

## REVIEWER'S REPORT

Manuscript No.: IJAR-56007

**Title: Emotional Intelligence in Leadership and Its Implications for Corporate Sustainability and Employee Well-Being**

### Recommendation:

Accept as it is .....

**Accept after minor revision** .....

Accept after major revision .....

Do not accept (*Reasons below*) .....

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality		✓		
Clarity	✓			
Significance		✓		

**Reviewer Name: Dr.P.Manochithra**

### *Detailed Reviewer's Report*

#### Overall Evaluation

The manuscript addresses a **highly relevant and contemporary topic** at the intersection of **leadership, emotional intelligence (EI), employee mental health, and corporate sustainability/ESG**. The integration of organizational behavior with mental-health indicators and sustainability discourse gives the article **strong practical and societal relevance**. The paper is conceptually rich and supported by an extensive literature base. However, methodological clarity, data verification, and analytical depth need strengthening before publication.

#### Originality

#### Strengths

- The linkage of **EI leadership with ESG (Social & Governance pillars)** provides a modern framing that moves beyond traditional leadership-performance discussions.
- Inclusion of **Brazilian administrative mental-health leave data** alongside international indicators adds contextual uniqueness.
- Positioning EI as a **sustainability competency** rather than only a soft skill is an innovative conceptual angle.

#### Areas to Improve

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- Much of the theoretical grounding (Goleman, Mayer & Salovey, Maslach, Tepper) is well-established. The manuscript would benefit from a **clear statement of what is new** — e.g., a conceptual model, framework, or proposition set.
- Consider explicitly presenting a **research gap paragraph** at the end of the introduction.

### Technical / Methodological Quality

#### Strengths

- The study clearly states a **qualitative, exploratory, bibliographic, and document analysis approach**.
- Use of **institutional data (INSS, WHO, ILO, CDC)** supports the argument that mental health issues are escalating.

#### Concerns

1. **Methodological rigor is underdeveloped**
  - The process of document selection, inclusion criteria, and analytical procedure are not described in sufficient detail.
  - The study would benefit from explaining:
    - How sources were selected
    - Timeframe filtering
    - Thematic analysis or synthesis method
2. **Data validation**
  - Some statistics (e.g., productivity percentages, turnover reductions) are cited but not critically evaluated. A short **data reliability or limitations section** is needed.
3. **Figures and Tables**
  - Figures 1 and 2 are mentioned but not analytically interpreted in the Results section.
  - Add a short paragraph explaining trends and implications.
4. **Comparability note (Brazil vs U.S.)**
  - The comparability explanation is good, but the **analytical linkage** to leadership EI could be clearer.

### Clarity and Organization

#### Strengths

- Logical structure: Introduction → Literature Review → Methodology → Results → Discussion → Conclusion.

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- Concepts are generally well explained and accessible to interdisciplinary readers.
- ESG integration is clearly articulated.

### Minor Issues

- Some paragraphs are long and could be tightened for readability.
- Occasional repetition of similar claims (EI reduces burnout, improves climate, supports productivity).
- Language polishing needed in a few sections (article usage, hyphenation, minor phrasing issues).

### Literature Review Quality

#### Strengths

- Strong theoretical grounding in **EI theory, abusive supervision, burnout, democratic leadership, and psychological safety**.

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- Good integration of classic and modern sources.
- HR's strategic role is well positioned.

#### Suggestion

- Add **recent (last 5 years) peer-reviewed empirical studies** on EI and leadership outcomes to enhance academic currency.

### Significance and Practical Contribution

The study offers strong practical implications for:

- Leadership development programs
- HR policy design
- ESG and sustainability reporting
- Workplace mental health strategy

It clearly demonstrates that **emotionally unintelligent leadership represents an organizational risk factor**, which is a powerful managerial takeaway.

### Discussion and Conclusion

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### Strengths

- Well aligned with literature and data trends.
- Clearly links EI to organizational sustainability and resilience.

### Improvements Needed

- Add a **limitations section** (methodological, cross-country data differences, reliance on secondary data).
- Include **future research directions**, such as empirical testing, sector-based EI studies, or longitudinal analysis.

### References

### Strengths

- Broad and authoritative sources.
- Mix of psychology, management, and institutional data.

### Corrections Needed

- Check consistency of publisher names and citation formatting.
- Some references appear as institutional links; confirm journal standards for web citations.

### Final Recommendation

### Minor Revision Required