

Leaders' emotional intelligence as a determinant of sustainable development goal implementation in public and corporate sectors

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Abstract. Contemporary transformations in public administration and corporate governance, intensified by global crises, digitalisation, and growing social expectations, have increased the need for new approaches to achieving the Sustainable Development Goals. In this context, leaders' emotional intelligence should be conceptualised not merely as an individual psychological trait, but as a systemic managerial resource influencing economic, social, and institutional sustainability outcomes. This article aimed to substantiate the role of leaders' emotional intelligence as a prerequisite for achieving the Sustainable Development Goals in the public and corporate sectors through an intersectoral and interdisciplinary perspective. To achieve this aim, the study applied systemic, institutional, and behavioural approaches, as well as methods of comparative and structural logical analysis, content analysis of scientific publications, and secondary analysis of empirical research results published by international organisations and peer-reviewed academic journals. The main findings demonstrate that leaders' emotional intelligence exerts a comprehensive influence on sustainable development through three interrelated dimensions. In the economic dimension, emotional competence contributes to the improved quality of strategic decision-making, the reduction of transaction costs, and the formation of long-term economic sustainability of organisations. In the social dimension, the study confirms the decisive role of emotional intelligence in building trust, fostering inclusiveness in governance processes, and developing human capital in both public and corporate sectors. In the managerial dimension, it is established that leaders' emotional intelligence ensures the institutionalisation of transparency, accountability, and ethical governance principles, which are critical for long-term institutional resilience. The practical value of the study lies in the applicability of its findings to the development of leadership competency frameworks, the improvement of organisational sustainable development strategies, and the design of public governance policies aimed at enhancing long-term socio-economic resilience

Keywords: emotional competence; sustainability governance; leadership competencies; institutional resilience; public administration; corporate governance

Introduction

Sustainable development in the twenty-first century represents not merely a policy ambition but a structural transformation of governance systems and organisational strategies. The growing complexity of economic

interdependence, digital transformation, climate risks, social inequality, and geopolitical instability has fundamentally altered the conditions under which leadership operates. Public administrations and corporate organisations

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are increasingly required to reconcile short-term performance pressures with long-term sustainability imperatives. This tension creates a governance paradox: leaders must simultaneously ensure economic efficiency, social legitimacy, and institutional resilience while navigating uncertainty and stakeholder fragmentation. Traditional managerial approaches grounded primarily in rational decision-making and formal authority have proven insufficient under such conditions. Instead, the capacity of leaders to interpret social signals, regulate emotional responses, manage conflict constructively, and build trust becomes central to strategic effectiveness. Therefore, leadership effectiveness in the context of sustainable development cannot be reduced to technical competence or institutional design alone; it is intrinsically linked to emotional and relational capabilities that shape organisational climate, stakeholder engagement, and long-term adaptability.

Emotional intelligence has been identified as an important factor in sustainable governance in scientific studies published between 2017 and 2023. A. Newman *et al.* (2017) examine the mediating role of emotional intelligence in ethical leadership within corporate contexts. The scholars concluded that emotional competence strengthens the relationship between ethical leadership practices and long-term organisational performance. Their findings indicated that emotional intelligence enhances leaders' ability to integrate social responsibility into strategic decision-making rather than treating it as a reputational add-on. Similar conclusions were reached by M. Moliner-Tena *et al.* (2023), who empirically confirmed the positive impact of top managers' emotional intelligence on the integration of ESG principles into corporate strategies. R. Mekhala (2024) investigated the relationship between executive emotional intelligence and environmental, social, and governance strategy implementation. The authors found that emotionally competent top managers demonstrate greater consistency in embedding sustainability principles into operational frameworks, thereby improving non-financial performance indicators and stakeholder trust. O. Akanle (2024) explored the connection between emotional intelligence and sustainable human resource management practices. The researcher concluded that emotional competence facilitates the development of inclusive organisational cultures and long-term workforce stability, both of which are essential components of sustainable development strategies.

I. Coronado-Maldonado & M.-D. Benítez-Márquez (2023) analysed responsible leadership styles and demonstrated that emotionally aware leaders are more likely to adopt stakeholder-oriented governance models. According to the authors, such leaders contribute to broader political and social accountability frameworks that reinforce institutional sustainability. J. López González *et al.* (2024) examined sustainable leadership capabilities in innovation-driven organisations and found that emotional regulation and empathy significantly enhance adaptive capacity during structural transformation. Their findings support the argument that emotional intelligence functions

as a resilience-building mechanism. Z. Xin *et al.* (2025) investigated leadership competencies required for global sustainability transitions. The researcher concluded that emotional intelligence constitutes a foundational capability enabling cross-sector collaboration and systemic change management. I.C. Elliott *et al.* (2024) and K. Gerhardt *et al.* (2025) analysed the role of managers' emotional competence in reforming public administration and implementing sustainable development principles at the local level. The authors emphasised that emotional intelligence is an important factor in the institutional capacity of government bodies and their ability to engage in strategic planning.

Despite the growing body of evidence, the literature remains fragmented. Most studies analyse either corporate or public leadership separately, and few provide an integrated framework that explains how emotional intelligence operates across governance contexts. Moreover, while economic and ethical outcomes are frequently discussed, less attention is paid to the institutional mechanisms through which emotional intelligence contributes to long-term sustainability. In light of these gaps, this study aimed to develop a cross-sectoral analytical framework that explains how leaders' emotional intelligence influences economic performance, social cohesion, and institutional resilience in both public administration and corporate governance systems.

Materials and Methods

The study was conducted within an interdisciplinary analytical framework integrating concepts from public administration, corporate governance, organisational psychology, and sustainability studies. The research design was structured as a multi-stage qualitative study based on theoretical synthesis and secondary data analysis. The methodological architecture combined systemic, institutional, behavioural, comparative, and analytical approaches in order to ensure conceptual coherence and cross-sectoral validity. At the initial stage, a systematic literature review was conducted to identify peer-reviewed scientific publications published between 2020 and 2025 and indexed in the Scopus and Web of Science databases. The search strategy included the keywords "emotional intelligence", "sustainable leadership", "public administration", "corporate governance", and "sustainable development goals". Articles were selected according to predefined inclusion criteria: empirical or theoretical relevance to leadership and sustainability, publication in peer-reviewed journals, the availability of methodological transparency, and citation frequency. The review process followed structured screening and eligibility assessment procedures to ensure consistency and reduce selection bias. This method was chosen because it allows for the identification of dominant research trends, methodological patterns, and conceptual gaps within a defined academic period. Literature selection and analytical coding were based on the sustainability framework developed by J. Elkington (2020), the leadership analysis methodology proposed by A. Newman *et al.* (2017), and the sustainability oriented management models examined by K. Gerhardt *et al.* (2025), which

together provide the conceptual basis for the classification and interpretation of the analysed sources.

The systemic approach was applied to conceptualise sustainable development as an integrated structure comprising economic, social, and managerial subsystems. This approach allowed for the examination of emotional intelligence not as an isolated psychological attribute but as an element embedded within broader governance systems. The institutional approach was employed to analyse how emotional competencies interact with formal governance structures, regulatory frameworks, and accountability mechanisms. The behavioural approach was used to interpret leadership decisionmaking processes, interpersonal interactions, and stakeholder engagement patterns. A comparative method was utilised to examine similarities and differences in how emotional intelligence functions across public and corporate sectors. Comparative analysis enabled the identification of sector-specific mechanisms while maintaining analytical consistency. This method was justified by the cross-sectoral focus of the research problem and by the need to avoid monosectoral generalisations.

Content analysis was applied to scientific articles, international reports, and governance documents to identify recurring conceptual categories, leadership competencies, and sustainability dimensions. Coding categories were developed inductively based on the frequency and contextual use of key constructs such as trust, accountability, resilience, and strategic alignment. This method facilitated the systematic interpretation of qualitative data. Secondary data analysis was conducted using official international reports and policy documents. The report of the OECD (2002) was used to examine governance capacity indicators. The report of the United Nations (2024) provided statistical data on global sustainability performance. The report of the UN Global Compact (2020) was analysed to assess corporate sustainability commitments. Additionally, the report of the World Economic Forum (2024) was reviewed to identify global leadership trends. These documents were selected because they contain internationally recognised statistical and policy data relevant to both public and corporate governance contexts.

Logical generalisation was employed to synthesise findings derived from diverse data sources into a coherent analytical model. Structural-logical modelling was used to construct a conceptual framework illustrating the interconnections between emotional intelligence components and sustainability dimensions. Reliability was ensured through triangulation of academic literature and international policy data, as well as through cross-verification of recurring analytical patterns across independent sources (Molin-

er-Tena *et al.*, 2023; Singh *et al.*, 2024; Xin *et al.*, 2025). The combination of these methods ensured methodological rigour, reproducibility, and analytical neutrality in examining the role of leaders' emotional intelligence in achieving the Sustainable Development Goals across governance sectors.

Results and Discussion

Given the interdisciplinary nature of the study and the complexity of sustainable development, it is appropriate to structure the results of the analysis of the impact of leaders' emotional intelligence according to three interrelated dimensions: economic, social, and managerial. This approach is consistent with the scientific understanding of sustainable development as a system in which financial and economic performance, social cohesion, and institutional capacity form a single logic of long-term organisational sustainability. Dividing the results according to these dimensions allows for a clearer identification of the specific mechanisms through which leaders' emotional intelligence exerts influence in the public and corporate sectors, while retaining the possibility of an integrated analysis of their synergy in achieving the Sustainable Development Goals. The results of the analysis of empirical studies indicate a strong positive relationship between the level of leaders' emotional intelligence and the long-term economic performance of organisations. Scientific literature has increasingly emphasised that emotional intelligence is not only an individual psychological characteristic of a leader, but also an important economic resource that determines the quality of strategic decisions, the effectiveness of risk management, and the ability of organisations to adapt to a turbulent external environment (Goleman *et al.*, 2013).

In the corporate sector, emotionally competent leaders demonstrate a greater ability to formulate strategies focused on sustainable growth, which involves balancing profitability, investment in innovation, and human capital development. Research confirms that leaders with well-developed emotional self-regulation skills and awareness of others' emotions tend to make less risky but more stable management decisions in terms of long-term returns, avoiding short-term opportunism and an excessive focus on current financial performance (Singh *et al.*, 2024). This is reflected in increased investment in research and development, digital transformation, and staff training, which are key factors in the economic component of sustainable development. To summarise the mechanisms of the impact of leaders' emotional intelligence on the economic dimension of sustainable development, it is useful to systematise the key managerial effects identified in recent empirical studies (Table 1).

Table 1. Impact of leaders' emotional intelligence on the economic dimension of sustainable development

Emotional intelligence component of a leader	Management mechanism	Economic effect	Dominant sector
Emotional self-regulation	Reduction of impulsive decisions	Stability of investment strategies	Corporate
Empathy	Consideration of stakeholder interests	Reduction of transaction costs	Public

Continued Table 1

Emotional intelligence component of a leader	Management mechanism	Economic effect	Dominant sector
Social skills	Effective team interaction	Increased labour productivity	Both
Awareness of emotions	Strategic vision of risks	Long-term economic stability	Both

Source: summarised by the author based on S. Hassan *et al.* (2014), C. Miao *et al.* (2017), A. Newman *et al.* (2017)

In addition, empirical data show that leaders' emotional intelligence positively affects economic performance through organisational culture. Managers who are able to create an atmosphere of psychological safety and trust stimulate proactive behaviour among employees, increase their level of engagement and productivity, which together contribute to the long-term growth of organisational economic performance (Boyatzis *et al.*, 2015). Thus, emotional intelligence is an important factor in intangible competitive advantage, which is consistent with the logic of sustainable economic development. In the public sector, the economic effect of leaders' emotional intelligence is more indirect but no less significant. Unlike corporate structures, where economic performance is directly measured by financial indicators, in public administration, the key criterion is the effective use of limited budget resources and the achievement of socially significant results. Studies show that government officials with high levels of emotional self-regulation and empathy demonstrate a greater ability to plan budgets rationally, reduce unproductive costs, and prevent managerial conflicts that increase the transaction costs of public administration (Hassan *et al.*, 2014).

Emotionally intelligent leaders in the public sector are also more effective at building relationships with key stakeholders – citizens, businesses, and civil society organisations – which has a positive impact on the quality of the development and implementation of public investment projects. The ability to empathise with the interests of different population groups contributes to more balanced decisions on resource allocation, minimises the risks of social resistance, and increases the economic return on development programmes (Mekhala, 2024). In the long term, the integration of leaders' emotional intelligence with the principles of sustainable management creates the conditions for the financial stability of local communities and state institutions. Reducing costs associated with ineffective communication, litigation, and managerial errors allows resources to be reallocated to development goals, including infrastructure projects, social programmes, and innovation support. In this context, the emotional intelligence of leaders emerges as an important factor in the economic component of sustainable development, complementing traditional financial and economic management tools and enhancing their effectiveness.

While the economic dimension of sustainable development largely reflects the rational outcomes of management decisions, the social dimension is directly linked to the quality of interaction between leaders and stakeholders, the level of social cohesion, and trust in organisations and society. In this context, leaders' emotional intelligence is a

key factor in ensuring the transition from formal managerial efficiency to socially oriented performance, which is a prerequisite for achieving the Sustainable Development Goals. One of the key findings of the study is the confirmation of the decisive role of leaders' emotional intelligence in achieving the social goals of sustainable development. In the public sector, the emotional competence of managers is directly linked to the level of public trust in government, which is a critical factor in the legitimacy of public decisions and the stability of democratic institutions (Van der Wal *et al.*, 2015). Trust, built on open communication, empathy, and the ability of leaders to take public expectations into account, reduces social tension and increases citizens' willingness to cooperate with public authorities in implementing long-term development strategies.

Empirical data show that leaders who are capable of empathising with the needs of different social groups are more likely to initiate and implement inclusive policies aimed at reducing social inequality and expanding public participation in decision-making processes. Such approaches contribute to the formation of a sense of involvement and shared responsibility for the outcomes of public policy, which, in turn, strengthens the social stability of local communities and increases the effectiveness of socially oriented development programmes (Avolio & Gardner, 2005). In public administration, the social impact of leaders' emotional intelligence is also manifested through improvements in the quality of public services. Managers who possess emotional self-regulation and social awareness skills are better able to organise the work of their staff, reduce burnout, and increase employee motivation, which has a positive impact on citizens' perception of government activities. Thus, emotional intelligence is an important intangible resource for the social effectiveness of the public sector.

In the corporate sector, the social dimension of leaders' emotional intelligence is primarily realised through the formation of an organisational culture focused on employee well-being, equal opportunities, and corporate social responsibility. Research by J.D. Mayer *et al.* (2016) shows that companies led by leaders with high emotional intelligence are characterised by lower staff turnover, higher staff engagement, and a greater willingness of employees to support the organisation's socially responsible initiatives. This creates favourable conditions for the accumulation and development of human capital as a key factor in long-term competitiveness. In addition, emotionally intelligent leaders promote an inclusive work environment that recognises the value of diversity and provides equal opportunities for professional development. This approach has a positive impact on the innovative potential of

organisations, as diverse teams, provided they have effective emotional leadership, demonstrate a greater ability to generate new ideas and solve complex sustainable development problems (Akanle, 2024).

Given these results, it becomes clear that the social effect of leaders' emotional intelligence is not formed linearly, but through the sequential interaction of communicative,

behavioural, and institutional factors. To summarise the logic of these interrelationships and reflect the key social mechanisms of the impact of leaders' emotional competence on sustainable development, it is useful to refer to the analytical diagram presented in Figure 1, which illustrates the process of transforming individual emotional competencies into the outcomes of social sustainability of organisations.

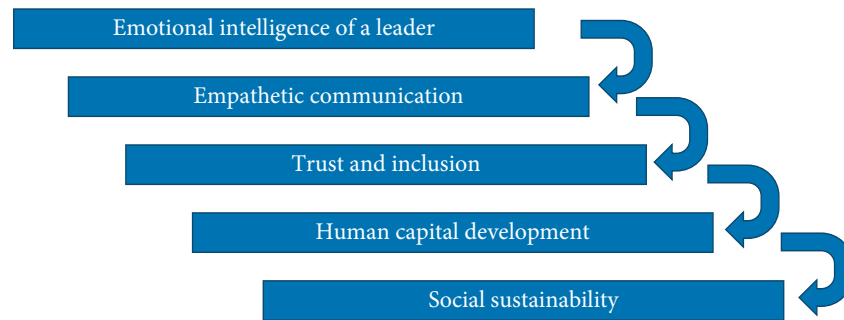


Figure 1. Social mechanisms of leaders' emotional intelligence influence

Source: developed by the author

Overall, the results of the study confirm that the social dimension of sustainable development is an area in which the emotional intelligence of leaders plays a system-forming role. Through mechanisms of trust, inclusion, and human capital development, the emotional competence of leaders ensures the social legitimacy of management decisions and creates conditions for achieving sustainable outcomes in both the public and corporate sectors. An analysis of the social dimension of sustainable development has shown that the emotional intelligence of leaders forms a qualitatively new level of interaction between organisations and their stakeholders. At the same time, the social effects of emotional competence acquire practical value only if they are institutionally embedded in management processes, rules, and decision-making mechanisms. Therefore, subsequent analysis focuses on the managerial dimension of sustainable development, within which the emotional intelligence of leaders is transformed from an individual characteristic into a system-forming factor of institutional stability.

The managerial dimension of sustainable development is an area where the influence of leaders' emotional intelligence takes on a systemic character. The results of the analysis show that emotionally intelligent leaders are capable of forming and maintaining long-term institutional mechanisms based on the principles of transparency, accountability, and ethical management standards (Coronado-Maldonado & Benítez-Márquez, 2023). Owing to their high level of emotional self-regulation and social awareness, such leaders are more effective in managing complex organisational relationships, reducing the risks of managerial dysfunction, and promoting institutional learning. In the public sector, leaders' emotional intelligence plays a key role in strengthening the institutional capacity of government bodies. Leaders who are capable of empathetically

understanding the interests of different groups and constructively managing conflicts demonstrate greater effectiveness in implementing reforms, coordinating interagency cooperation, and implementing sustainable development strategies at the national and local levels (Van der Wal *et al.*, 2015). This is particularly important in times of crisis and transformation, when institutional resilience depends not only on formal rules but also on the quality of leadership and management culture. At the same time, in the corporate sector, the managerial effect of leaders' emotional intelligence manifests itself through improved corporate governance, the development of responsible management practices, and the enhancement of ESG reporting systems. Research confirms that leaders with high levels of emotional competence are more consistent in integrating sustainable development principles into corporate strategies, ensuring alignment between financial goals, social responsibility, and environmental commitments (Moliner-Tena *et al.*, 2023). In this context, emotional intelligence is a factor in the strategic integrity of management.

A comparative analysis shows that, despite different institutional conditions, the public and corporate sectors share a common need for leaders who can integrate emotional intelligence into strategic management processes. At the same time, the nature of the managerial effect of this competence differs. In the public sector, the socially oriented and legitimising effect associated with increased trust and institutional stability dominates, while in the corporate sector, the emphasis shifts towards increasing economic efficiency, reputational stability, and competitiveness in global markets (Sanchez-Gomez *et al.*, 2019). In order to summarise the results obtained within the managerial dimension, it is useful to present a comparative overview of the impact of leaders' emotional intelligence on institutional stability in the public and corporate sectors (Table 2).

Table 2. Impact of leaders' emotional intelligence on the managerial dimension of sustainable development

Impact criterion	Public sector	Corporate sector
Key management objective	Institutional capacity and legitimacy	Strategic effectiveness and competitiveness
Dominant effect of emotional intelligence	Socially oriented and legitimising	Economic and strategic
Main mechanisms of influence	Transparency, accountability, interagency coordination	ESG integration, ethical governance, reputational capital
Outcome for sustainability	Institutional stability and public trust	Long-term value and sustainable growth

Source: summarised by the authors based on Z. Van der Wal *et al.* (2015), A. Newman *et al.* (2017), M.A. Moliner-Tena *et al.* (2023)

The analytical summary presented in Table 2 allows the conclusion that leaders' emotional intelligence acts as an integrative mechanism that combines the social and economic effects of sustainable development into a single management logic. In the public sector, institutional stability is formed primarily through the legitimisation of management decisions and the reduction in the level of conflict, which ensures the stable functioning of government bodies. In the corporate sector, by contrast, the emphasis is on strategic coherence and reputational reliability, which create conditions for long-term growth and investment attractiveness. Thus, the managerial dimension of sustainable development is a key link through which leaders' emotional intelligence is transformed into a factor of long-term institutional stability. It is in this area that the economic and social outcomes of organisations' activities are systematically consolidated, ensuring sustainable development in both the public and corporate sectors. Summarising the results of the analysis of the economic, social, and managerial dimensions of sustainable development provides a basis for comparing them with the findings of previous studies in this field. This comparative approach allows not only the verification of the conclusions obtained, but also the identification of the additional scientific value of the study, which lies in the cross-sectoral integration of the concept of leaders' emotional intelligence and the Sustainable Development Goals.

The results obtained are generally consistent with the conclusions of leading international studies, while significantly expanding their analytical scope. In particular, A. Newman *et al.* (2017) empirically demonstrated that leaders' emotional intelligence mediates the impact of ethical leadership on sustainable organisational performance in the corporate sector. This article shows that a similar mechanism operates in public administration, where managers' emotional competence contributes not only to the ethical quality of management decisions but also to increased effectiveness in sustainable development policies and the strengthening of the institutional capacity of public authorities. Thus, emotional intelligence appears to be a universal factor of sustainable leadership, rather than a sector-specific characteristic of certain types of organisations. Research by M. Moliner-Tena *et al.* (2023) focused on the role of emotional intelligence in integrating ESG principles into corporate strategies and shaping sustainable corporate leadership. The results obtained in this study complement these approaches, demonstrating the possibility of adapting ESG logic to the public sector, particularly in the context of strategic planning for territorial development, the

formation of public value, and the promotion of inclusiveness in management processes. This allows emotional intelligence to be considered a common methodological foundation for the implementation of sustainable development principles in both sectors. Thus, leaders' emotional intelligence is a universal managerial competence that ensures synergy between the economic, social, and managerial dimensions of sustainable development, regardless of the sectoral affiliation of the organisation.

The identified economic, social, and managerial effects require further conceptual clarification at the systemic level. The results obtained in this study indicate that leaders' emotional intelligence should not be interpreted as a direct determinant of economic growth or financial performance. Instead, it operates as a governance moderator that enhances the effectiveness of strategic, innovative, and institutional decisions within sustainable development frameworks. Empirical evidence supports this interpretation. R. Yasin (2021) analysed the mediating role of emotional intelligence in ethical organisational climates and found that emotionally intelligent leaders were more effective in transforming ethical intentions into measurable organisational outcomes. The present study extends this logic to sustainable development governance, demonstrating that emotional intelligence strengthens the translation of sustainability strategies into consistent managerial practices. Z. Xin *et al.* (2025) investigated sustainable leadership and innovation performance and concluded that emotional intelligence moderates the relationship between sustainability-oriented leadership and innovation outcomes. Innovation performance increases significantly when strategic sustainability initiatives are supported by emotional competence. This aligns with the strategic moderation mechanism identified in the current analysis, where emotional intelligence enhances adaptive capacity and long-term investment stability.

K. Gerhardt *et al.* (2025) examined sustainable human resource management and demonstrated that emotional intelligence contributed to inclusive organisational climates and long-term workforce retention. Their findings reinforce the social dimension identified in this study, particularly the human capital development mechanism, which indirectly strengthens economic sustainability. B. Afsar & W. Umrani (2020) explored organisational ethics of care and sustainability-related employee behaviours. The authors found that emotionally aware leadership increased employee engagement in sustainability initiatives. This supports the conclusion that emotional intelligence

enhances internal alignment and reduces implementation gaps in sustainability policies. In the public sector context, I. Elliott *et al.* (2024) demonstrated that emotional intelligence positively influenced public service motivation and organisational performance. Their results indicated that emotional competence improves service quality indirectly through enhanced employee engagement and institutional coordination. This corresponds to the institutional stabilisation mechanism identified in the present study.

Macro-level reports also provide contextual confirmation. The report of the United Nations (2024) highlighted that governance capacity and institutional trust remain central constraints in achieving global sustainability targets. These findings reinforce the argument that leadership competencies, including emotional intelligence, indirectly shape sustainable economic growth by strengthening institutional performance. Similarly, the report of the World Economic Forum (2024) identified governance fragmentation and declining trust as systemic risks to economic stability. The moderating role of emotional intelligence in strengthening stakeholder trust and reducing governance friction thus acquires broader macroeconomic relevance. At the systemic level, the results indicate that leaders' emotional intelligence should be considered not as an independent determinant of economic growth but as a governance-related moderating factor that enhances the effectiveness of strategic, innovative, and institutional decisions. Its influence is manifested through improved coordination of management processes, the reduction of conflict-related costs, the strengthening of stakeholder interaction, and increased consistency in long-term planning, which together contribute to more efficient use of resources and greater stability of organisational development. The comparative analysis of the public and corporate sectors shows that, despite differences in institutional environments, emotional intelligence performs a similar integrative function, supporting the alignment of economic objectives with social expectations and governance requirements. In this context, emotional competence becomes an important element of sustainable development architecture, as it increases the capacity of organisations and public institutions to maintain stability, adapt to external changes, and ensure continuity of development in conditions of uncertainty.

Conclusions

The conducted research made it possible to systematise and substantiate the role of leaders' emotional intelligence within the economic, social, and managerial dimensions of sustainable development in the public and corporate sectors. Within the economic dimension, it was established that emotional intelligence does not function as a direct determinant of financial growth. Instead, it acts as a managerial moderator that enhances the quality of strategic decision-making, reduces impulsive risktaking, stabilises long-term investment orientation, and improves resource allocation efficiency. In corporate organisations, this effect manifests through increased investment stability,

innovation consistency, and human capital development. In public administration, it is reflected in more rational budget planning, reduced transaction costs, and improved effectiveness of public investment programmes. Thus, emotional intelligence strengthens governance quality, which indirectly supports sustainable economic growth.

In the social dimension, the results confirmed that emotional competence performs a systemforming role in building trust, fostering inclusion, and supporting human capital accumulation. In the public sector, emotional intelligence contributes to institutional legitimacy and citizen cooperation by improving communication and reducing social tension. In the corporate sector, it promotes organisational cultures oriented towards employee engagement, diversity, and corporate social responsibility. Through these mechanisms, emotional intelligence increases social cohesion and reinforces the sustainability of development initiatives. Within the managerial dimension, it was demonstrated that emotional intelligence facilitates the institutionalisation of transparency, accountability, and ethical governance practices. In public institutions, it strengthens institutional capacity and reform implementation stability. In corporate governance systems, it enhances ESG integration, reputational reliability, and strategic coherence. The findings show that emotional intelligence becomes particularly effective when embedded in formal management structures and decision-making processes.

The cross-sectoral analysis revealed both common and differentiated effects. Across both sectors, emotional intelligence contributes to strengthening long-term strategic orientation, improving stakeholder alignment, and increasing adaptive resilience under uncertainty. However, in the public sector, its dominant effect is associated with legitimacy and institutional stability, whereas in the corporate sector, it is more closely linked to competitiveness, innovation performance, and sustainable value creation. At the systemic level, the study confirmed that leaders' emotional intelligence should be understood as a governance moderator that enhances the effectiveness of strategic, innovative, and institutional decisions within sustainable development frameworks. By improving coordination, reducing governance friction, and reinforcing stakeholder trust, emotional intelligence increases the efficiency of sustainability within organisational systems without functioning as an independent economic variable. Future research may focus on the empirical measurement of the identified mechanisms across representative samples, as well as on the development of sector-specific assessment tools for evaluating the moderating role of emotional intelligence in achieving the Sustainable Development Goals.

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Conflict of Interest

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Емоційний інтелект лідерів як передумова реалізації цілей сталого розвитку в публічному та корпоративному секторах

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Анотація. Сучасні трансформації у сфері публічного управління та корпоративного врядування, посилені глобальними кризами, цифровізацією та зростанням суспільних очікувань, зумовили потребу в нових підходах до досягнення цілей сталого розвитку. У цьому контексті емоційний інтелект лідерів доцільно розглядати не лише як індивідуальну психологічну характеристику, а як системний управлінський ресурс, що впливає на економічні, соціальні та інституційні результати сталого розвитку. Метою статті було науково обґрунтувати роль емоційного інтелекту лідерів як передумови реалізації цілей сталого розвитку в публічному та корпоративному секторах на основі міжсекторного та міждисциплінарного підходів. Для досягнення поставленої мети використано системний, інституційний і поведінковий підходи, методи порівняльного та структурно-логічного аналізу, контент-аналіз наукових публікацій і вторинний аналіз результатів емпіричних досліджень міжнародних організацій та рецензованих наукових журналів. Основні результати дослідження засвідчили, що емоційний інтелект лідерів формує комплексний вплив на реалізацію цілей сталого розвитку через три взаємопов'язані виміри. В економічному вимірі емоційна компетентність лідерів сприяє підвищенню якості стратегічних рішень, зниженню трансакційних витрат та формуванню довгострокової економічної стійкості організацій. У соціальному вимірі доведено визначальну роль емоційного інтелекту у формуванні довіри, інклюзивності управлінських процесів і розвитку людського капіталу як у публічному, так і в корпоративному секторах. В управлінському вимірі встановлено, що емоційний інтелект лідерів забезпечує інституційне закріплення принципів прозорості, підзвітності та етичного врядування, що є критично важливим для довгострокової інституційної стійкості. Практична цінність роботи полягає у можливості використання отриманих результатів у процесі розроблення програм розвитку лідерських компетентностей, удосконалення стратегій сталого розвитку організацій та формування політик публічного управління, орієнтованих на довгострокову соціально-економічну стійкість.

Ключові слова: емоційна компетентність; врядування сталого розвитку; лідерські компетентності; інституційна стійкість; публічне управління; корпоративне врядування