisions, as these decisions always involve an emotional component [12; 13].

In general, the study of emotional intelligence was intensified in the early 1990s by American psychologists J. Mayer and P. Salovey. They were the ones who initiated systematic scientific research in this area. The concept gained further widespread and interdisciplinary popularity after the publication of Daniel Goleman's *Emotional Intelligence* in 1995 [3; 7]. Within this concept, the author substantiates the thesis that general intelligence indicators play a limited role. He notes that IQ level explains only a small part of life success. Meanwhile, the ability to recognize and regulate emotions, i.e. emotional intelligence, plays a dominant role in achieving effectiveness in various fields of activity.

Research on emotional intelligence includes models proposed by Bar-On and the approach proposed by Daniel Goleman. The traditional Bar-On model can be represented as a diagram shown in Fig. 1.

The structure of Bar-On's [1] model of social and emotional intelligence illustrates the complex nature of emotional competence, encompassing five interrelated areas: intrapersonal, interpersonal, stress management, adaptability, and general mood. Each of these areas includes specific competencies and skills that, together, enable a person to effectively recognize, regulate, and use emotions in their own activities and social interactions.

The intrapersonal sphere, which includes self-esteem, emotional awareness, assertiveness, independence, and self-actualization, forms the basis of emotional self-awareness and self-expression, without which holistic personal growth is impossible. The interpersonal sphere, represented by empathy, social responsibility, and interpersonal relationships, ensures effective social interaction, cooperation, and the building of trusting relationships in groups and organizations.

The ability to manage stress, as reflected in stress resistance and impulse control, plays a key role in maintaining emotional balance and constructive behavior in conditions of tension and uncertainty. Adaptability, which encompasses reality testing, flexibility, and problem solving, ensures an individual's readiness for change and sound decision-making in complex life and professional situations. General mood, represented by optimism and a sense of happiness, performs a motivational function, enhancing the implementation of other components of emotional intelligence.

Thus, the components of Bar-On's model, as presented in the table, enable us to consider emotional intelligence as a multidimensional personal resource essential for developing leadership qualities, fostering effective teamwork, and achieving high results in professional activities. This approach establishes a reliable methodological foundation for further scientific research and the practical application of emotional intelligence in management and organisational development.

In the context of leadership, the components of Bar-On's emotional intelligence model directly impact the effectiveness of a company's management activities. A manager's developed intrapersonal sphere ensures adequate self-assessment, emotional awareness, and the ability to self-actualize. The development of these soft skills contributes to the adoption of sound management decisions. At the same time, empathy, social responsibility, and professional relationship-building skills increase staff engagement, reduce staff turnover, and minimize losses associated with organisational conflicts. Effective stress management and high adaptability in a leader enable an organization to respond quickly to market changes,

minimize operational risks, and maintain the stability of business processes. The combined effect of these factors creates a favorable internal environment, which translates into increased operational efficiency, improved financial results, and long-term enterprise profitability.

Currently, the managerial approach to utilizing emotional intelligence involves examining four key areas: identifying, understanding, applying, and managing emotions. An effective leader with a high level of emotional intelligence possesses well-developed components, including self-awareness, motivation, empathy, self-regulation, and social skills. A leader's self-awareness manifests itself in the ability to adequately recognize one's own emotions when making management decisions. Self-regulation enables the manager to control emotional reactions, prevent impulsive actions, and respond to management and market challenges in a balanced way.

Motivation is evident in a leader's internal focus on achieving results and continually improving productivity. Empathy enables a manager to better understand employees' emotional states and consider their needs and expectations, while maintaining the objectivity and rationality of management decisions. Social skills, in turn, ensure effective communication, the formation of trusting relationships within the team, and team cohesion. All this ultimately increases staff efficiency and positively impacts on the enterprise's profitability.

The main hypothesis of this study is that leaders' emotional intelligence directly affects a company's profitability.

Accordingly, the theoretical analysis of the essence of emotional intelligence in the context of leadership provides grounds for considering it not only as a psychological characteristic of an individual but also as an economically significant factor in an enterprise's profitability. The components of emotional intelligence form behavioral mechanisms through which a leader influences the quality of management decisions, staff engagement, team cohesion, and the stability of business processes.

Given the identified conceptual link between a leader's emotional intelligence and an organization's financial performance, it is advisable to move from theoretical generalization to empirical verification of the formulated propositions. In this regard, the next stage of the study involves conducting a correlation-regression analysis. The analysis aims to quantitatively assess the

relationships between leaders' emotional intelligence indicators and profitability indicators. Using this tool allows us to determine the strength and direction of the influence of individual components of emotional intelligence on financial results, as well as to assess their explanatory power within an integrated analytical model.

The assessment and analysis of the impact of leaders' emotional intelligence on the profitability of a selected company involves the following algorithm:

- justification of variables for correlation and regression analysis;
- calculation of the proposed correlation and regression model;
- conclusions confirming or refuting the main hypothesis of the study.

The first stage of the study is to justify the selected variables for constructing a correlation-regression model. Regression is a linear mathematical model represented by an equation. In general, multiple regression is calculated using the classical formula [9]:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n \quad (1)$$

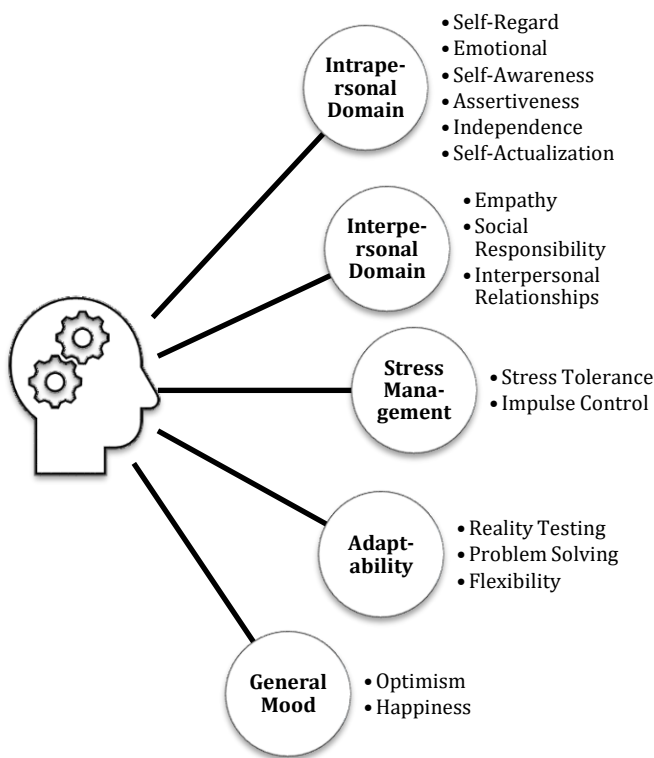
When  $X$  equals zero,  $Y$  equals  $\beta_0$  (the line's intercept), and  $\beta_1$  is the slope, which gives us information about the magnitude and direction of the relationship between  $X$  and  $Y$ , like a correlation coefficient. When  $\beta_1 = 0$ , there is no relationship between  $X$  and  $Y$ . When  $\beta_1 > 0$  or  $\beta_1 < 0$ , the relationship between  $X$  and  $Y$  is positive or negative, respectively.

In the study, the dependent variable  $Y$  is net profit, and six independent variables are described in Table 1.

The selected indicators do not directly measure emotional intelligence but reflect institutionalized outcomes of emotionally intelligent leadership practices. The set of variables presented in the table provides a comprehensive framework for assessing the impact of human capital and organizational factors on the enterprise's financial performance. Net profit is used as the dependent variable, reflecting the overall effectiveness of managerial decisions, while the independent variables capture both quantitative workforce characteristics and qualitative aspects of organizational climate and leadership practices.

The inclusion of employee turnover, absenteeism, training intensity, and employer reputation indicators, along with indicators of a highly stressful industrial environment, underscores the model's ability to account for the role of emotionally intelligent leadership and corporate culture in shaping economic outcomes. At the same time, workforce size serves as a control variable, ensuring the comparability of productivity-related effects. Overall, the selected variables enable a balanced evaluation of both economic and behavioral drivers of enterprise performance. The results should be interpreted as exploratory due to the limited sample size and the presence of multicollinearity. The model is aimed at identifying directional relationships rather than establishing strict causal effects.

To analyze the role of leaders' emotional intelligence, the Metinvest Group was selected as the empirical research object. The company is one of the largest vertically integrated industrial groups in Ukraine, having operated in the market since



**Fig. 1. Bar-On's model of emotional intelligence**

*Source: developed by the author*

2003. This ensures institutional maturity, stable management structures, and the availability of long-term financial and non-financial data. As of 2024, Metinvest employs 40,535 people [6], making it a large-scale organization where leadership practices, emotional intelligence, and human-centered management approaches play a critical role in maintaining operational efficiency and organisational resilience.

**Table 1. Description of Variables Used in the Model**

No.	Variable	Variable type	Description	The role of the variable in EI assessment
Y	Net profit, UAH mln	Quantitative, continuous	Net financial result after taxation, million UAH	An integral indicator of overall management effectiveness
X1	Average annual number of employees	Quantitative, continuous	Average annual number of employees	In the study of a leader's emotional intelligence, this variable allows us to separate the influence of managerial and psychological factors from the effect of company size, ensuring a correct comparison of performance and financial results.
X2	Employee turnover rate (%)	Quantitative, relative	Annual employee turnover rate (%), estimated based on industry benchmarks	Staff turnover is a key indicator of leadership quality and organisational climate. A high level of emotional intelligence in a manager fosters trust, engagement, and psychological security among staff, thereby reducing the likelihood of resignations. Accordingly, a reverse correlation is expected between a leader's EI level and the staff turnover rate.
X3	Average employee absenteeism (days per employee per year)	Quantitative	Average number of absence days per employee per year (sick leave, downtime)	The absenteeism rate reflects employees' physical and psychological states, levels of stress, and job satisfaction. Leaders with well-developed emotional intelligence can recognize emotional burnout early, reduce conflicts, and maintain a balance between work and personal life, thereby reducing the number of days of absence.
X4	Average training hours per employee	Quantitative, continuous	Average number of training hours per employee per year	Investing in staff training is a manifestation of a strategic and emotionally oriented leadership style. Leaders with high EI recognize the importance of developing employee competencies, fostering self-actualization, and promoting professional growth. Therefore, the number of training hours is considered an institutionalized indicator of a humane and supportive management style
X5	Share of positive employee reviews (%)	Quantitative, relative	Share of positive employee reviews about the company as an employer (%)	Positive employee feedback reflects job satisfaction, trust in management, and perception of organisational culture. In the context of a leader's emotional intelligence, this indicator is a proxy for empathy, communication quality, and fairness of management decisions
X6	Share of negative employee reviews (%)	Quantitative, relative	Share of negative employee reviews about the company (%)	Negative feedback indicates problems with management, conflicts, and a lack of feedback and emotional support. A high proportion of such feedback may indicate low emotional intelligence among management and ineffective leadership, negatively affecting the organisational climate and the enterprise's financial performance.

Source: developed by the author.

The significant size of the workforce requires systematic personnel management, continuous employee training, and the development of practical leadership competencies, including emotional intelligence. Moreover, Metinvest operates in a high-risk, highly stressful industrial environment, underscoring the importance of leaders' ability to manage emotions, resolve conflicts, and sustain employee engagement. These characteristics make Metinvest a suitable and representative case for examining the relationship between leaders' emotional intelligence, human capital management practices, and financial performance under both stable and crisis conditions. In the second stage, the correlation-regression model is calculated directly based on the initial data in Table 2.

**Table 2. Initial data**

Year	Net profit, UAH mln	Average annual number of employees	Employee turnover rate (%)	Average employee absenteeism (days per employee per year)	Average training hours per employee	Share of Positive Employee Reviews (%)	Share of Negative Employee Reviews (%)
2017	939,00	66000,00	9,50	9,00	12,00	62,00	18,00
2018	1155,00	66241,00	9,00	9,00	14,00	64,00	17,00
2019	341,00	66565,00	11,50	10,00	13,00	58,00	22,00
2020	642,00	69383,00	13,00	16,00	15,00	55,00	25,00
2021	4738,00	86955,00	8,00	8,00	18,00	70,00	15,00
2022	-2193,00	74416,00	21,00	22,00	10,00	52,00	30,00
2023	-194,00	46642,00	18,00	20,00	11,00	56,00	26,00
2024	500,00	40535,00	15,00	17,00	13,00	60,00	22,00
Average	741,00	64592,13	13,13	13,88	13,25	59,63	21,88
Standard deviation of distribution	1923,429675	14779,83457	4,603957925	5,540435775	2,49284691	5,705573716	5,055054048

Source: developed by the author.

Since the data presented are heterogeneous and include both absolute values and indices, they were normalized (Table 3).

**Table 3. Normalised initial data**

Year	Net profit, UAH mln	Average annual number of employees	Employee turnover rate (%)	Average employee absenteeism (days per employee per year)	Average training hours per employee	Share of Positive Employee Reviews (%)	Share of Negative Employee Reviews (%)
2017	0,10294	0,095256	-0,787366	-0,879894	-0,501434	0,416259	-0,766559
2018	0,21524	0,111562	-0,895968	-0,879894	0,300860	0,766794	-0,96438
2019	-0,2079	0,133484	-0,352957	-0,699403	-0,100286	-0,28480	0,024727
2020	-0,05147	0,324149	-0,027150	0,383543	0,702008	-0,81061	0,618193
2021	2,07805	1,513066	-1,113172	-1,060385	1,905451	1,818397	-1,360025
2022	-1,52540	0,664680	1,710484	1,466491	-1,30373	-1,336412	1,6073
2023	-0,486110	-1,214501	1,058871	1,105508	-0,902582	-0,635343	0,816015
2024	-0,12529	-1,627699	0,407258	0,564035	-0,100286	0,065725	0,024727

Source: developed by the author.

Based on the normalized data, multiple correlations were calculated in Table 4.

**Table 4. Correlation matrix**

Indicators	Net profit, UAH mln	Average annual number of employees	Employee turnover rate (%)	Average employee absenteeism (days per employee per year)	Average training hours per employee	Share of Positive Employee Reviews (%)	Share of Negative Employee Reviews (%)
Net profit, UAH mln	1						
Average annual number of employees	0,416	1					
Employee turnover rate (%)	-0,812	-0,389	1				
Average employee absenteeism (days per employee per year)	-0,743	-0,434	0,972	1			
Average training hours per employee	0,913	0,496	-0,743	-0,638	1		
Share of Positive Employee Reviews (%)	0,918	0,336	-0,835	-0,815	0,750	1	
Share of Negative Employee Reviews (%)	-0,857	-0,285	0,939	0,922	-0,700	-0,957	1

Source: developed by the author.

Net profit shows a strong positive correlation with the average number of training hours per employee ( $r = 0,913$ ) and the proportion of positive staff feedback ( $r = 0,918$ ). This indicates that investments in employee development and the creation of a favorable organisational climate, characteristic of leaders with high emotional intelligence, are associated with better financial results for the company.

At the same time, a pronounced negative correlation was found between net profit and staff turnover ( $r = -0,812$ ), employee absenteeism ( $r = -0,743$ ), and the proportion of negative staff feedback ( $r = -0,857$ ). These relationships indicate that increased organisational stress, conflict, and emotional exhaustion among staff significantly worsen a company's financial performance, consistent with the theoretical foundations of emotional intelligence in leadership.

Attention should be paid to the extremely high correlation between staff turnover and absenteeism ( $r = 0,972$ ), as well as between the proportion of negative feedback and indicators of organisational destabilization ( $r > 0,92$ ). This confirms the systemic nature of the emotional climate's impact on employee behavioral responses and suggests the possibility of multicollinearity, which should be considered when constructing a regression model.

**Table 5. Results of regression analysis**

Dispersion analysis							
	df	SS	MS	F	F-significance		
Regression	6	6,9655	1,16093	33,737	0,131031		
Balance	1	0,034410	0,0344				
Total	7	7					
	Coefficients	Standard error	t-statistic	P-value	Lower 95%	Upper 95%	Lower 95,0%
Y-intersection	1,15E-16	0,065584	1,76E-15	1	-0,833	0,8333	-0,833
X 1	-0,33806	0,15939	-2,1210	0,2804	-2,3633	1,68718	-2,36332
X 2	-4,09376	1,60085	-2,5572	0,2373	-24,4344	16,2469	-24,4344
X 3	0,715493	0,5282	1,3545	0,4048	-5,99606	7,42705	-5,99606
X 4	-0,61824	0,4617	-1,3389	0,4083	-6,48531	5,24881	-6,48531
X 5	4,64828	1,5290	3,0400	0,2023	-14,7795	24,0761	-14,7795
X 6	6,25326	2,3334	2,6798	0,2273	-23,3955	35,9021	-23,3955

Source: developed by the author.

Table 5 presents the results of the multiple regression, indicating that the selected variables are related to the enterprise's financial performance. The results indicate limited statistical significance of the indicators at the individual level. This situation is explained by the small number of observations and the aggregated nature of the data.

The negative coefficient for the average number of employees (-0.34) indicates that increasing staff without properly developing the leader's emotional intelligence does not necessarily lead to higher profitability. This emphasizes the key role of leadership quality, in particular emotional intelligence, in transforming human capital into economic results.

The variable of staff turnover harms net profit (-4.09), which is entirely consistent with the theoretical provisions of the concept of a leader's emotional intelligence. High staff turnover is typically the result of low trust and a lack of emotional support, resulting in additional costs and organisational instability.

Investments in staff training (-0.618) are characterized by a negative coefficient, reflecting the short-term increase in costs. At the same time, in the context of a leader's emotional intelligence, investments should be considered strategic.

A positive coefficient for the variable share of positive employee feedback (4.618) confirms the importance of a favorable organisational climate and trust in management for achieving financial results. This result directly supports the thesis that a leader's emotional intelligence is a crucial factor in shaping an enterprise's economic efficiency.

At the same time, the variable share of negative feedback (6.25) shows unstable assessments, which is associated with its high correlation with other indicators of the organisational climate. This indicates the presence of a latent factor that reflects the team's general emotional state, complicating the isolated interpretation of individual behavioral indicators.

Summarizing the results of the regression analysis, the profitability of an enterprise is primarily related to the level of emotional intelligence development among its leaders. Despite the limited statistical significance of individual coefficients, the directions of the identified relationships align with the theoretical foundations of the concept of emotional intelligence in leaders and confirm the feasibility of further research in this direction using expanded samples and dynamic models.

### Conclusions and prospects for further research

The research conducted confirms that leaders' emotional intelligence constitutes a significantly influential factor in enterprise profitability during conditions of digital transformation. The theoretical analysis demonstrated that emotional intelligence extends beyond an individual's psychological characteristics and serves as a managerial resource that shapes the quality of decision-making, organisational climate, and the effectiveness of human capital utilization. In the context of leadership, emotional intelligence manifests itself through self-awareness, emotional regulation, empathy, motivation, and social skills, which together form the behavioral mechanisms of managerial influence on employees and teams.

The empirical analysis of the Metinvest Group case revealed a strong relationship between financial performance and indicators reflecting the enterprise's emotional and organisational climate. Net profit showed a pronounced positive correlation with average training hours per employee and the share of positive employee reviews, reflecting emotionally intelligent leadership practices focused on development, trust, and employee engagement. At the same time, staff turnover, absenteeism, and negative employee feedback demonstrated a significant inverse relationship with profitability, indicating that emotional stress, conflicts, and dissatisfaction within the workforce generate tangible economic losses.

The results of the regression analysis generally support the study's central hypothesis, which posits that leaders' emotional intelligence has a direct impact on enterprise profitability. Although individual regression coefficients did not reach statistical significance due to the limited number of observations and the aggregated nature of the data, the direction and logic of the identified relationships align fully with the theoretical foundations of emotional intelligence theory and contemporary leadership research. The model's high explanatory power confirms that human-centered managerial factors play a crucial role in shaping financial outcomes, especially in large industrial enterprises operating under conditions of uncertainty and heightened emotional pressure.

Thus, emotional intelligence should be considered not only as a soft skill, but as a strategic managerial competence that enhances organisational resilience, reduces hidden costs associated with staff turnover and absenteeism, and creates preconditions for sustainable profitability. From a practical perspective, the findings substantiate the feasibility of integrating emotional intelligence development into leadership training programs, corporate learning systems, and human resource management strategies to improve both social and economic performance.

Prospects for further research include expanding the empirical base through panel data, cross-industry comparisons, and international samples, thereby enabling more robust statistical verification of the proposed relationships. Furthermore, future studies may focus on disaggregating emotional intelligence into its structural components to assess their differentiated impact on specific financial indicators. The application of dynamic models and structural equation modelling may also provide deeper insights into the causal mechanisms underlying the relationship between leaders' emotional intelligence and enterprise profitability in the digital economy.

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