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## 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. M.Devaki

## Detailed Reviewer's Report

### Overall Evaluation

The article titled "*Emotional Intelligence in Leadership and Its Implications for Corporate Sustainability and Employee Well-Being*" addresses a highly relevant and timely topic. The study clearly explains how emotional intelligence (EI) in leadership influences employee mental health, productivity, and long-term organizational sustainability, especially within the ESG framework.

The paper is well organized, logically structured, and supported by strong theoretical foundations and institutional data. The discussion effectively connects leadership styles, emotional intelligence, and workplace mental health outcomes. Overall, the article makes a meaningful contribution to leadership and organizational studies and is suitable for publication after minor improvements.

### Strengths of the Article

#### 1. Relevance of the Topic

The topic is very relevant in the current organizational context, especially considering rising mental health issues, post-pandemic work challenges, and increased focus on ESG and employee well-being.

#### 2. Strong Theoretical Foundation

The article is well supported by established theories and authors such as Goleman, Mayer & Salovey, Boyatzis, and Maslach. This strengthens the academic credibility of the study.

**REVIEWER'S REPORT****3. Use of Institutional and International Data**

The inclusion of data from Brazilian social security institutions, WHO, ILO, and U.S. indicators adds depth and practical relevance to the discussion.

**4. Clear Comparison of Leadership Styles**

The comparison between authoritarian and democratic leadership styles is clearly explained and well linked to emotional intelligence and employee outcomes.

**5. Well-Structured and Coherent Writing**

The paper follows a clear structure with logical flow from introduction to conclusion. The language is mostly clear and professional.

**6. Practical Implications for Organizations and HR**

The discussion highlights the strategic role of HR and leadership development, making the findings useful for practitioners, not just academics.

**Areas for Improvement****1. Methodology Limitations**

The study relies entirely on qualitative and secondary data. Including primary data (such as interviews, surveys, or case studies) would strengthen the empirical contribution.

**2. Geographical Focus**

The analysis is heavily centered on Brazil. Although international indicators are included, clearer justification or deeper comparison across countries would improve global relevance.

**3. Results Section Could Be More Analytical**

The Results section mainly presents data but could benefit from deeper interpretation linking the findings more directly to leadership behaviors and emotional intelligence practices.

**4. Reduction of Repetition**

Some ideas especially regarding the negative effects of authoritarian leadership and the benefits of emotional intelligence are repeated across sections. Streamlining would improve readability.

**5. Clearer Practical Recommendations**

While implications are discussed, the paper could include a short subsection with specific, actionable recommendations for organizations and leaders.