

HOW CAN LEADERSHIP INTEGRITY INCREASE MANAGERIAL PERFORMANCE ? THE ROLE OF EMOTIONAL INTELLIGENCE

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ABSTRACT

This study aims to understand the impact of leadership integrity on managerial performance in moderating role of Emotional Intelligence between the two variables. Managerial performance is dependent variable in this study and Leadership integrity is independent variable. Private real estate builder and construction industry of Pakistan is focus of this research. The managerial performances of some of these organizations are kept in focus of study to provide evidence. After formulation of research problem, objectives and literature evidence that explain the relation between managerial performances and leadership integrity mediated by emotional intelligence, research methodologies bring systematic problem solution. Data is collected from different real estate builders and construction companies of 100 plus employee through surveys backed with literature review the hypothesis testing in this study employed simple regression and multiple regression using SPSS software applications. The results revealed positive correlation observed up to 0.8 with p-value 0.01. The findings show leadership integrity positively impact the managerial performance while emotional intelligence mediate this relationship between Managerial performance and Leadership integrity.

INTRODUCTION

Organizations future is dependent upon the strategies, liquidity, and performance in all departments. Once the vision and goal are highlighted, all responsible roles and departments

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put efforts in directing the strategies in that direction. This process includes the synchronizing different leadership in one direction.

Time and efficient results are important for organizations which can be enhanced through managers performance thus the interests are more into how and what the managers do to enhance their performances for betterment's sake of work environment and results. Basically, there are few types of competencies in different fields like including most important human aspects (Mitchelmore & Rowley, 2010). In decisions process the managers emotional intelligence add the value while there are many research and empirical evidence of managerial performance being impacted with emotional intelligence level. And there are evidence of leadership integrity enhancing the corporate moral, ethics in set of procedures impact the organizations performance. The level and measure the leader achieves the ability he can convert the main aim of his managerial and leadership towards his subordinates and workforce to enhance the performance and output of the organization. Another aspect of leadership is defined as Servant leadership which becoming more known concept in managerial competence and style of leadership. Whereas famously known concept is so far less defined and systematically proved through appropriate research work by scholars. Many reports have emerged that lay the foundation for recognizing and characterizing the functionality and its attributes which are attached to this concept. It's a formidable, more rationale formative and needs further study (A. Gregory Stone, 2004).

As integrity leads to trust, loyalty, positivity, and transparent work environment. This research focuses on how emotional intelligence play moderating role in enhancing the leadership integrity in managers whether brings strong managerial performance or slowdowns the effectiveness and productibility. Foe this research the managers and supervisors working in real estate builders and constructors are focus group of study. The analysis and results from this research will provide better understanding for the organizations in selection of managers and how integrity can provide results in overall performances.

Research Objectives

RO 1: To analyze the impact of leadership integrity on managerial performance

RO 2: To analyze the impact of emotional intelligence on managerial performance

RO 3: To assess the role of emotional intelligence in the presence of leadership integrity and managerial performance.

The aim of this study is identification and exploration of relation between leadership integrity of managers and their performance in the real estate builders and construction sector of Pakistan. This primary nature research has been conducted for first time in Pakistan with

reference to framework. All variables have empirical research link and relationship which provides the evidence and need to analyze this linkage in this region. The need to understand the factors that increase managerial effectiveness in performance has been backed by literature review in this research.

LITERATURE REVIEW

Managerial Performance

The challenges of this growing world have made competition to have leaders and managers with equally accepting the challenges, ready to accept and grow with need of innovation. Importance of such individuals who have capacity to lead the masses for survival and futuristic approach of improvisations (Cawood, Student Leadership in schools: Benevolent or Malevolent, 1992) has led researcher examine and explore to increase performances. Leadership has emerged and become a science and the art which denotes some characteristics can be known merely due to the charismatic personality of the leadership where as many leadership traits may not be attributed to charisma of the leadership and his ability to inspire the workforce (Cox, K. M. 2022). The concept behind the entire research work is to highlight the importance of positive growing and developing the strength of the benefits for the well-being and growth of the country. It is suggested that basically schools must endeavor to develop leadership bright from beginning that has been neglected in the past. Leaders are the bearer of many important traits which are both scientific and common that can be observed conveniently (Cawood et al 1992).

Leadership Integrity

Integrity is regarded as the honesty, truthfulness, and accuracy of one's actions. For organizations today, integrity in leaders has become an important element. The leadership integrity ensures trust orientation from the employee and stakeholders. Though the definition and operationalization slightly differ in scholarly library, essence remains the same.

Leadership Integrity leads moral outcomes when leadership vision is corresponds. To lead with integrity involves questioning values and believes for positive, honest answers implying consistency in beliefs and behaviors. Through integrity workspace environment is enriched with justice, motivation, respect, trust, and responsibility (Purnama et al. 2021).

Why Integrity is important for leadership

Derived from a Latin word “integritas” which means consistency between the words and deeds, it refers to uprightness, authenticity, and truth. This term has been defined in multiple dimensions but considering professional attribute this is good leadership which depicts and acts as per the morals, ethical ground rules, follows some methodology, procedures,

principles and consistency. Trust in the leader is considered such a central mechanism driving follower engagement that models of the factors that determine trust are merely short steps away from models of effective leadership. Researchers found six attributes of leadership closely associated with integrity. The attributes and values possessed by the leadership shows the level of integrity in the leader whom his subordinate compliment through their work performance and the way leader wanted them to perform. Creativity and imaginative trait of the leader adds to achieve set goals by the company and senior management (Bass, 1990) In multiple literature leadership authenticity have been highlighted as must ability in growth of organization and employees job satisfaction. The integrity encourages to raise questions about our attributes and values, replying with absolute honesty and answering in public to their questions and thereafter stand with these answers with highest level of compatibility and harmony among the values displayed and spoken statements (Shacklock, H., Lewis, & J, 2006) With this attribute, leaders display of truthfulness, moral and ground rules attract the interest and trust of employees, customers, stakeholders and every work force around the team. Practice of integrity by the leader has another impact upon the work environment and employees conduct with the projects and overall, the impacting the eco of an organization. Leadership integrity refers to values transparency, high level of teamwork, values empowerment, and responsible and accountable work culture (Hosseini, 2021).

Emotional Intelligence

Emotional intelligence has been concerning for many scholars, it has been given twice the importance than the IQ by Goleman. Providing competencies foundation, it has remained important in every job and profession with changing demands of the employer in cognitive, physical, and emotional set of abilities (Cherniss, 2000) Emotional Intelligence is called an art to recognize righteous individual for leader role in business world. From routine examples one can pick known stories of failures in leadership yet known for conventionally defined leaders. Not to be confused with styles of leadership, it has more to do with righteous use of leadership style in a situation. Emotional intelligence is what makes it easy for a leadership to sustain, in other words we can say great leaders are born because of high emotional intelligence. There is quite research work done in this domain to help leadership enhance their cognitive skills (Beaton, 2021).

Research Gap

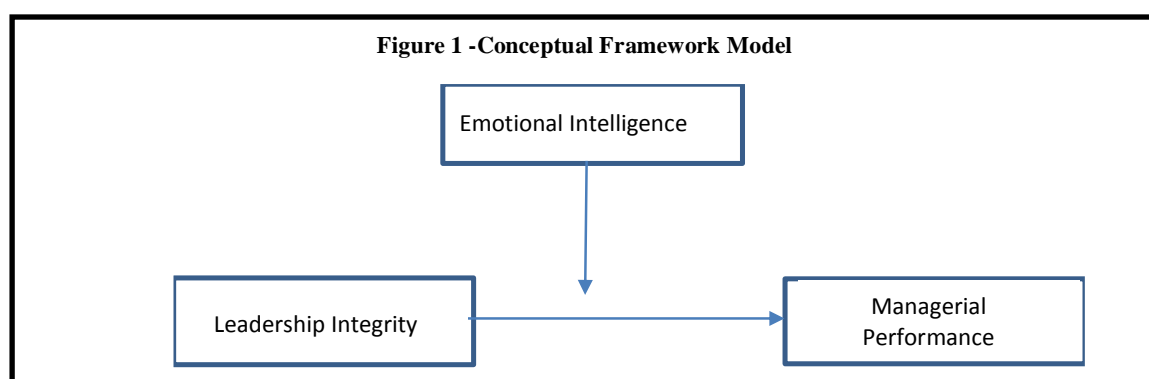
The data on managers and their performance is extensive. The literature talks about the management styles and practices impact the performance while there are many other factors that play along the relation. For any organization employees and their honesty with their

work remains most important. Similarly for the employees, the organization they are associated with provide a source of identity (Odette, L. 2022). The morals and ethics are traits that affect credibility and eminence of an organization for its employees and clients. These ethics are indulged through leadership integrity, as a leader with integrity sticks with rules promoting motivation for followers. This lead motivates on different levels of personal and professional growth of the employee, their performances are outcome of social awareness, social intelligence, bravery, business perspective and integrity (Karthikeyan D. , 2017) The traits of leadership integrity require testing and further study on corporate levels. For researchers its important to analyze and discuss the impacts of leadership integrity on organizations performance and their credibility among stake holders. (Omar, Awanis binti A Rahim, & Azzahra, 2020) Integrity being important aspect of life holds its importance in every field and every role. Four dimensions of integrity adopted by any leadership enables business to flourish with capital and market share increases (Omar et al, 2020)

Conceptual Framework

For this research the framework has been developed after going through the literature and once research gap was highlighted. The variables in study are Leadership integrity, Managerial performance, and Emotional intelligence. In this theoretical framework Leadership integrity is Independent variable (IV), Managerial performance is dependent variable (DV) and emotional intelligence is moderating variable (MV). Following diagram shows the conceptual framework developed for this study.

Hypothesis 1: There is significant impact of leadership integrity on managerial performances.
Hypothesis 2: Emotional Intelligence influences the association of leadership integrity and managerial performance.



RESEARCH METHODOLOGY

Population in research refers to the group of people that have similar characteristics to focus of the study. The selection of population depends upon these characteristics. The companies were selected through different online ratings in term of investment, companies experience projects, and popularity. Their age and size were kept in focus while adding companies in the list which was from medium to large size. The selected companies had minimum 100 employees.

Table 1- Population

Companies	Employees Number
Habib Rafiq Limited (HRL),	< 2000
National Logistics Cell (NLC),	< 8000
Imarat Group of Companies,	< 2000
Capital Development Authority (CDA),	< 500
Defence Housing Society (DHA),	< 2000
Bahria Town,	< 35000
CSAIL	<2000
Zem Builders	<130
Pak Gulf Construction	< 500
FWO	< 400

For analysis the real estate builders and construction companies were selected because of bloom in this industry and requirement of more efficient managerial performances. Since this industry is expanding in twin cities of Pakistan, need of conducting this research not only provide companies to perform well while learning but also provide them a chance to evaluate the shortcomings. With great opportunity for researcher to conduct analysis in this industry, came time and mobility constraints while finances were major issue in conducting this survey. The data collection was made from major private and government different construction companies and real estate builders actively working on major projects in twin cities, Rawalpindi, and Islamabad. The sampling technique adopted by researcher was convenience sampling technique to keep the data relevant and complete it within minimum time. For sample size following formula has been used

$$\text{Sample Size} = [z^2 * p(1-p)] / e^2$$

With confidence level 90%, 1.65 z score, standard deviation 50% and 3% of error margin the sample size is 757. To be on safe side 800 sample size has been used.

In total 800 questionnaires were distributed through online medium and hardcopies. The online distribution was made through contacting the HR Department of the companies and

google forms link were shared. While the printed hardcopies of survey were distributed by arranging meeting with higher management of the selected companies.

The responses received were added in SPSS software for analyzing the results. 59% respondents were male while 40 % female, among which 26% fall in 30 – 40 years age group, 50 % below 30 age group, 13% of responses were from 50 plus age group with 76% experience group of 3 to 11 years' experience.

DATA COLLECTION AND ANALYSIS

For this research, the instrument used is combination of well-established and recorded instruments, the first part is of leadership integrity scale, second part managerial performance self-rating scale while third part of the questionnaire consists of emotional intelligence self-assessment model. These are part one, part two, and three of questionnaire while fourth is of the demographics. Demographics record education, age, gender, and experience.

Table 2 - Instruments

S.No	Variables	Items	Source
1	Leadership Integrity	31	(Craig & Gustafson, 1998)
2	Managerial Performance	17	(Galarosa, Taa, & Baleros, 2019)
3	Emotional Intelligence	40	

The five-point scale have been used with total 84 questions. The measurement scale in this questionnaire is 5- point bipolar Likert scale ranging from negative to positive, this investigates how much person agrees or disagrees with the statement. Cronbach's Alpha analysis is done to measure internal consistency of the variables. From total of 88 items, 4 items are of demographics.

Validity and Reliability of the Instrument

This study has adapted relevant measurement and authentic methods of sampling for selection of sample size of the study for the validity of the data. The distribution of survey was conducted through hardcopies of questionnaires and sharing the google forms link. Researcher distributed 800 forms through both mediums among which 200 were printed and 550 were shared as google form link. Th distribution count is as shown in this table

Table 3 - Distribution Count

Distribution Medium	Count
Google Forms	550
Printed	200
Total	750

Since there were limitations of finances, travelling to each company's head and site offices was challenging task. The printed questionnaires were two hundred out of which 195

responses were complete, correctly attempted and 2 were duplication. Through google forms 285 responses were recorded by the researcher. The response rate of the survey is as depicted in the table.

Table 4- Response Rate

Response Rate	Count
Google Forms	285
Printed	195
Missing data	12
Duplication	2
Total	494

The quality of the data collected from the respondents (sample size) and the consistency in the measure refers to how authentic the data collected is while the validity of respondent's response is depicted through the measure accuracy. In this research the instruments used for data collection were well evaluated before endorsed by researchers being valid and provided reliable results. In previous chapter the internal consistency of the instrument is conducted to be reliable and valid.

SPSS software has been used for this research analysis and after collection of total 750 responses the descriptive analysis, correlation and regression analysis were done on collected data. The below table shows the total number of responses that were run in SPSS for measurement and analysis.

Table 5 - Case Processing Summary of Instrument

		N	%
Cases	Valid	89	89.0
	Excluded ^a	11	11.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

From this summary it can be observed that the total number of responses added in software were 100 but valid data response for analysis were 89 and 11 out of them were excluded because of missing data and issues.

The reliability statistics of the instrument and items of each variable is in below table.

Table 6 - Reliability Statistics

Variable	Cronbach's Alpha	Cronbach's Alpha Based	
		on Standardized Items	N of Items
LI	.967	.970	31
MP	.925	.926	17
EI	.959	.961	56

The Cronbach's Alpha shows the consistency of items in instrument, its range falls between 0.7 - 0.9. The moderate and acceptable range is 0.60 - 0.8 while excellent internal consistency is above 0.9. From the above table results values of Cronbach Alpha of each value is higher than 0.9 indicating the consistency is excellent.

Population and sampling

Since the construction industry of Pakistan had seen a bloom in business during last few years especially in twin cities, Islamabad the capital of Pakistan and Rawalpindi. The selected population for this research is real estate builders and constructors' industry working in twin cities. Islamabad. The list of selection of these companies were dependent upon the high market share and projects. The online list of big companies working in twin cities was also taken in account during selection.

The focus group for this research are the managers practicing the managerial skills at different level of well reputed companies in Pakistan. The sample is taken from the managers, senior and juniors working in these companies and the subordinates' supervisors. 750 responses were recorded in this survey while 800 were circulated, 25 responses were dropped for further analysis because of missing data and problem. Male and female managers, supervisors were both reached to perform this research survey.

Data collected through this survey is statistically tested on SPSS with reference to different analysis process including correlation of variables, regression analysis in validating the framework of study.

Data Collection

The distribution of surveys and receiving the responses took stretch of approx. 5 months. Distribution was through google forms, online link was shared with different real estate builders and construction companies. The online platform reached maximum population while hard copies took a lot of time than expected by researcher. Surveys were distributed with cover letter from the department and supervisor's encouraging respondent to participate and how to request results of research.

Researcher distributed surveys through meeting with senior administration while taking permission of concern departments and providing questionnaires by hand. While the online the link of Google Forms was shared in meetings with different managers to share among their peers and corresponds. The link was shared online profile as well to reach the maximum audience of this industry. As the focus of researcher was to get maximum senior respondents of different well reputed real estate builders like Defense housing Authority and Bahira Town similarly the construction multinational groups like Habib Rafiq Limited, Directors and

Senior managers were requested to perform these surveys and help research to have authentic data.

Data Preparation and Analysis

Data collected through online google forms and survey has been entered in excel file for further procedures. This initial procedure of data enters included the coding of responses. This first survey set of 200 responses documented were run in software. The IBM SPSS Statistics software has been used to calculate the data for the analysis. All surveys hand collected by researcher were kept in one place while online responses were collected through researcher’s email.

Demographic Analysis

This research has been conducted in twin cities of Pakistan, Rawalpindi, and Islamabad. The companies targeted for the research survey were 5 prominent mature companies, 1 Chinese group working under CPEC and 4 private emerging group of companies. Respondents were senior level managers and supervisors working in the management domains of the organizations.

Demographic Analysis Education:

Even though integrity is part of personal grooming, education does increase understanding on its importance. This survey recorded the educational background of the responding managers and supervisors. Following table shows the educational details of the respondents.

Table 7 - Demographics Analysis (Education)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters/PhD	28	28.0	28.3	28.3
	high school	33	33.0	33.3	61.6
	Bachelor’s degree	38	38.0	38.4	100.0
	Total	99	99.0	100.0	
Missing	System	1	1.0		
Total		100	100.0		

It has been observed the maximum percentage has been observed in bachelors educational background among the managers and supervisors of real estate builders and construction industry. The results show majority of 38% in this industry of survey have bachelor's education, 33% have only High School degree and only 28 % have master's and PhD.

Demographic Analysis Gender:

In today's world profession doesn't label genders. It is time men and women work on equal abilities and opportunities. For this population the numbers of female employee were observed to be less than of male employees. The respondent's gender was important to be recorded to have clear picture of ratio working in this industry of of real estate builders and constructors. The percentages are as follow in this table.

Table 8 - Demographics Analysis (Gender)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	69	69.0	69.0	69.0
	Female	31	31.0	31.0	100.0
	Total	100	100.0	100.0	

The results provide evidence in the real estate builders and constructors industry 69% are male and 31% are Females. It can be observed the selected sample have maximum number of male managers, but female number isn't less. It is safe to say this number will increase in near future, since organizations focus more on capabilities then gender.

Demographic Analysis Experience in this Organization:

Experience of manager tend to increase his credibility and maturity for the business. Many organizations prefer experience over education because of the fact experience inbuilds confidence and capabilities to tackle every situation. For this research the experience of respondents was recorded. The following table show the respondents experience in the latest organization of the survey.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 and more years	39	39.0	39.0	39.0
	less than 3 years	61	61.0	61.0	100.0
	Total	100	100.0	100.0	

The results of the analysis show maximum percentage of less than three years' experience in the survey conducted organization. From the results 61% have less than 3 years and 39% have more than 3 years' experience. While conducting the survey it was observed the senior

managers had the maximum experiences while subordinate managers and supervisors were comparatively new with minimum 3 years. Through observations it was seen in this population the managers tend to move from one office to other in search of better opportunities, which can be said through results of 61 percent having less than 3 years' experience in current organization.

Demographic Analysis Age:

With the record of education and experience, age has been recorded as well for this survey. The results can be seen in the following table.

Table 9- Demographics Analysis (Age)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50 Above years	62	62.0	62.0	62.0
	below 30	25	25.0	25.0	87.0
	30 - 40 years	9	9.0	9.0	96.0
	41 - 50 years	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

The results in this table show the maximum age group working as managers and supervisors in the organization. From the observations through this table the maximum age group working as managers in this industry is 50 years above with 62% while 25% the second maximum is of below 30 years of age. This result provide evidence in this selected population the majority of senior managers are working.

Descriptive Statistics

Descriptive statistics in research is the first step of analysis which provides a summary of statistic features that are quantitatively discussed in descriptive statistics which processes the data in numeric.

Descriptive statistics provide nonparametric statistics and are presented in three types, frequency, central tendency, and variability. These statistics provide measures of central tendency including the mean, median and standard deviation. These statistics provide variability that shows the values. Standard deviation is the average of variability that shows difference of scores from mean. For more variable data, the requirement standard deviation is larger.

For the data collected for this research from managers of real estate builders and constructors, research data has been analyzed in SPSS, the following table shows descriptive statistics.

Table 10- Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
LI	100	51.00	149.00	128.9600	20.86945
MP	96	25.00	85.00	69.4271	9.38615
EI	93	79.00	198.00	153.4946	19.48501
Valid N (listwise)	89				

The results in this table show values of minimum, maximum, mean and standard deviation. The minimum value of Leadership integrity is 51 and maximum is 149, with mean of 128. The minimum value of managerial performance is 25 and maximum is 85 with mean of 9.38. The minimum value of emotional intelligence is 79 and maximum is 153 with mean of 19.4. For this analysis the standard deviation for all variables is relatively distributed near the mean value.

Correlation Analysis:

The correlation analysis establishes the statistical relationship between the variables. To prove the framework of this research through scientific statistical analysis, correlation analysis is performed in SPSS IBM software. The correlation analysis can be positive, negative and zero correlation. The values are always between -1 and +1, zero indicates no correlation among variables. It can be put as the positive correlation both variables value increase, for negative correlation if one variable increases the other one decreases and for the zero correlation the variables don't correlate.

Table 11- Correlation Analysis

	LI	MP	EI
Leadership Integrity	1		
Managerial Performance	.745	1	
Emotional Intelligence	.714	.781**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Positive correlation between two variables has been observed, the values between 0.51 and 0.99 shows high correlation between variables.

In the table, value 1 indicates one variable increase effects the increase of another variable. Independent variable and dependent variable are directly associated, as the leadership integrity increases the managerial performance will also increase hence the hypothesis 1 is proved which says "There is positive and significant impact of leadership integrity on managerial performances". As per results the second hypothesis is also proved, as positive correlation has been observed, according to which the Emotional Intelligence influences the association of leadership integrity and managerial performance.

Regression Analysis

Regression analysis helps in testing the relationship among two or more correlated variables. Independent variables are referred as the explanatory variable of the study while dependent are the outcome variables. In statistics the regression analysis is set of procedures that help estimating the relationship between two or more explanatory variables and outcome variables. The linear regression analysis is being used to understand the relation of Leadership integrity, managerial performance, and emotional intelligence.

All data collected from survey has been run on SPSS to perform linear regression analysis.

Table 12 - Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.102 ^a	.010	-.001	9.52789
2	.788 ^b	.620	.612	5.93577

a. Predictors: (Constant), LI

b. Predictors: (Constant), LI, EI

From the table, value 0.620 of R square indicates model is effective enough to determine relationship, it has to be more than 0.5. Also, the R- values are 0.10 and 0.62 respectively for both models, which indicates the correlation between dependent variable managerial performance and independent variable leadership integrity.

In further readings, in regression analysis coefficients p-value gives possibilities of relation between the variables. For the result the P-value/Sig-value should be less than 0.05 in order to accept the hypothesis. Following table shows the values,

Table 13 - Regression Analysis Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	63.207	6.362		9.936	.000
	LI	.317	.029	.302	10.956	.032
2	(Constant)	5.819	6.288		.925	.357
	LI	.471	.041	.892	12.714	.000
	EI	.375	.032	.781	11.754	.000

a. Dependent Variable: MP

From the results in this table the Sig. value/P-value for this result is 0.00 and 0.00 respectively which is less than 0.05 providing that relationship exists. The positive values of coefficient beta indicate, change in one variable affect the change in other. The coefficient of

beta defines variation. The value of unstandardized B indicates linear regression between IV and DV while t value is beta coefficient that finds difference between the variable's averages.

Hypotheses Testing

In this study, data on the three variables independent variable (LI), dependent variable (MP) and moderating variable (EI) have been discussed and statistically analyzed. For verification of the correlation between the variables data and hypothesis, we have used Pearson Correlation which validates both the hypothesis and provide evidence of significant relation among Leadership Integrity (LI) and Managerial Performance (MP) while emotional intelligence (EI) positively impacts this relation.

Table 14 - Hypothesis Testing

Hypothesis		P-Value	Result
H1	LI-> MP	0.00	Accepted
H2	EI x LI-> MP	0.00	Accepted

From the analysis done both the hypothesis have been proved correct and accepted.

These hypotheses provide evidence that leadership integrity in real estate builders and constructors industry have positive and constructive impact on managerial performance. While managers emotional intelligence have positive influence on this relation.

Conclusion

The results of analysis provide evidence and hypothesis are being accepted in this research. The relationship between the variables is positively impacted. The leadership integrity impacts managerial performance. The analysis results show higher the leadership integrity, higher the managerial performance. This relationship of two variables is impacted by emotional intelligence as well. The correlation analysis results show positive and high correlation between two variables, the values are between 0.51 and 0.99. As for the reliability of the instrument, Cronbach's Alpha value for Leadership Integrity is 0.970, Cronbach's Alpha value for Managerial Performance is 0.926 and Cronbach's Alpha value for Emotional Intelligence is 0.96. These values are higher than 0.7, which shows the instrument is reliable. Thus, for many organizations this research could be helpful in selecting their managers that have high leadership integrity and emotional intelligence. This is statistically accepted that emotionally intelligent leaders have strong integrity, and these capabilities not only impact the managers performance but also build trust and believe of employees on the manager/ leader. As a result, the managerial performance becomes efficient and productive.

Recommendations

This research has limitations in terms of finance and locality in Pakistan as focus was limited within twin cities, this could be extended in future research to different cities and regions of

the country. It can be extended to different countries of the world and even the focus could be one different ethnicity. This research can be replicated in different industries or sectors including government sector, to have better understanding on how different factors effect the relation among the variables. These factors could be cultural, social, or religious. The unit analysis for this research was managers in population of real estate builders and constructors, it is recommended for future research to adapt different set of population and unit.

The selected variables have sub factors discussed in literature which impact the relationship among the variables in framework, leadership integrity, managerial performance, and emotional intelligence. For future recommendations, these factors can be further added in framework for future research. Emotional intelligence is taken moderating variable for this study, for future research it can be taken as mediating variable. For future research, it is also recommended to analyze the sub factors of emotional intelligence within same framework.

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