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# Trends and insights in emotional intelligence research in business: A Bibliometrix Analysis from 2020 to 2024

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**Abstract.** Emotional intelligence in business continues to change with the dynamism of emerging global challenges and innovations. Awareness of these current trends is very important for researchers, practitioners, and policymakers in the field. This article presents a complete bibliometric analysis of emotional intelligence (EI) in the business field from 2020 to 2024. The publication trend, collaboration network, pattern of citations, diversity of content, different types of documents, and core sources were analyzed using the Bibliometrix tool. The outcome of this analysis may prove very valuable on productivity trends, changes in citation impact, and changes in thematic foci. Results reflect increasing interest in EI from 2020 to 2022 and decreasing research output after this year, which can be explained by changes in the research funding landscape and current international events, such as the COVID-19 outbreak. This indicates the importance of international collaborations because the average coauthorship for each paper is high, and a significant part of the coauthorships are international. Published articles in 2021 reflect the publication relevance of EI during this period. The prominent themes are the application of EI to integrate recent technological advances, such as artificial intelligence, and its corollary of application in crisis management.

***Keywords:*** *Emotional intelligence; Bibliometric analysis; Emotional intelligence trends; Bibliometrix,*

## 1. Introduction

Emotional Intelligence has turned out to be one of the critical components in the business domains to add value to the effect of leadership, performance of the employee, and organizational success. (Mayer, 1997) defined emotional intelligence as the potential to perceive, understand, control, and moderate emotions of oneself and others, consisting of a range of skills that are fast becoming prerequisites for an effective performance in complex and dynamic work environments that exist at present. (Goleman, 1995) extended this to stress the need for EI to achieve personal and professional success via improved communication, cooperation, and conflict resolution.

EI in the business environment is critically important since it has a far-reaching effect on business output. Studies have found that high EI is related to good leadership skills, high employee work engagement as well as good quality of decisions made ((Goleman, 1998); (Bradberry, 2009)). In an era marked by explosive technological growth and global interdependence, abilities in the maneuvering of emotional landscapes in organizations are relevant more than ever ((Boyatzis, 2006); (Cherniss, 2010)).

Studies have shown that emotional intelligence contributes to better workplace performance by enhancing interpersonal relationships, fostering a positive work environment, and improving stress management ((Bar-On R., 2006); (Ashkanasy & Daus, 2005)). Moreover, EI is linked to greater organizational commitment and reduced turnover intentions, making it a valuable asset for sustainable business growth (Carmeli, 2003; Wong & Law, 2002)).

This research distinguishes itself by offering a focused and recent bibliometric analysis of emotional intelligence in the business sector, concentrating on the pivotal years of 2020 to 2024. The originality of this paper lies in its examination of a period characterized by unprecedented global disruptions,

including the COVID-19 pandemic, and the accelerated integration of digital technologies in the workplace. The value added by this study is the provision of a timely and relevant snapshot of the current research landscape, which can help researchers, practitioners, and policymakers to identify emerging trends, research gaps, and future directions in the field of emotional intelligence in business.

The present research reports a comprehensive bibliometric analysis of emotional intelligence research in business between the years 2020 and 2024. In this study, using the Bibliometrix tool, we aim to understand the trends of publications, collaboration networks, patterns of citations, and the development of themes. This understanding is important for researchers, practitioners, and policymakers who, while trying to apply EI in facing global challenges and engaging in innovation, build on similar dynamics. Such a review will provide meaningful insights into the evolution of EI research, demonstrating the application and relevance of this research area in modern business models.

This paper is structured as follows. Section 2 presents the methodology used for the bibliometric analysis, including the justification for the choice of the Scopus database and the study period. Section 3 presents the results of the analysis, including publication trends, collaboration networks, and thematic analysis. Finally, Section 4 discusses the main findings and concludes with some perspectives for future research.

## 2. Methods

We searched to ascertain the number of articles resulting from the bibliometric of our systematic procedure. The choice of the Scopus database is justified by its comprehensive coverage of peer-reviewed literature in the social sciences, including business and management. Scopus is widely recognized for its quality and is frequently used for bibliometric studies, ensuring the reliability and validity of the data collected. In the database of Scopus, we entered the keyword "emotional intelligence," giving a result of 26,249 documents; using some filters, we reduced this number to those relevant to our field of study.

The choice of the study period, from 2020 to 2024, is justified by the need to capture the most recent trends in emotional intelligence research in the business field. This period is particularly significant as it covers the years during and after the COVID-19 pandemic, which has profoundly impacted the world of work and brought new attention to the importance of emotional skills. Furthermore, this period has seen a rapid acceleration of digital transformation and the rise of artificial intelligence, which are creating new challenges and opportunities for the application of emotional intelligence in business.

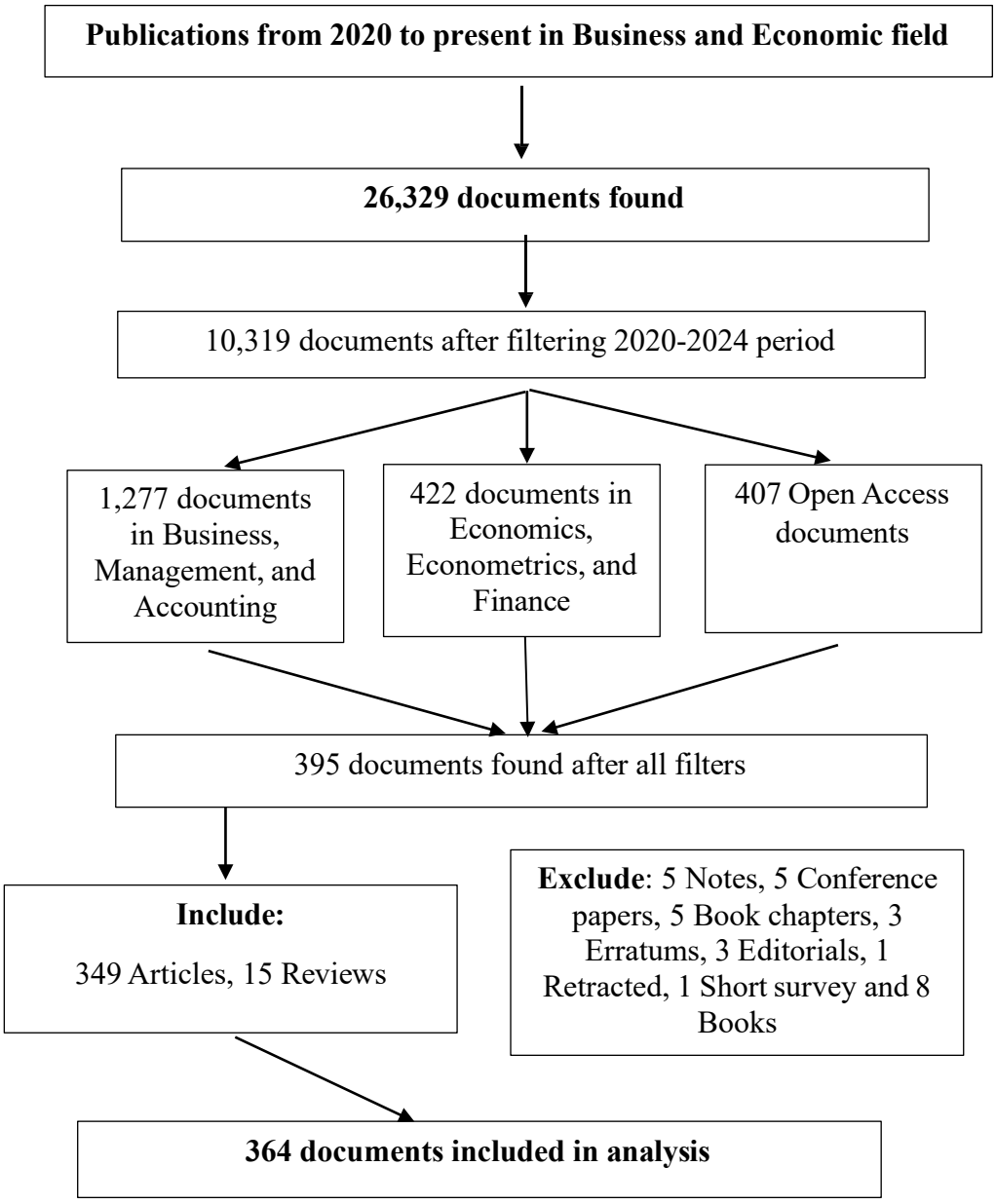
We applied filters to the subject area, Business, Management, and Accounting, which yielded 1,262 documents. According to (Zupic & Čater, 2015), domain filtering reduces the number of papers retrieved. Still, it offers the best results to the user in terms of the domain being studied. We added economics, econometrics, and finance as other subject areas, which resulted in 413 papers. According to (Aria, 2017), considering numerous related scientific disciplines assures the user a sound and comprehensive bibliometric analysis.

Then, the search results were focused on more specific types of documents: Articles of 962 and Reviews of 38, for further assurance of having the best valuable literature examples, as underlined by (Donthu et al., 2021)). Through the filter of the use of the English language, this approach still narrowed the pool down to 973 documents.

Van Eck and Waltman (2014) find that the implementation secured the possibility of having access to bibliometric findings and further enhanced the comparison of those conducted internationally by science. (van Eck Nees Janand Waltman, 2014)

Finally, when filtering by open access, we had 376 documents. Consider a paper by (Piwowar et al., 2018), which emphasizes the best way to ensure transparency and reproducibility of the results of the study, to make the study open access. After applying all these filters, the final number was 364 for our analysis.(Figure 1: Methodology flowchart)

**Figure 1: Methodology flowchart**




## 3. Overview

**Publication Trends:** The decrease in the annual growth rate by a small margin might suggest that the publication rate could have come to stability or even observed a slight fall in the last few years; this could be attributed to many factors such as changes in funding and publication policies or some global issues.

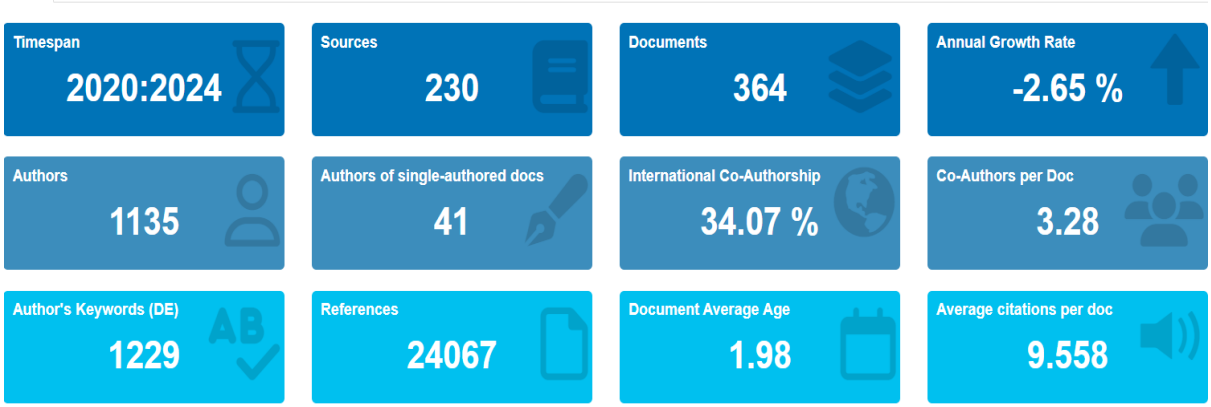
**Collaboration:** The average of coauthors per document is high, and the percentage of international co-authorship is quite impressive. The trend is toward enlarging the number of the quality and their impact on the research through the various contributions of the viewpoint.

**Citations:** The documents, on average, have around ten citations, which means that other researchers refer to them, making the research relevant and impactful.

**Content Analysis:** In general, the choice of keywords and the topics represented by the current dataset indicate a great diversity of issues and high indexation in favor of research retrieval and classification.

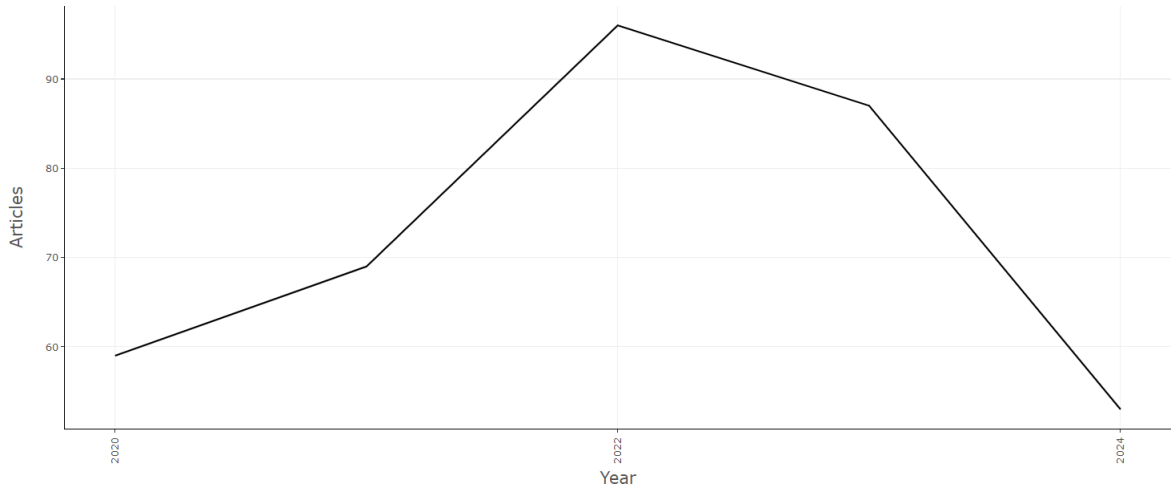
**Document Types:** The superiority of articles over reviews would emphasize the original research contribution over the general literature survey. Hence, the database comprises a lively and multi-party research environment with a proper international factor and profound citation influence. Its data is current as it contains a wide range of topics, which contributes to the evolution and knowledge sharing of its topics.

**Figure 2: Overview of the data set**



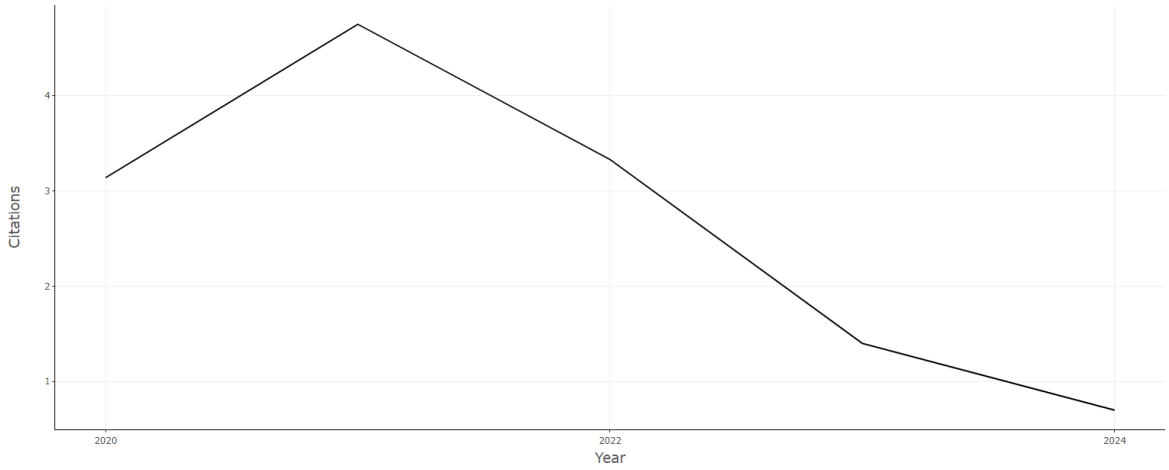

## 4. Analysis overtime

***Figure 3: Annual scientific production***




In this plot we can see the number of articles published yearly from 2020 to 2024. The lowest number of articles was 59 in 2020, and they increase to a maximum of 96 articles in 2022. The increasing slope indicates growth in research output over the period considered. But the article production decreases in the following years, being in the quantity of 87 articles in 2023 and being even lower—53 articles in 2024. This could suggest anything, from funding in research and publication policies to others, and mainly global events affecting research productivity.

**Figure 4: Average citations per year**

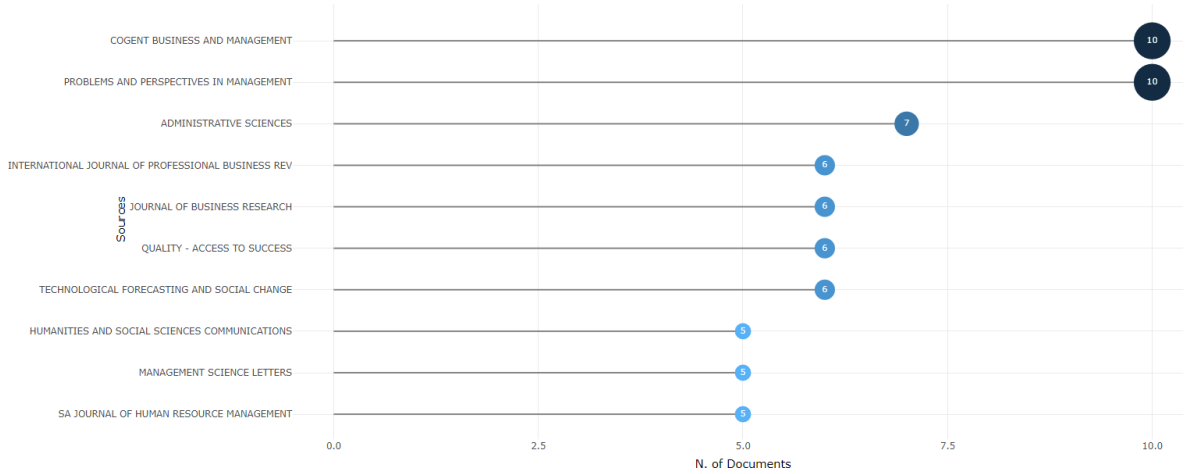



The plot indicates the dynamics over the period from 2020 to 2024. Articles published in 2021 were cited the most, with 19.01 citations per item and 4.75 citations yearly—the number of articles peaks in 2022, suggesting a surge in research output. In the following years 2023 and 2024, however, the number of articles, as well as the citation impact, declines prominently. The decline may have been brought about by a shift in research priority, funding, or some event that affects the research community. This is expected because the newer articles need time to gain visibility and, hence, accumulate citations, decreasing Mean Total Citations per Article and Mean Total Citations per Year for the newer articles. The progressive decrease in the number of citable years also agrees with the recency of the publications.

Overall, although the research output seems to vary, one should consider that the high citation of earlier articles indicates how significant and influential such publications were in the academic community. The decrease in more recent years hints at the fact that perhaps more attention should be paid to factors that affect research productivity and citation trends.

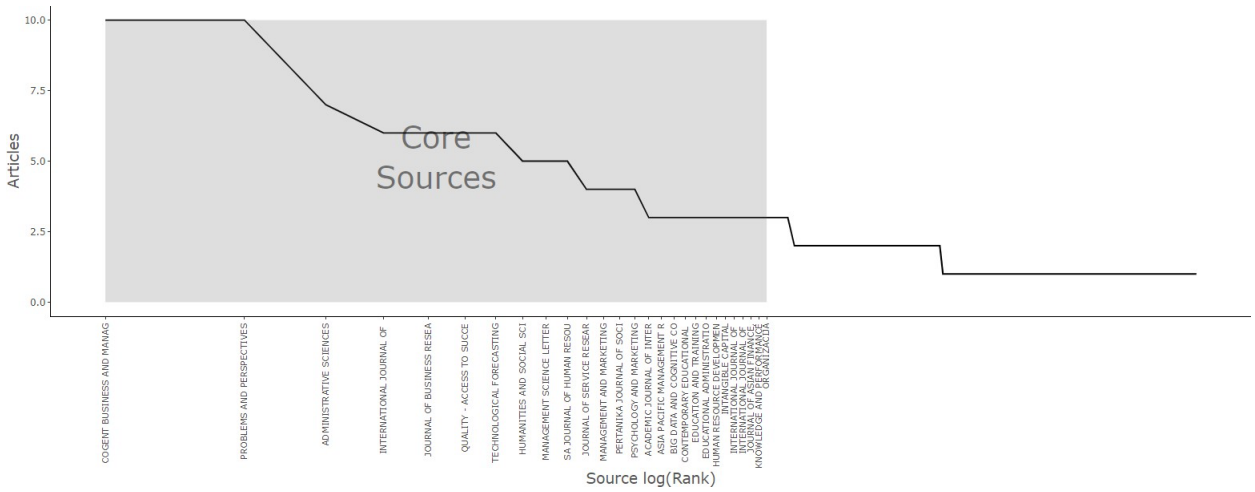
## 5. Analysis by Sources

**Figure 5: Most relevant sources**



This plot provides a publication count of each journal in the business and management discipline, such as: "Cogent Business and Management" and "Problems and Perspectives in Management," with each presenting ten articles; "Administrative Sciences" with seven articles. Touching extensively are several journals that have six articles a piece: the "Academic Concepts MDPI," the "International Journal of Professional Business Review," the "Journal of Business Research," "Quality-Access to Success," and the "Technological Forecasting and Social Change." The following list represents other related journals that have five articles a piece: the "Humanities and Social Sciences Communications," "Management Science Letters," and the "SA Journal of Human Resource Management." This distillation suggests that high-impact and leading journals within the field of business and management can provide quite a bit.

*Figure 6: Core sources by Bradford's law*

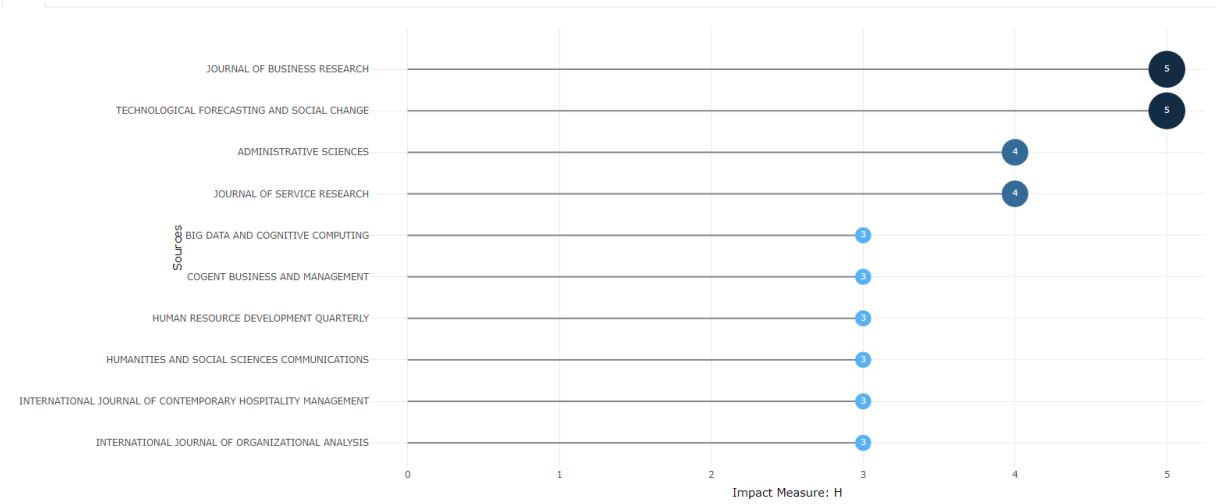



**B**adford's Law of Scattering is a bibliometric law designed to establish the innermost sources of documents on a specific subject. It does this by breaking journals down into three zones in terms of the number of relevant articles each one publishes. Core zones, called Zone 1, publish most of the appropriate articles, and then come Zone 2, followed by Zone 3. Each higher number zone has more journals but fewer relevant articles per journal. In this way, an exponential distribution law will be produced in which the quantity of journals in each zone is significantly increased.

The Bibliometric analysis of Bradford ordered the journals according to the frequency of publication of articles on a particular topic, which allows the determination of core sources. Indeed, according to this analysis, all the journals listed are located within Zone 1; that is, they are vital sources in the field. Of these, the top-ranked journals are "Cogent Business and Management" and "Problems and Perspectives in Management," with ten articles, thus being the most prolific in the dataset. The "Administrative Sciences" follows with seven articles, while "International Journal of Professional Business Review," "Journal of Business Research," "Quality: Access to Success," and "Technological Forecasting and Social Change" each publish six articles. Also contributing five articles each include "Humanities and Social Sciences Communications," "Management Science Letters," and the "SA Journal of Human Resource Management."

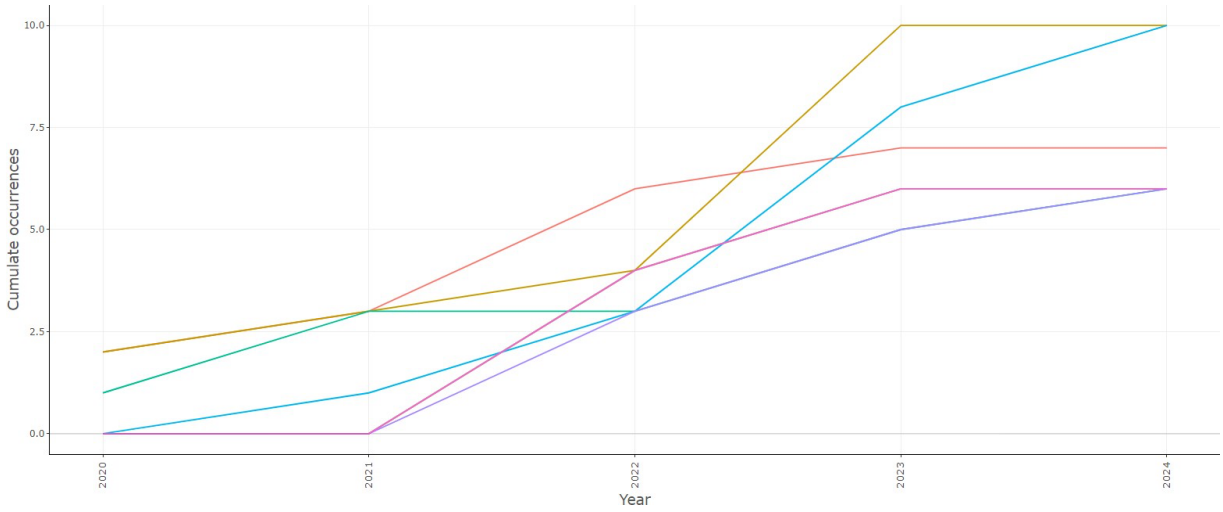
However, the cumulative frequency shows how the top contributing journals combine. Specifically, the top three journals contribute 27 articles, and the top ten journals contribute 66. In this way, it becomes clear that these journals collectively form the core sources within the field. We will now show from the analysis that the top ten journals in Zone 1 are the most pivotal together in contributing the most relevant research articles.

**Figure. 7: Sources local impact**




In the plot JBR and TFS have been placed amongst the highest with h-index and g-index standing at 5 and 6 respectively. This demonstrates that these two journals are highly productive in terms of publishing quality research papers with a lot of impacts. TFSC has also been topping even through its m-index of 1.667 after experiencing quick expansion in citation since 2022 while JSR had an m-index of 1.333 as one of the leaders in m-citation (142). In addition, Big Data and Cognitive Computing together with IJCHM have moderate impact, with h-indices=3e ach despite publishing fewer papers than others. Such a distribution underlines their impact within their respective fields.

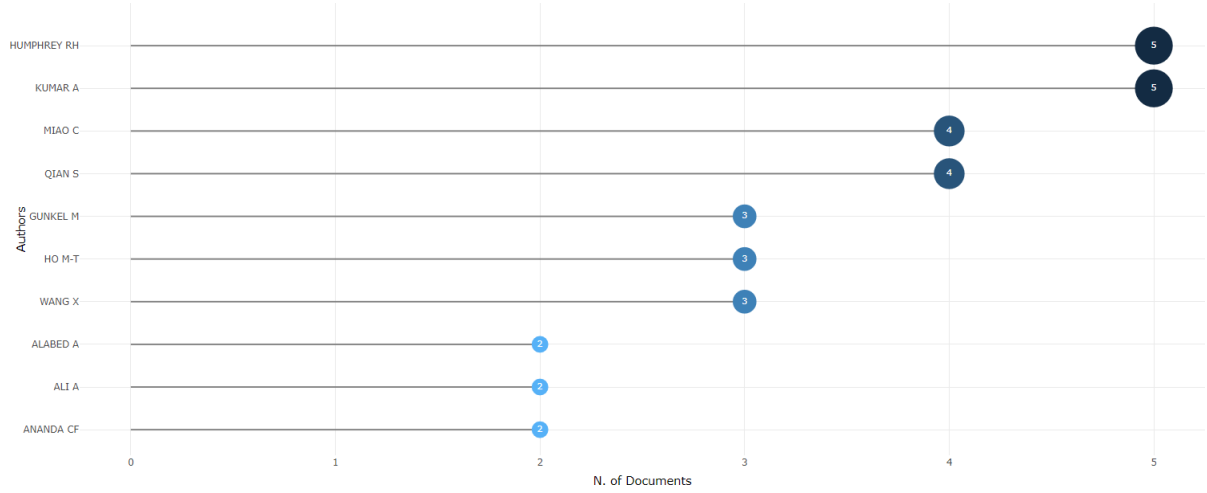
**Figure 8: Sources production over time**




In the table, you will see the number of articles published each year from 2020 to 2024 by seven journals. There was a rise in publications for Cogent Business and Management and Problems and Perspectives in Management with 10 articles each in the two years of both 2023 and 2024. There is also an upward trend in Administrative Sciences and International Journal of Professional Business Review, especially during the 22-23 period and lasting till 24. The Journal of Business Research has its curve rising at a slower rate up to six pieces in both years ending with 2023 and 2024. Quality- Access to Success, as well as Technological Forecasting and Social Change, started publishing more papers since 2022 that were sustained until the end of 2024. This implies that there has been consistent growth of research output or publication activity over the years.

## 6. Analysis by Authors

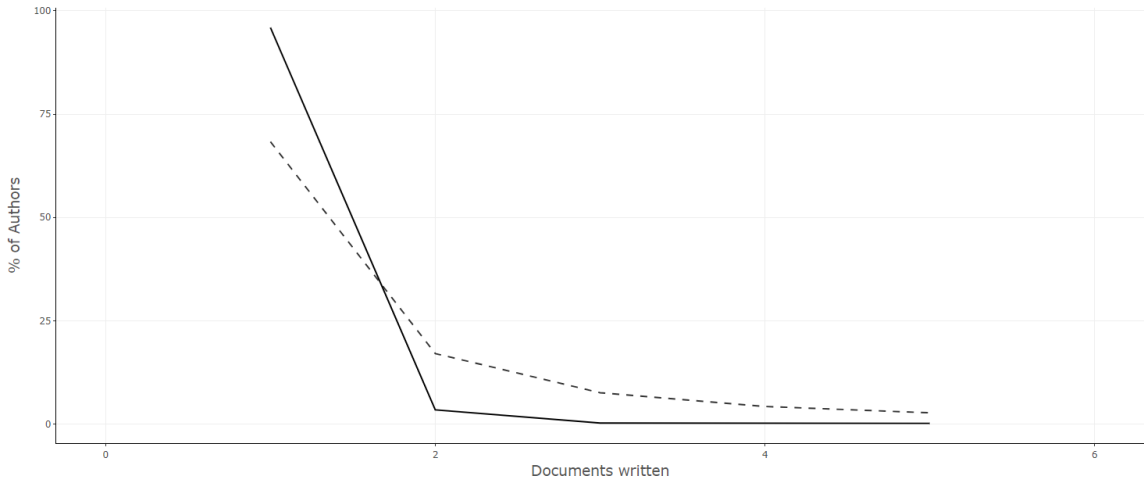
**Figure 9: Most relevant authors**




Among the contributors listed in this table, only articles and fractions are discussed. Five of Humphrey RH's publications are partitioned into 1.50 as compared to Kumar A who has 5 but fractionalized contribution is equal to 1.15 implying that he has made more significant

contributions towards less number of multi-authored publications. Meanwhile, each has had four works published, with their fractionalized contributions both amounting to 1.33. The respective articles by Gunkel M, Ho M-T and Wang X have all been split into three distinct parts whose contribution ranges from zero point six five to zero point nine two. Alabed A, Ali A and Ananda CF were responsible for writing two articles each of which they shared through percentage contribution between fifty and seventy percent respectively. If we compare authors with the same number of articles, this approach indicates that there could be wide differences in the actual level of individual's participation in those pieces.

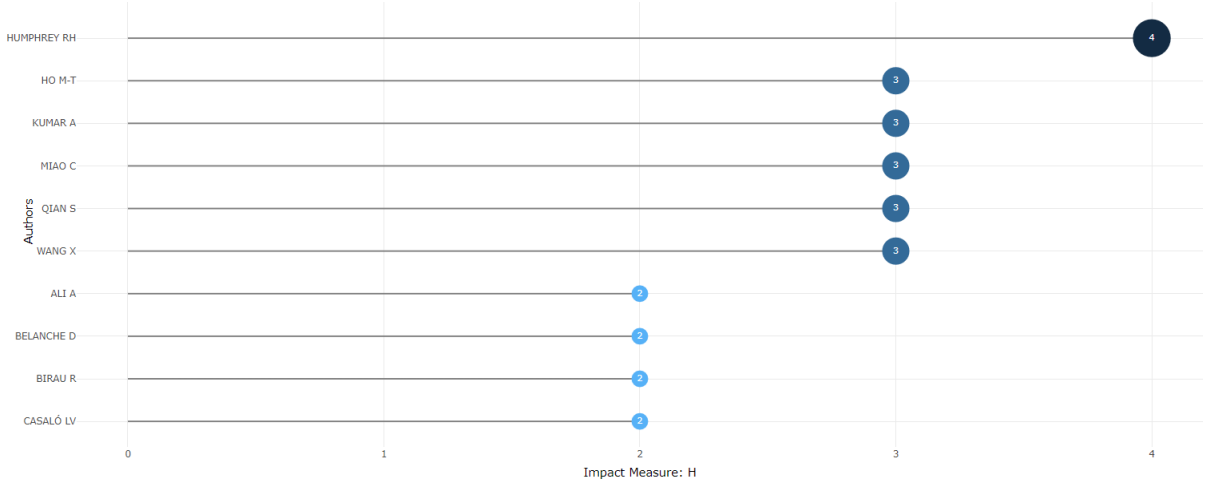
**Figure 10: Author productivity through Lotka's law**




In the table, the number of authors' documents and their proportions shown. Majority of 1089 documents were written by one author, accounting for 95.9% in total. There were thirty-nine instances

in which the paper was authored by two individuals thereby contributing about 3.4%. With three-author, four author and five author papers the fractions go down to 0.3%, 0.2%, and 0.2% respectively; this indicates that there is a preference for single-authored papers in our data set with very few multi-authored works among them.

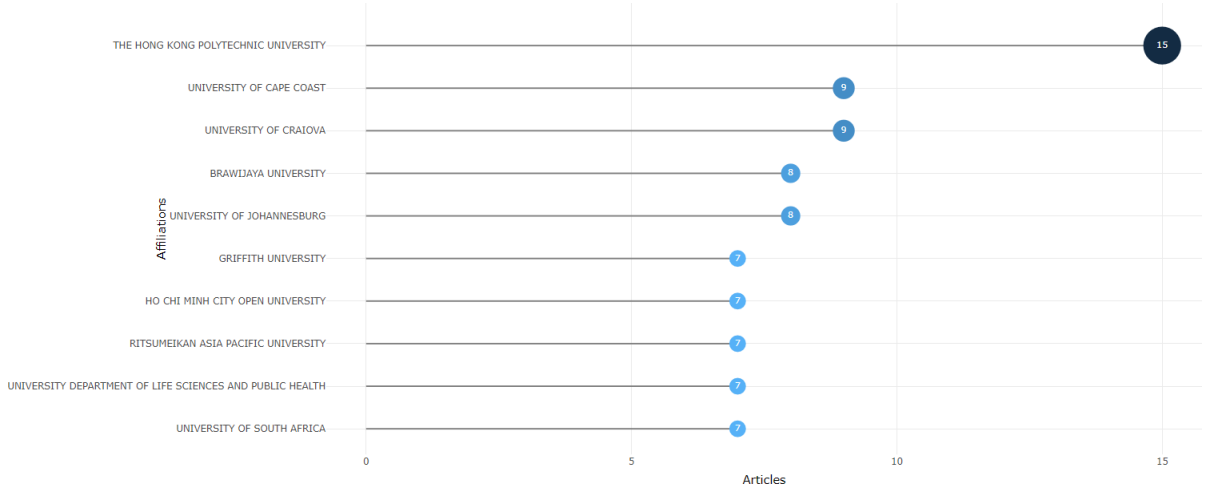
**Figure 11: Authors local impact**




The table shows different indicators for authors such as h-index, g-index, m-index, total citations (TC), number of publications (NP), and publication start year (PY_start). Humphrey RH is a leading example with the highest h-index (4) and g-index (5) that shows larger influence on a scientific field illustrated by 95 TCs and 5 NP starting from 2020. Kumar A has also been an influential figure since 2022 due to his citation count of 92 in five papers and a g-index of 5, which may be regarded as high. Wang X had an impressive number of total citations (194), but had a lower h- and g-indices indicating less number of higher quality publications. Authors like Miao C and Qian S who have an identical h-indexes of three while their respective g-index values are four show reliable productivity and impact indicated by both are having seventy four citations each. Ali A, Belanche D, and Casaló LV all score lower indices but significant total citations with Belanche D having scored 174 citations since 2021 as well as Casaló LV adding up to the same amount for the same time period. This data demonstrates the wide variation in author productivity and impact within individual fields of research.

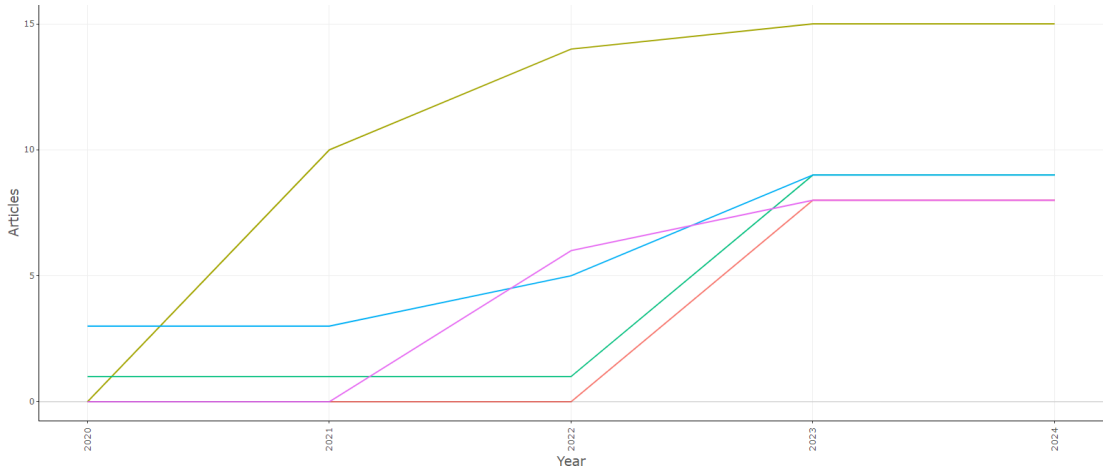
## 7. Analysis by affiliations

**Figure 12: Most relevant affiliations**



The list compiles schools related to academics and the corresponding number of articles published by each institution. In terms of publications, it is Hong Kong Polytechnic University that stands out with 15 articles. The runners-up in this category are the University of Cape Coast and the University of Craiova which have contributed a record nine articles each respectively. Brawijaya University and Johannesburg' s university recorded 8 articles each thereby indicating that there is a lot of research activity taking place here. A good number of other institutions such as Griffith, Ho Chi Minh City Open (HCMCOU), Ritsumeikan Asia Pacific University (APU), and Faculty of Life Sciences & Public Health, Universities South Africa, also scored seven publications each. This means that there are numerous universities from different parts of the world involved in scientific research activities with many papers being authored by their faculties from Asian and African nations mainly.

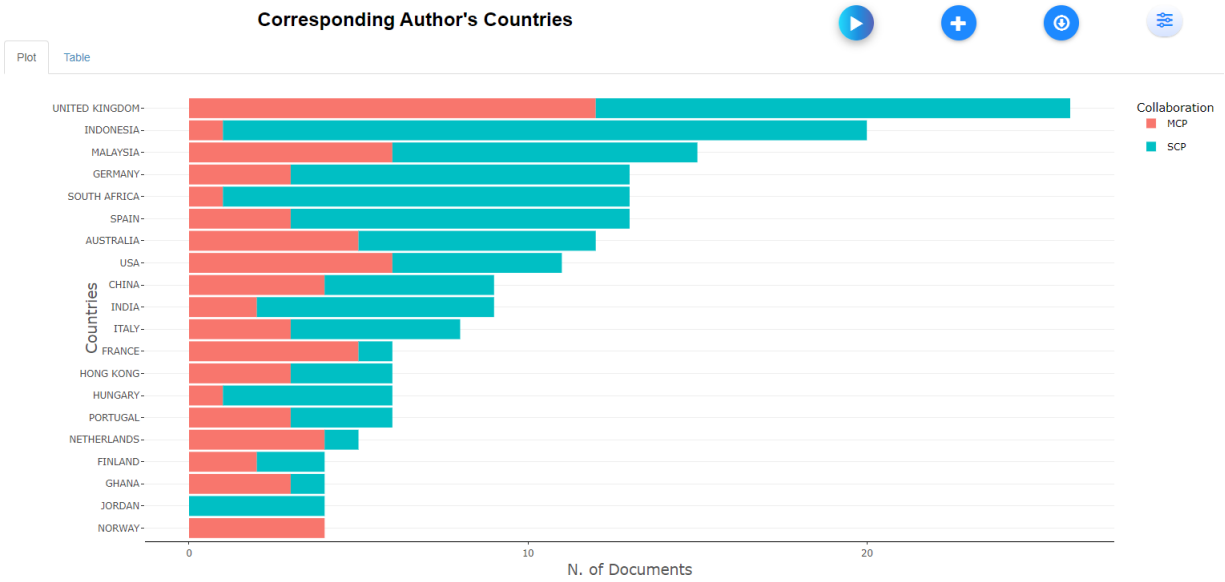
**Figure 13: Affiliations production over time**




The table shows the publishing performance of two universities, University of Cape Coast and University of Craiova, in a five-year period from 2020 to 2024. A gradual increase in the number of articles can be traced at University of Cape Coast as only one article is published every year from 2020 till 2022 but nine each in 2023 and 2014. University of Craiova begins with three articles each in both 2020 and 2021 but then raises it to five articles in 2022 and reaches nine articles in both years, i.e. by the end of the period under review. This means that over time there has been increased research output by the two institutions especially during these years apparently undertaking more research activities or being more productive.

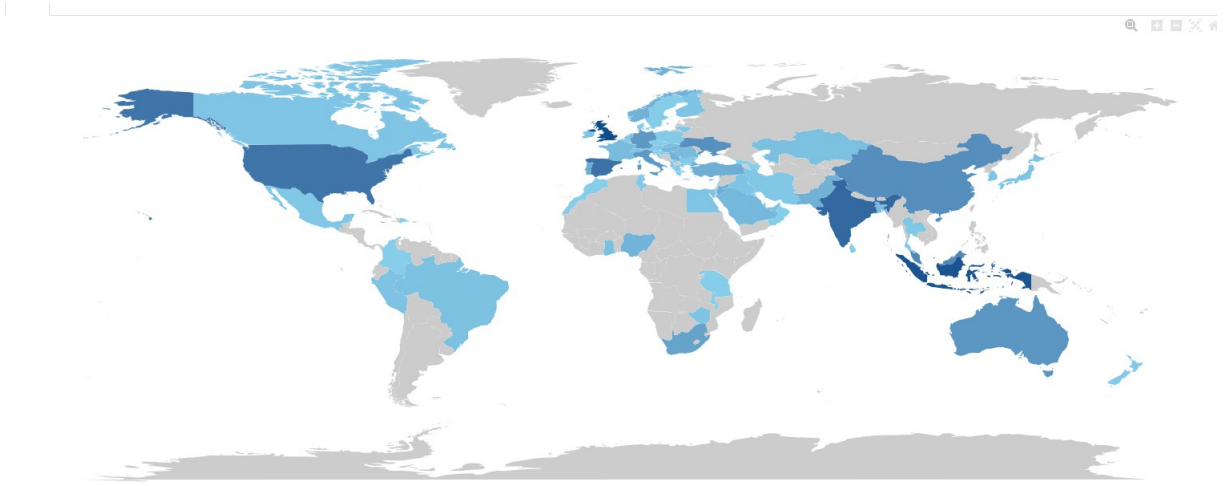
## 8. Analysis by countries

**Figure 14: Corresponding author's countries**




The following table shows how the articles are distributed by country, and what percentage is represented by each country in single-country publications (SCP), multi-country publications (MCP) and its percentage of all such MCPs. The United Kingdom leads with 26 articles accounting for 7.1% of total giving a high MCP % of 46.2% indicating intense international collaboration. Indonesia comes second with twenty articles (5.5%) and a low MCP % of 5%, suggesting scarce international cooperation. Malaysia, Germany, Spain, and Australia have some moderate number of articles but their MCP percentages differ (40%, 23.1%,23.1% &41.7% respectively). The highest share among the USA's eleven papers constitutes 3% of the overall figure that gives it a MCP % equal to fifty-four point five percent attesting strong global partnership China as well as India has nine articles each representing similar figures in terms of their multilateral publishing rates which are forty four point four percents and twenty two point two percents respectively This data gives an idea about the nature and extent of research productivity and global participation across different nations.

**Figure 15: Countries scientific production and citations**



Global production of science, shown per country on this worldwide map, darker colors mean more publications. The darker blue colours indicate leading contributors, the UK and Indonesia. There is comparable notable scientific production of the other countries, such as India, the USA, Spain, Malaysia, China and others ranging from medium to dark blue. This map demonstrates the global distribution of research activities, and indicates the major parts of literary activities from the countries highlighted.

In terms of citations, the United Kingdom has most total citations with 302 and 11.6 citations per article. France (221 citations) and Germany (219 citations) also show a large sum of citations with high average article citations amounts (36.8 and 16.8, respectively). Both Hong Kong and the USA have solid total citations (192 and 169, respectively) with strong average citations per article (32 and 15.4) respectively. Holikar; (2015) [*]: For example, China had an 84 total count citation (TCC) to 11.1 average count citation per item (ACCI); India had a higher TCC (81), lowest than of Brazil) but the lowest ACCI, 9.0 (least up to 32%), etc. Malaysia, Spain and Indonesia have a rather moderate total citations but the expected lower total average results, either fewer highly cited or less high-impact publications. Switzerland, Sweden and Finland are other countries that cover a large spectrum of fields with a diverse publication profile, with more reasonable total citations coupled with high average citations per article, indicative of a focus on high impact research.

## 9. Analysis by co-occurrence words

**Figure 16: Word cloud**

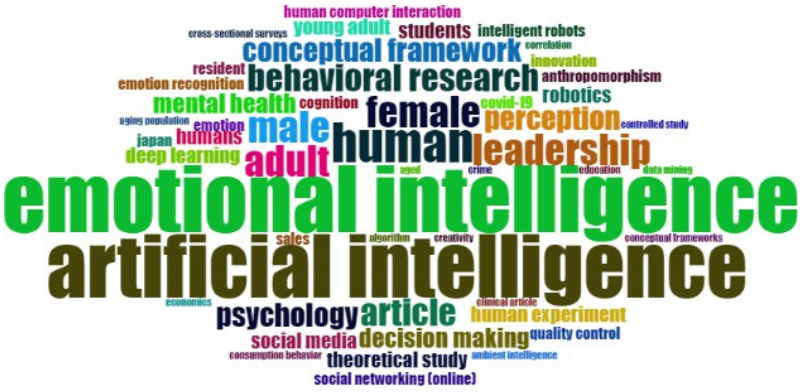
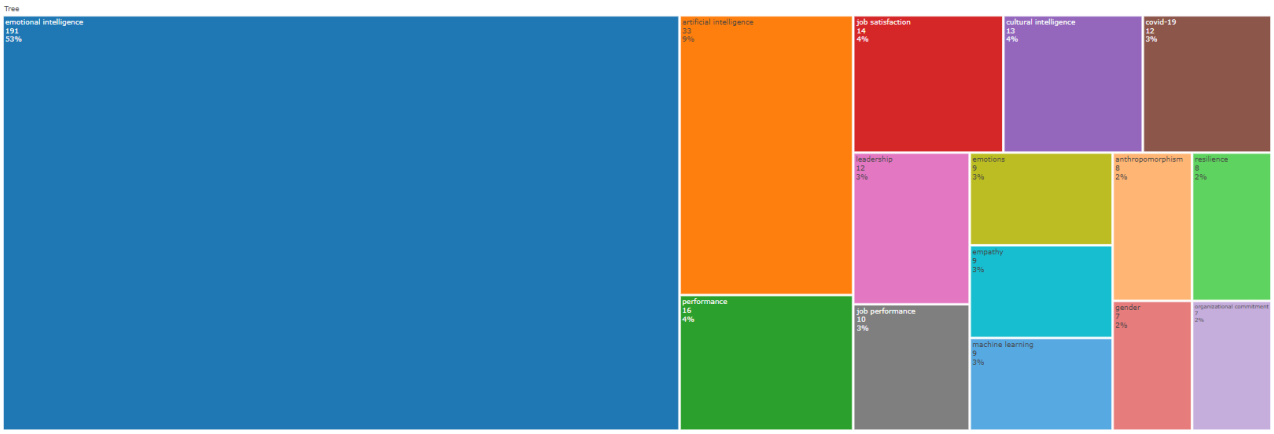



**Figure 17: Tree Map**

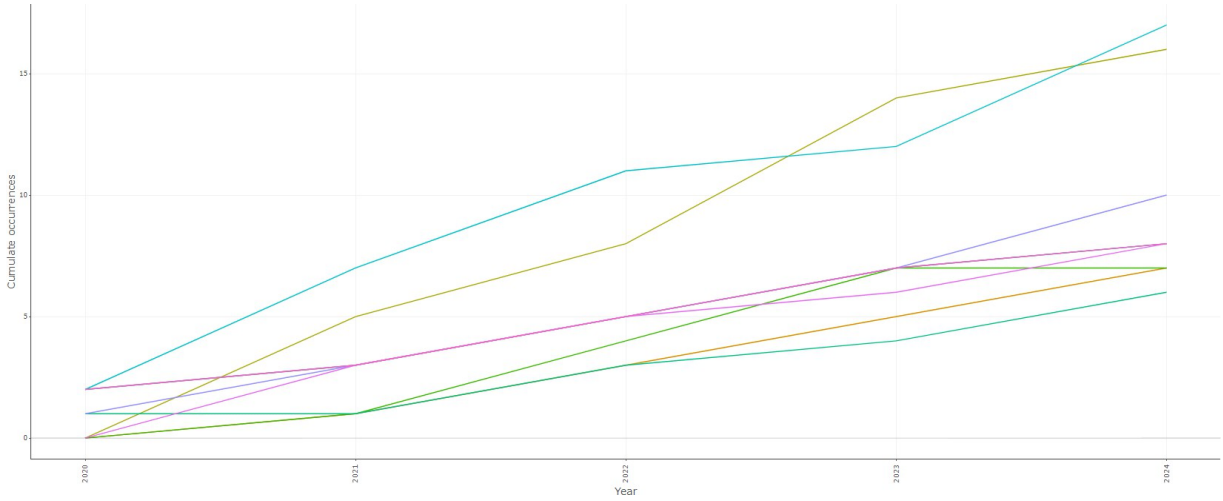



It shows a word cloud and tree map representing the occurrence of terms in the dataset, and key research areas. This is the most common term by far as shown in the word cloud below with the repeated phrase

being "emotional intelligence" which occurs 191 times. This is followed by 'Artificial intelligence' with 33 occurrences, representing a considerable focus on this sector. Adopting the formal relevance criteria led to "performance" (16), "job satisfaction" (14), "cultural intelligence" (13) and "covid-19" (12) becoming some prominent terms. Other terms include “leadership”, “job performance”, “emotions”, “empathy” and “machine learning” (n= 9–12 times).

This helps you visualize in a tree map format, so the big blocks are terms that are mentioned more often. The largest block on the far left, "emotional intelligence," is to be expected, as it is clearly a major take-away from the dataset. The next largest block looks like "Artificial intelligence," with far smaller subunits for terms like "performance," "job satisfaction," "cultural intelligence," and "covid-19." They assist to visualize the Central themes and research interest represented by the nodes based on their cluster and we can clearly see that Emotional Intelligence and Artificial Intelligence are prime movers in that sense, and secondary related that includes Performance, job satisfaction and cultural aspects of Intelligence are also focused by those visualizations. Understanding these trends can also guide researchers to find new topics or potential gaps in the literature.

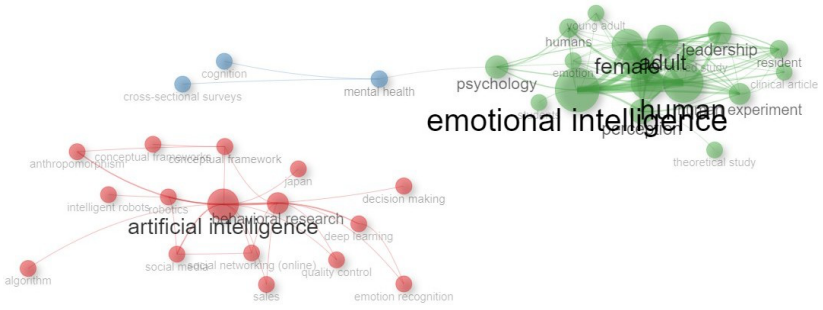
**Figure 18: Word’s frequency over time**




Emotional intelligent (2 to 17 mention) artificial intelligent (0 to 16 mention) also show a large rise in interest from 2020 to 2014, as has the use of others mentioned too. These terms and others, like "human," "adult," "female," "leadership," and "male," also experienced consistent increases. This signals a shift towards emotional, artificial intelligence, and demographic factors as the newer dimensions of academic research.GetResponse

## 10. Intellectual Structure

**Figure 19: Co-occurrence**



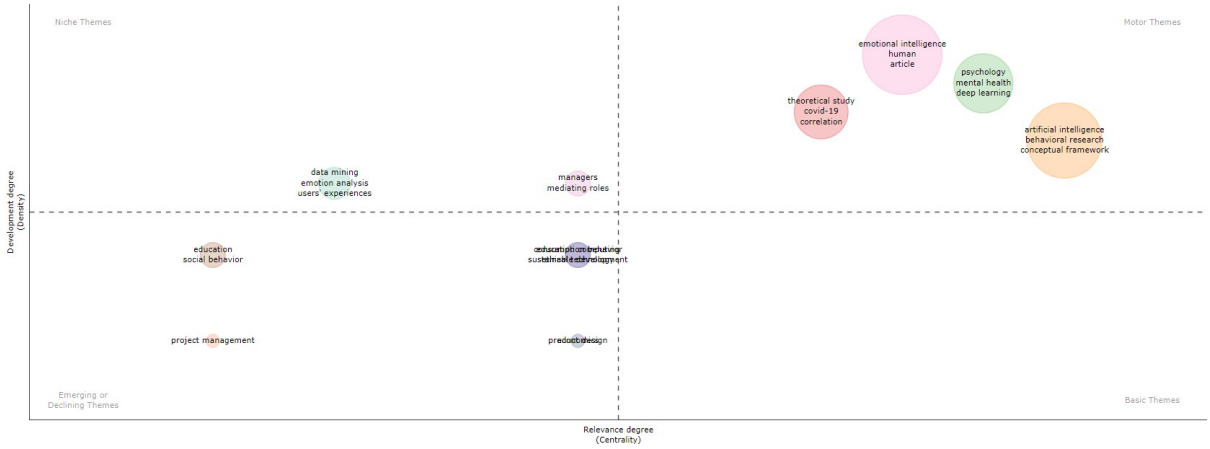
As it can be seen in this plot, the network visualization demonstrates relationships between terms so that node sizes show their influence. The edges link the nodes, illustrating connections.

Cluster 1 with red color represents the dense network of artificial intelligence-related terms, that are linked through artificial intelligence with deep learning, robotics, as well as social media.

In the Cluster 2, blue nodes such terms as mental health and cognition are less interconnected; however, they remain significant.

Cluster 3 with green color also contains the emotional intelligence terms, such as human, adult, female, leadership. In summary, it is possible to see that artificial and emotional intelligence terms are centrally situated within the cluster, which is demonstrated by the high density and interconnectedness of these terms. The terms of Cluster 2 are indeed less organized; however, they still play a bridging role, connecting different research themes.

**Figure 20: The thematic map**




The thematic map organizes the terms in four quadrants depending on their level of development (density of words) and degree of relevance (centrality).

Motor Themes (Upper Right): Fully developed central themes The fourth and the last development area can be identified in the top left sector, this is where Emotional intelligence, artificial intelligence (and the rest of AI) lies, showing a very high relevance and a high development impact.

Theme 4): High density (upper left): These themes are well developed, but are not central, i.e., they are specialized but salient areas of research – for example “data mining” may be an important, even critical part of a specific research area, but is not a ubiquitous theme and only relates to research focused on extracting patterns, knowledge and actionable information from large volumes of data.

Emerging or Declining Themes (Lower Left): Exact highlighting before but less leaned inwards and more on the peripheria might suggest emerging or declining themes: Often you will immediatly see that key themes such as e.g. "project management" or "education" are to be coming out from the tags, or that they are losing importance.

Primitive Themes (Lower Right): Highest on development and most basic to the field. Whilst terms external to the motor themes like theoretical study and covid-19 are important, they are not as strongly interconnected.

## 11. Factorial Analysis

**Figure 21: Factorial analysis diagram**

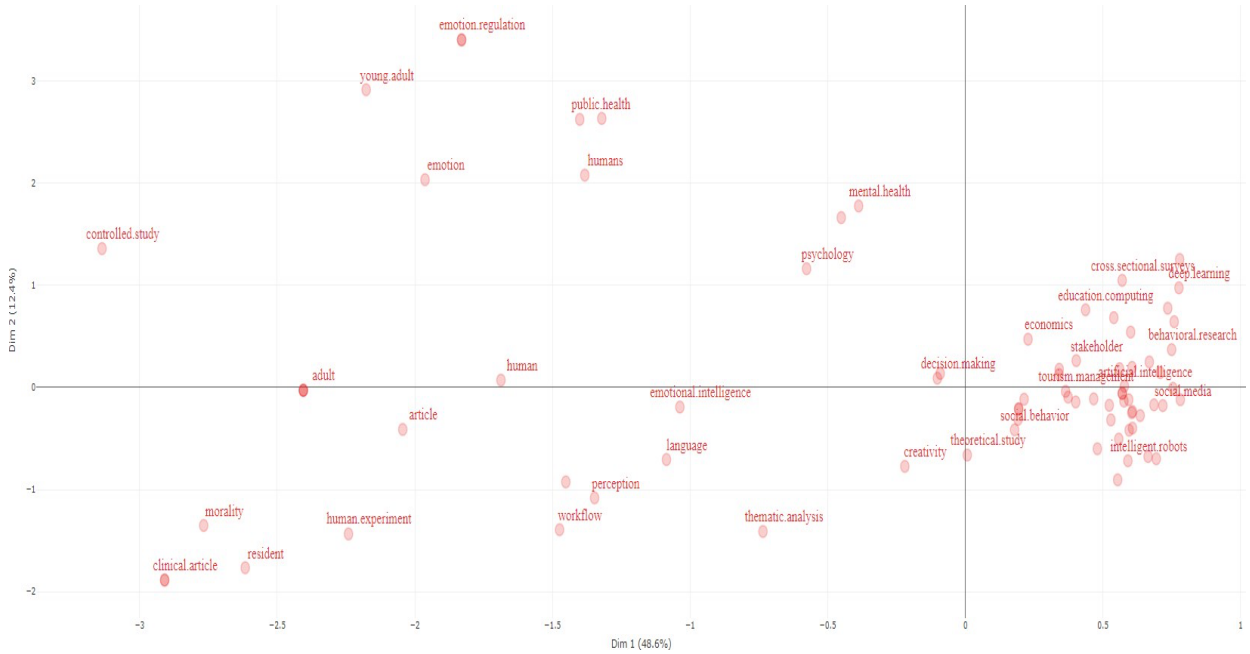
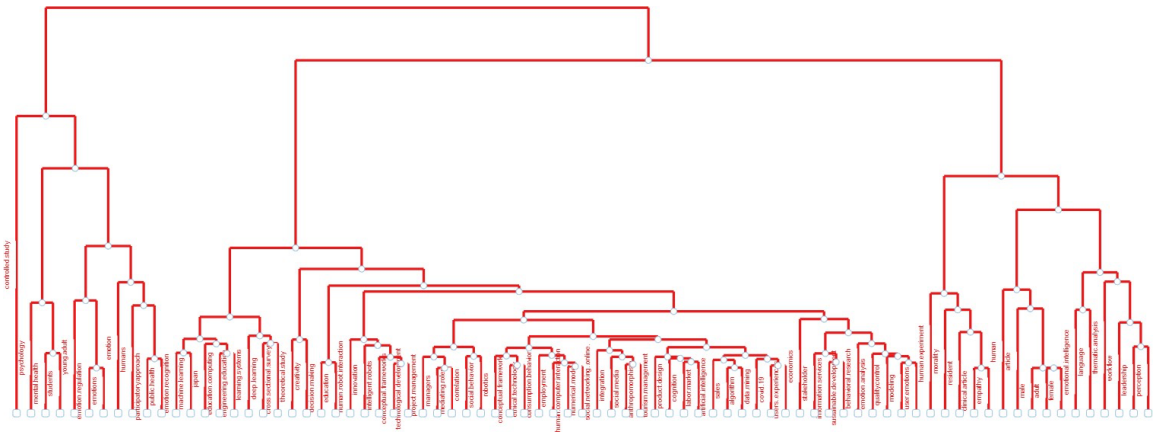


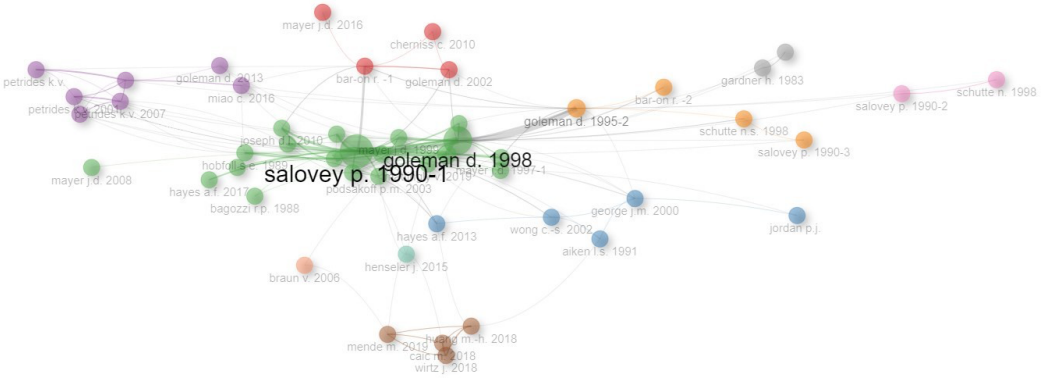

**Figure 22: Topic dendrogram**



An example can be seen illustrating the topic dendrogram and factorial analysis plot that show how the different research terms cluster and relate to one another. The title dendrogram displays co-occurrence (hierarchical clustering), with "controlled study," "psychology," and "mental health" grouped within the same cluster of terms. However, similar topics of "emotional intelligence" and "human", "adult", "female", "male" are clustered closely, as is "artificial intelligence" with "behavioral research", "conceptual framework", and "decision making". Clusters around methodology terms ("cross-sectional surveys," "deep learning," "robotics," "social media") Factorial analysis plot — a plot showing terms and their respective factor loadings as vectors providing insight into underlying patterns. Central terms("Emotional intelligence", "human", "article", "mental health"), which are red, have a high level of connectedness while specific fields/methodologies ("cross-sectional survey", "deep learning", "behavioral research") are scattered across the plot. Niche Areas: Terms that are specific and

not commonly used in the literature (e.g., "controlled study," "public health," "young adult") Taken together, these visualizations reveal hierarchical structures of research topics, key topics, and special ones covering the whole research field.

**Figure 23: Co-citation networks**




The co-citation network map data table with the top 50 most cited works and authors in emotional intelligence researchenneset al. Although the network structure is complex, we clearly see two major embedded clusters: Bar-On, Goleman forms a high-betweenness cluster bridging different parts of the network ganglia(cluster) 1. The high connectivity of the centralities of the close cluster 2 with Wong and George is clear for the closeness centrality. The third cluster involving seminal works by Salovey and Mayer, with high PageRank scores attest to their foundational relevance. These clusters are concluded by investigating emotional intelligence research that extends trait emotional intelligence research, like Petrides Safeera Rasool Strong thematic connections in a cluster, illustrated by the dense network of intra-cluster connections, are characterized by an extensive history of co-citation (co-occurrence) between two (or more) themes and/or a high Bridging centrality measure, for example, by linking key influencers such as Goleman, Salovey, and Mayer.

The UK and USA are major hubs as shown on the international collaboration map, with main partners such as China, France, and Australia. Work has also begun on collaborations between India and Bahrain and Malaysia. The collaborations are across continents, indicating a global research community. The data highlights the practice of research as a collective endeavour, contributing to a growing body of literature on the importance of relationships in the production of scientific knowledge.

## 12. Discussion

This paper presents meaningful insights into the transitions of such a cardinal field through bibliometrics to detail the research trend in emotional intelligence in the business sector from 2020 to 2024. The work identifies the various dimensions regarding research publications, trends, collaboration networks, citation patterns, and thematic development of this field. Therefore, the research findings are of great interest to researchers, practitioners, and policymakers.

As may be observed, the volume of publications during the set time frame reveals dynamic changes in transition. The research output dramatically surged from 2020 up to the year 2022, where it peaked at 96 articles in 2022. The rise in research activity was explained in terms of the increased interest in the topic of EI during the early stages of the COVID-19 pandemic, with such sudden interest manifesting the importance of emotional competencies in managing an

unprecedented crisis. The fact that there is a decrease in the following publications and that the cyclical use stabilizes during the years 2023 and 2024 could be reflecting the change in funding priorities, a change in the topics of research interest, or simply stabilization after the first exploratory dynamics triggered by the pandemic. This cyclical use would advocate that the vast push-up in activity that an immediate crisis can give probably fades without sustained funding and interest.

What is more is that the documents also had many co-authors, some of them being of international co-authorship. This is indeed a sure trend that, in totality, with diverse perspectives, EI enriches its findings with more applicability—that, in fact, is vital in global problem-solving and fostering innovation. However, international collaborations would have come with their challenges vis-à-vis logistic complexities and possible disparities in research resources among collaborating institutions. The average number of citations per item was higher for documents from 2021, which is expected since the research on EI was most relevant and impactful during the first months of the pandemic. This is high, indicating the fundamental importance of these articles in academic discourse about EIs. What was expected is that a decrease would then follow this in the citation effect of the most recent articles, as the more recent publication has to wait for a certain period to become visible and impactful. In this context, a key lesson is the necessity to continue active engagement and work on dissemination to ensure the dynamics of new evidence.

Thematic analysis sheds light on some critical focus areas of EI, such as combining EI with technological advancements, for example, artificial intelligence, and real-time application of EI in managing crises. "Performance," "job satisfaction," "leadership," and "cultural intelligence" are the most prominent terms that have been used to indicate the spread of EI applications into new organizational contexts. Such diversification reflects the incoming maturity of the field, where EI is recognized increasingly as a multifaceted tool that incurs an impact on business results. Within this context, the dynamism and change orientation of EI research, combined with its relative autonomy from technology and its applicability in crisis management, highlight the dynamism and change orientation of EI research, thereby growing in relevance in modern business practices.

It is possible to state that the analysis of the sources has pointed out the critical outlet for EI research in the journals "Cogent Business and Management" and "Problems and Perspectives in Management" with a huge amount of publications. At that, it is possible to define the importance of the leading contributors, namely the authors Humphrey R.H. and Kumar A., and the formation of this field. However, the concentration of the seminal works on a limited number of journals and authors might limit the plurality of the perspectives and, therefore, the chance to develop the field.

Geographically speaking, it was Hong Kong Polytechnic University and the University of Cape Coast that served as critical proponents in the coordination of EI research. Besides, research output from the United Kingdom, Indonesia, and the United States, among others, led to high levels, which entailed collaboration outside their borders, considering how the recognition of EI in business was not limited to national levels. The global spread also emphasizes contexts of the variations in which EI is studied and thereby gives a broad spectrum to many insights and applications.

## 13. Conclusion

A closer look at emotional intelligence within business research between 2020 and 2024 reveals shifting priorities across the academic community. Publication numbers have climbed, suggesting heightened attention to how emotions shape organizational outcomes. Instead of isolated efforts, researchers increasingly work together, forming visible clusters that cross institutional lines. Citations show certain

studies gaining traction, often those linking emotion skills to real-world performance. Themes once on the margins - like resilience during disruption - are now central. While digital change reshapes companies, emotional insight appears more relevant than before. Well-being, too, moves beyond HR talk into measurable strategy. What began as niche inquiry now influences broader management thinking.

Looking at major studies shows who matters most in this area, offering clear direction for those working here. New topics are appearing, including how emotional intelligence connects with artificial intelligence. Another growing focus is on emotional intelligence's part in building responsible and lasting business approaches.

Looking ahead, one clear direction emerges from this study's results: deeper investigation into emotional intelligence within remote and hybrid workplaces seems worthwhile. Though often overlooked, the move toward distributed teams brings fresh obstacles around interaction, teamwork, and guiding others. Because of this, skills tied to understanding emotions may matter more than before. Instead of assuming it works the same way online, researchers might examine how such abilities form over time in digital spaces. Another path involves testing whether nurturing emotional awareness improves both group effectiveness and personal health when face-to-face contact is limited.

Another direction involves blending emotional awareness into artificial intelligence, now gaining momentum in research circles. Moving ahead, scholars might examine ways AI tools help measure and build emotional skills while supporting more responsive interactions at work. Such systems may influence how teams connect, serve clients, or weigh choices during critical moments. Questions about fairness, privacy, and intent must accompany these advances, shaping what comes next in responsible innovation.

One area still needing attention is how emotional intelligence affects diversity, equity, and inclusion at work. Because it shapes self-awareness and empathy, it may support better interactions among colleagues from varied backgrounds. When people recognize emotions in themselves and others, communication across cultural lines often improves. This awareness might lead to workplaces where fairness feels more present. Studies down the road could look into whether higher emotional intelligence actually results in measurable gains for inclusion efforts. Instead of assuming benefits, researchers might test specific actions that build emotional skills on teams. How these behaviors spread through departments remains unclear. Some settings may respond differently based on structure or leadership style. Over time, patterns could emerge linking certain emotional competencies to inclusive climates. What works in one organization might fail elsewhere. So examining context matters just as much as the traits themselves.

One path forward lies in examining how emotional intelligence connects to sustainability efforts. When leaders understand emotions - both their own and others' - they tend to choose actions that support long-term environmental and social goals. Engagement with stakeholders often improves when empathy and self-awareness guide communication around green initiatives. A workplace atmosphere that values care, reflection, and shared purpose may grow naturally under emotionally aware management. Research might later look at how such personal skills fuel new eco-friendly practices or strengthen ethical business behavior.

This analysis offers a clear view of recent work on emotional intelligence within business settings. Hopefully, what emerged here supports next steps in inquiry where it matters most. Exploration into how feelings shape decisions at work continues shaping better organizational paths. New insights may come simply by staying curious about human dynamics behind performance.

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