

THE IMPORTANCE OF AN EMOTIONALLY INTELLIGENT SUPPLY CHAIN LEADER IN DETERMINING THE SUCCESS OF AN ORGANIZATION: THE CASE OF DS MOTORS UNIQUE

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Abstract

The study investigates the crucial role of emotional intelligence in organizational leadership, particularly within the context of supply chain interactions and networks. Interactions within the supply chain management process are vital, emphasizing the importance of understanding the human mindset that facilitates these interactions. Research indicates that individuals bring their emotions to the workplace, influencing their actions and decisions. Despite this, literature on emotions in supply chain management, especially regarding the emotional intelligence of organizational leaders, remains scarce. This study aims to address this gap by exploring emotional intelligence traits necessary for effective leadership in supply chain management. Drawing from a comprehensive literature review and an interview with the Director of Operations at a leading manufacturing organization in Pakistan, the study highlights the significance of emotional intelligence in determining organizational success. It is recommended that supply chain leaders enhance their emotional abilities to foster better interactions with suppliers, buyers, and from a managerial perspective.

Keywords: Emotional intelligence, organizational leadership, supply chain management, interactions, workplace, effective leadership, manufacturing organization, Pakistan, emotional abilities, managerial perspective.

1. INTRODUCTION

1.1 Background of the Study

The success of any organization cannot be celebrated without giving credit to the visionary behind it. The theoretical understanding of the term leadership dates to the nineteenth century, and it can be understood as a study of the traits, actions and abilities possessed by an individual in charge (Crevani et al., 2010). Over the course of history, a distinction between two types of leadership came into play, namely, transactional, and transformational leadership. The former is described as a form of leadership *that rewards (or disciplines) staff based on their performance*, sort of a carrot and stick approach. Transformational leadership, on the other hand, is more known to be a holistic type of leadership that yields interest and motivation among its staff and employees creating a deeper understanding of the goals of the organization within which it operates.

While transformational leadership is considered more effective, it also requires more input and efforts by the leaders involved. It is for this reason that it is considered of high importance that a transformational leader possesses the social and emotional intelligence (EI) required to build a cohesive work community and achieve the organization's goals (Antonakis et al., 2009). Therefore, for the purpose of this research paper, the importance of leadership will be evaluated in the Pakistani landscape and from the lens of emotional intelligence as without it, a 'successful leader for supply chain management' is incomplete.

In the context of Pakistani organizations, this paper will be focusing on DS Motors Unique and its Founder, Director Operations. Unique is currently one of the leading brands manufacturing motorbikes, generators, and heavy batteries. Unique has spread its network globally by exporting its products to the Middle East, African Countries and Bangladesh. To gauge a better understanding of the kind of leader the Founder & Director Operations Unique is and evaluate the various components of emotional intelligence that are evident in his style of leadership, an interview was conducted with him. The following sections of this research paper include

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an in-depth analysis of Emotional Intelligence and Leadership, as well as the findings regarding Director Operations Unique and his role as an ‘emotionally intelligent leader’.

1.2 Research Questions

The study aims to explore the connection between emotional intelligence and effective leadership in supply chain management. Specifically, it seeks to understand how leaders' emotional intelligence impacts the success of organizations. This investigation is motivated by the recognition that emotionally intelligent leadership may play a crucial role in enhancing organizational performance within the complex dynamics of supply chain operations.

1.3. Research Objectives

The main goal of the study is to figure out how important it is for leaders to be emotionally smart for a company to succeed, especially in how they deal with supply chain stuff.

1.4. Problem Statement

One fascinating explanation in literature on subject of emotional intelligence is that organizational leaders with high level of emotional intelligence are uniquely valued individuals in comparison to less emotionally intelligent people. This has encouraged scores of researchers to probe the validity of this statement. Many studies were done to prove this explanation but still this explanation has not acquired enough research. Surely study interests because of the link between EI and Organizational Leadership. This Study will look into relationship between EI and Organizational Leadership of a manufacturing firm in Pakistan with a massive supply chain network.

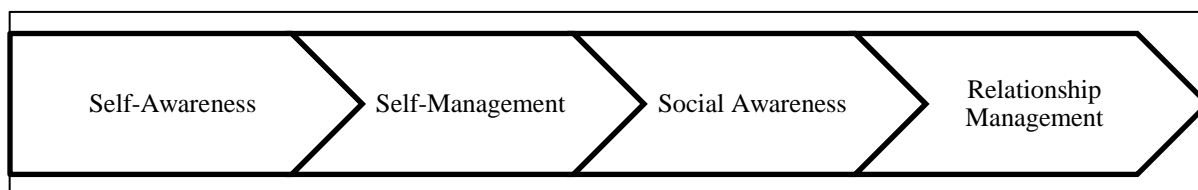
2. LITERATURE REVIEW

2.1. Emotional Intelligence:

With the industrial revolution to the evolution of firms, from the factory system to the more organized work, processes and procedures became more multifaceted and managing people became increasingly complex (Tunzelmann, 1993). With snowballing competition, organizations need to be more productive and high yielding at the end of the day so for the said purpose managing people effectively keeping them motivated is vital (Yeganegi, 2018). The term ‘emotional intelligence’ was primarily used by Daniel Goleman and is defined as the ability, capacity, skill, or self-perceived ability to identify, assess, and manage the emotions of one’s self, of others, and groups (Goleman, 1995).

From the definition above one can clearly apprehend that the behaviors of an emotionally intelligent leader and management of the people around him is commendable on all the aspects of EI (Suleman et al., 2019). For understanding Emotional Intelligence, it is divided into four main components. The four main components of Emotional Intelligence are self-awareness, self-management, social awareness, and relationship management (Goleman, 1999).

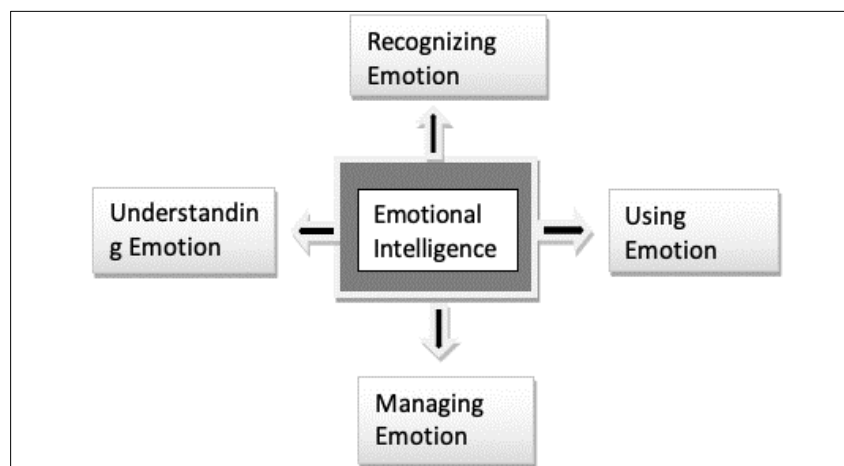
Figure 2.1. Components of Emotional Intelligence



To be a successful leader all these components must be considered (Han, 2016). All the aforementioned aspects are of keen importance when one works in an organization. A great leader is the one who better manages his own and other's emotions which eventually leads to the better performance of an organization (Skrzypczyńska, 2018). Although not every leader can have all the components perfectly in control, a good leader has the capability to overcome his or her weakness in any specific component (Nair et al., 2016).

According to Goleman, “a leader’s imperative work is to get results” (Goleman, 1998). However, although there is data available and there are many leadership training activities and programs which are being implemented, effective leadership remains an uncommon sight (Kumar et al., 2014). One reason, says Goleman, is that such expert’s offer advice based on inference, experience, and instinct, not on quantitative data as it leads to the exact information (Gümüş et al., 2016). Emotional Intelligence is deemed as the integration of the following key points:

Figure 2.2. Integrals of Emotional Intelligence



In today's era, manpower does not conform to the old ways of forming an opinion of a person's acumen pertaining to whatever job he or she would be able to do (Setiawan & Julaeha, 2020). Certain changes in policies and regulations made by the Government contributed significantly to test a person's potential (Battaglio, 2010). For instance, some businesses in the past favored applicants having degrees from well-renowned institutions while in the present era the policies have been changed on the grounds that they might have initiated hiring employees having several related skills and experience (Chungyalpa, 2016). Also, there were no or very few career counseling consultation practices going on but now a handful of organizations provide these services (Howes & Taylor, 2020).

In developing countries like Pakistan, It is also observed that leadership is influenced mainly by culture (Zahid et al., 2019). The projections of individuals or subordinates create pressure by anticipating too high and turn them into a paternalistic leader (Kalsoom et al., 2020). Leaders face socio-cultural pressures which makes it more turbulent for them to act in a more professional manner (Soon & Wee, 2013). The increasing role and importance of social work in developing countries implies that the leaders of such organizations confront increasingly complex managerial problems and are under or often unsupported (Soliman & Elmegied, 2010). Leaders face severe challenges due to vague environment pertaining socio actor factors like overnight change in political, economic, social policies and limited resources in reaching and helping the underprivileged folks of society (Megheirkouni, 2016).

Emotional Intelligence has a substantial impact on the success of an organization (Goleman, 1998). Whether it is the leader or employees if they are emotionally intelligent, having all the aspects of self-awareness, self-management, social awareness, and relationship management can make the whole process for achieving goals effective (Srivastava, 1995). Evidence demonstrated that there was a weak correlation between Emotional Intelligence and Stress given that a high emotionally intelligent person has low stress thus positive effect on health while low emotionally intelligent person has more stress eventually negative impact on health (Ciarrochi et al., 2002).

2.1.1. Self-Awareness:

Self-awareness can be considered as the epicenter of emotional intelligence, it is being aware of one's competencies and limitations in specific circumstances (Goleman et al., 2002). It is the ability to recognize one's own strengths, weakness, feelings, and emotions and how they affect the performance of an individual, a team and an organization. It is the art of realizing your feelings and knowing how to channel those feelings (Gardener & Stough et al., 2002). Being well aware of one's emotions compliments and the ability to control your emotions better (Pool & Cotton et al., 2004).

We can divide self-awareness into three attributes: emotional awareness, accurate self-assessment, and self-confidence (Salovey & Mayer, 1990). Emotional awareness is the ability to understand one's feelings and emotions and their effects. Not only being able to identify the emotions, it is also the ability of knowing what actions/situations led to such emotions (Goleman, 1995). Self-assessment enables one to have complete knowledge about themselves, their strengths, their weaknesses. It initiates a constant struggle of self-development, knowing your strengths and weaknesses and continuously striving on improving yourself (Culver, 2005). The third component of self-confidence is correlated to how well one can self-assess themselves. Self-confidence enables

one to be articulate about their feelings, thoughts and viewpoints. Self-confidence leads to being more decisive and making sound decisions (Phillips & Gully, 1997; Pinos et al., 2013) A study that was conducted over a period of sixty years and consisted of more than a thousand individuals who were tracked from childhood to retirement, states that all individuals who showed more signs of self-confidence during their early years went on to leading more successful lives (Holahan & Sears, 1995). A self-aware leader is on the continuous lookout for feedback to learn from his/her mistakes and improve them. Humility is a virtue found in such leaders (Pinos et al., 2013).

2.1.2. Self-Management

Self-management is another of the components of Emotional intelligence and is the process of recognizing one's own emotions and being ready to roll with change (Afza et al., 2019). For a leader, self-control of emotions is one of the major key components (Radhakrishnan & Udayasuriyan, 2010). Regulation of one's own behavior incorporates the following points which are imperative to bring change (Li & Kim, 2021). We will deep dive into further understanding of why Self-Management is an ingredient for every organization to achieve goals and what techniques can be used to practice self-management behaviors.

2.1.2.1. Emotional Self-control

It is to know your ways and curb your riotous behaviors when there is a repercussion in any given task in an organization (Abdi et al., 2016). For instance, in an annual meeting, you find out that the company suffered a massive loss and in turn, revenues are less than expenses, then being a good leader or boss, you will control your rebellious attitude and try to mend your ways or employees working in that organization rather than starting yelling out at them. (Finkin, 1989) Aristotle says, "The self-controlled man craves for the things he ought, as he ought, and when he ought." People having Self-controlled habits can be the leaders and these habits incorporate: Self Preservation, Self-Assertion, and Self Fulfillment. (Hamedi, 2014)

2.1.2.2. Adaptability

It counts the attitude towards transforming oneself pertaining to changing situations. Flexible behavior leads to resilience (Joyce et al., 2018). For instance, take an example of an unemployed individual whose opinion of a long time learning to develop enhanced skills as required by the Government or different companies such as research and development is a waste of time (Worth, 2003). This perception will in turn lead to sturdiness instead of adaptability. (Uzunboylu & Sarigoz, 2015) Adaptability is accepting the norms or standards set by the policymakers and changing one's self-concerning the rules (Sullivan, n.d). It demands leaders to be ready to face the challenges and act receptively in a problematic plight. (Lowder, 2009). Therefore, results in aiding you to make strides by getting you overcome from the stumbling block. (Kumar, 2014)

2.1.2.3. Achievement Orientation

Sense of achievement is gleaned by Motivation. Leaders are always in the process of undertaking steps to perform in a better way (Asiabar & Ardestani, 2018). Motivation is derived from two factors: External and Internal (Asiabar & Ardestani, 2018). External factors can be the desire to have more salary or having recognition for what he or she had strived (Ahmadi, 2012). Leaders do not ponder that way. They urge to invest in themselves by incorporating innovative activities, broadening horizons through learning whether it is earned from a catastrophic state of affairs (Vlasenko & Ivanova, 2018). Such folks tend to doubt the status quo and usually figure out answers to things for instance why it is done that way? And what could be possible solutions? Failure can lead them to opportunities only if they take it as a lesson (Dahlin et al., 2018).

2.1.2.4. Positive Outlook

A positive outlook on draining situations leads to empowerment, innovative thinking, better outcomes, and immense motivation (Avey et al., 2015). Paulo Coelho stated, if you desire to achieve something, the whole universe conspires in helping you achieve it (Capretto, 2014). Therefore, a movement is considerable towards achieving things right. An optimistic approach in the workplace, for instance, makes your way to ignite your motivation level as high and eventually creates a spark in you by striving for achievement no matter what setbacks might be (Cvitanovic & Hobday, 2018).

2.1.3. Social Awareness

Understanding your social environment and people (Emotional Intelligence - Peter Salovey, John D. Mayer, 1990, 2016). As a component of emotional intelligence, social awareness enables a person to reflect and understand his or her emotions and those of others (Suleman et al., 2019). It creates an empathetic behavior in an individual. According to Mike Crompton social awareness consists of three components (Hernez-Broome, 2012). Empathy, service ethics and organizational awareness. These components are discussed in detail in his article (Increase your emotional intelligence by improving your social awareness). The article concludes that these components of social awareness enhance the emotional intelligence of an individual in understanding social

environment (Crompton, 2010). If these components are observed and brief details of each of them is unfolded to learn each of them, then it could be understanding what social awareness it is about and how can be exercise it (Rakotonirainy et al., 2009). Empathy is all about the consideration of the perspective or the viewpoint of others. Service ethics involves understanding and fulfilling the needs or expectations of customers (Sony et al., 2018). A good manager will be aware of these needs and understands them and tries to suit them with the product or service (Sony et al., 2018). Lastly organizational awareness is the ability to recognize the dynamics of team and organization. Managers or people with this ability have strong bonds with their teams and use these relationships to get the desired results (Rahi, 2019).

Leaders are the individuals who initiate an idea or pursue a vision then set direction to achieve that idea or vision (Varun, 2012). They uplift themselves and their teams to go towards the right direction to achieve the goals by utilizing leadership and managerial skills (Asiabar & Ardestani, 2018). These individuals are very emotionally intelligent and that's what sets them apart from others is their ability to recognize the social environment in which they are working (George, 2000). Being socially aware is a very important aspect of leadership. According to (Abraham, R. 1999) in his findings (Emotional intelligence in organizations) he concludes that good leaders or managers try to manage their emotions vigilantly. As they are socially aware they are more engaging with their teams and seen as very influential (Humphrey, n.d) .They are empathetic managers who make others feel connected, backed and accredited. As suggested by Mike Crompton in his article (Increase Your Emotional Intelligence by Improving Your Social Awareness) that leading productively requires empathy (Crompton, 2010). By keeping in view, the feelings and perspective of team members, a good leader will be able to make decisions which will be attuned to others' expectations (George, 2000). This will motivate the team especially in today's organizational structures where there is cross cultural and diverse employees and members (Zander et al., 2012). It will also provide an opportunity for every team member to express their views and will develop the talent of team members (Yeager & Nafukho, 2012).

According to the research article of Syed Awais (Transformational Leadership in Pakistan: An Examination of the Relationship of Transformational Leadership to Organizational Culture and Innovation Propensity) (Ryan & Tipu, 2012) Pakistan has a very diverse and complex culture which influences the organizational culture and behavior. In this kind of social environment, it becomes very important for a leader or manager to understand the concept of social awareness. People in Pakistan are divided on the basis of religion, sect, ethnic, linguistic etc. Liberalism is a very new concept in the Pakistani society. Majority of the population still gives value to their diverse culture, norms and traditions. So leading in these circumstances is very difficult and challenging. The importance of being socially aware in a society like this is compulsory. The emerging organization in Pakistan understands this and are working to train their employees and teams to understand the concepts of social awareness and how to utilize this in their day-to-day communication with each other and create a good working relationship.

2.1.4. Relationship Management

Relationship Management is in essence how one handle ourselves and the relationships (Al-Abdallah et al., 2014). Handling ourselves and managing ourselves is directly related to the first three components of EI – Self Management, Self-Awareness, and Social Awareness. Relationship management is a skill that is seen in great leaders and successful people. It is based on the following five competencies:

- i. Influence
 - ii. Coach and Mentor
 - iii. Conflict Management
 - iv. Teamwork
 - v. Inspirational leadership
- (Goleman & Boyatzis, 2017)

A leader can affect the performance of a group by manipulating and impacting the emotions of others (Surji, 2014). To maximize the efficiency of teams and companies it is important for the leader to encourage engagement and active participation to provide people with an opportunity to develop ownership of whatever they create or are a part of (Kaplan et al., 2014). For this, a leader needs to have a strong ability to inspire, coach and mentor others.

According to Goleman relationship management very much deals with one's ability to handle and manage emotions in others which requires an individual to have social competence and enhanced social skills (Goleman, 2002). Influence plays a major role in relationship management and according to Goleman, leaders may sometimes use indirect influencing strategies to build consensus and support (Goleman, 1995). It has been identified when relationship management is coupled with leadership the capacity of self-learning increases among

the followers (Bass, 1998); (Greenspan, 1989). Leaders aspire to develop collaborative networks/teams and encourage their followers to be innovative and creative (Conger & Kanungo, 1998). (Pinos et al., 2013)

Leadership is often categorized as the ability to manage conflicts in such a way as to create a win-win situation for all parties when in disagreement. This can be achieved by creating strong relationships and trust with your subordinates/peers. Having strong social skills helps in maintaining effortless relations and enhances a leader's ability to manage them. Relationship management's purpose is to create an environment to help subordinates feel confident and comfortable with themselves and each other (Northouse, 2004). However, if employees can't create a personal connection with them and with their employers they might not fully commit to the task at hand (Engle & Nehrt, 2011). This shows the importance of how a leader can impact an organization.

According to a study conducted in the Pakistani Telecom Industry, relationship management has a significant impact on determining an employee's performance (Islam et al., 2015). In the Pakistani culture, relationships are valued more as they form a bridge between individuals for an exchange of information. Communication was also highlighted as one of the key metrics of relationship management in the telecom industry as good communication skills improved the ability to influence less-literate customers and in turn produce higher performance outputs (Arvidsson, 2012).

2.2 Supply Chain Management and Emotional Intelligence

Supply chain leaders and managers understand the needs and stimulus of suppliers and customers. This understanding helps them to establish long lasting relationships. Emotional intelligence in supply chain is a expertise in leadership, compassion, communication and skill to pull the suppliers, customers and vendors in courtesy to supply chain.

Consensuses in Emotional intelligence in supply chain is the ability to handle, also own the prime emotions, which deal with equivalents, as one of the discern matters in effective negotiation with suppliers, vendors in a supply chain (Zachariassen, 2008). Supply chain may concentrate on solving the issues which may be lacking, to leave the emotions aside, but that may not be rational, when human beings get together to negotiate, with vendors, suppliers, customers, to resolve the disputes, will they be ready to reach as per agreement in supply chain (Klabil & Mellouli2, n.d).

Emotional intelligence in negotiation is certainly a valid part in supply chain, but it must be less concentrated on procurement in connecting with suppliers and vendors (Klabi & Mellouli, 2006). The relationship with suppliers should be satisfying, lucrative, well informed, also working with all relations, coincidences, between procurement, along with suppliers, vendors in supply chain (Wee et al., 2016). The ability of Emotional intelligence in supply chain is to use the external expertise to figure out problems, related to the usual activities in the notion of past and present activities in supply chain. Supply chain should have the capability to identify, the ability in order, to solve complicated issues, manage the emotions of disturbance in emotional intelligence in supply chain (Zhang et al., 2021).

3. RESEARCH METHODOLOGY

The mode of research chosen for the purposes of this project was Qualitative research. As the study focuses to investigate the matter and call-in question from viewpoint, it necessitates subjectivity approach hence it takes on qualitative research technique. An interview was conducted with the Founder and Director Operations of DS Motors Unique to analyze his capacity as an emotionally intelligent leader.

While interviewing Him, all four components of his emotional intelligence i.e. self-awareness, self-regulation, social awareness, and relationship management were considered. Questions about social awareness were in alignment with the work he is doing in his organization and what motivates him to do what he does.

For this research, the following questions were asked:

1. What constitutes a good leader in your eyes?
2. What was the motivation behind DS Motors Unique?
3. What has been your proudest professional moment?
4. How important do you think was having good leadership which determined the success of Unique?
5. While making decisions for Unique, do you tend to rely on logic or your gut instinct?
 - a. Do you make quick decisions or tend to think over them?
 - b. Does your mood affect your decisions?
 - c. Do you think religion affects your overall thinking and emotions?

6. Having worked in the auto sector, what attributes of leadership did you learn and how is it different now?
7. While leading an organization, obstacles and failures are very common - can you describe an instance where you or your organization experienced a 'failure' and how you dealt with the situation?
8. What are the characteristics/traits that you think a supply chain leader or manager should possess?
9. Do you give work to people who will get it done or those who will learn and grow as a result of the challenge?
 - a. What kind of relationship do you have with your Suppliers, Vendors and Customers?
10. How do you motivate yourself (and your team)?
11. Emotional Intelligence comprises 4 aspects (Self-awareness, Social-awareness, self-management, relationship management) - of these 4, which do you think is most important (your strength)?
12. How to have good relationship with your suppliers and distributors.

4. FINDINGS & DISCUSSIONS

4.1. DS Motors Unique

To evaluate the significance of an emotionally intelligent leader, this paper will study the case of DS Motors Unique under the leadership of its Director Operations and Founder. Unique is manufacturing organization founded in 2004 with the vision of fulfilling the market needs while ensuring the highest standards.

The success of the organization can be rightly alluded to founder and director operation Unique and His perseverance, passion and leadership skills have led the organization to the new heights. This research paper will analyze the reasons which contributed to the success of Unique as well as the motivational factors which continue to cater to its expansion by conversing with director operations himself. Unique is taken as an example of the manifestation of His vision, style of leadership and understanding of the values needed to make an organization successful.

The aim of the research is to observe the importance of an *emotionally intelligent Supply Chain* leader in determining the success of the organization in Pakistan; in this case, "DS Motors Unique" is being studied. The impression of leadership from unique director operations point of view emphasized the *vision* of the leader, 'great leaders always have a broader vision', once defined he works hard for it throughout his life no matter how bumpy the road gets towards the fulfillment of the vision. In addition to that, He highlighted the importance of social skills and particularly interpersonal skills of leaders while working in different groups or organizations which is an important aspect of *Social Awareness*. This component mostly focuses on the leader's mindfulness about the environment and managing the people around him specially suppliers, vendors, and customers; according to the study social awareness enhances the emotional intelligence of a leader in understanding the social environment (Crompton, 2010). According to the study social awareness consists of three components, empathy, service ethics, and organizational awareness. Empathy in the case of Unique and the vision of its director operations ability to understand the emotions of others or putting oneself in other's shoes is perfectly aligned. Organizational awareness on other hand is the bond between the teams and organization to get the desired results which are prominent in DS Motors and how successfully they are running different projects interlinked with various suppliers and vendors all over Pakistan despite the complex and diverse culture which imitates social awareness of a leader recognizing others proficiently.

4.2. Analysis of the Emotional Intelligence of DS Motors Unique Director Operations:

The Director Operations envisioned helping others and this sparked an initiative through which DS Motors Unique came into existence, prime motivation of His for-building Unique was the response to the challenges around him and the society and his ability to think beyond one's own self. He describes it as a 'comfort of others' that motivated him to do so. According to the study, motivation is a person's determination to improve and accomplish targets and eagerness to seize the opportunity with the element of optimism (Goleman, 1995). An emotionally intelligent leader is the one who translates his objectives and motives into the teams or people who work under him and build a synergy towards a common goal. Leaders with the given traits can influence and build others around him with the same traits which ultimately leads to the success of the organization, which is clearly evident in the research.

While interviewing the director operations multiple questions were asked surrounding the theme of self-awareness. Understanding the impact his organization has made, and how no mention of Unique is complete without his name - a significant portion of Unique success is an ode to his belief in his mission of creating a better world. As self-awareness affects the ability of a leader to act as a role model for his followers and subordinates, His reassuring words regarding how an important leader is measured not by the work he does, but rather by the number of leaders he is able to influence is the manifestation of his high self-awareness (Gardner, L., & Stough,

C. 2002). Given his extensive experience as a Supply Chain Professional, He has practiced the art of decision making in multiple contexts which sheds light on his role as an adaptable leader.

In a leader to be successful. As mentioned previously it is categorized by aspects including being a good mentor, an influential leader and possessing the ability to manage conflicts and work well with teams specially when your organization is in manufacturing. From the position of a leader, the delegation of work is necessary to have an efficient system of work within any organization. For this reason, the person in power needs to prioritize open communication with his or her team with minimal power distance between the two positions in the organizational structure. In the case of Unique, the director operations take pride in the fact that with a network of over 8000 employees, He is one of the only or few directors who has shaken hands or met every single employee, suppliers and vendors. His number is available to all, and he is available for feedback, discussion and guidance. He also stated that while delegating work it is important to devise a team that is punctual but also willing and able to learn and grow, he believes he is a mentor to his subordinates and their journey with Unique is one of transformation of not only the society but of themselves as well.

Thus, in essence unique philosophy was inspired by the faith of its director operations in the goodness that exists in this world and a positive outlook is possible because of the relationships he has built over time. During his interview with me, he also shed light on the colossal role played by his wife in his ongoing journey; he stated that having a supportive and understanding partner is essential if you want to live a life of happiness - an often repeated yet undervalued statement.

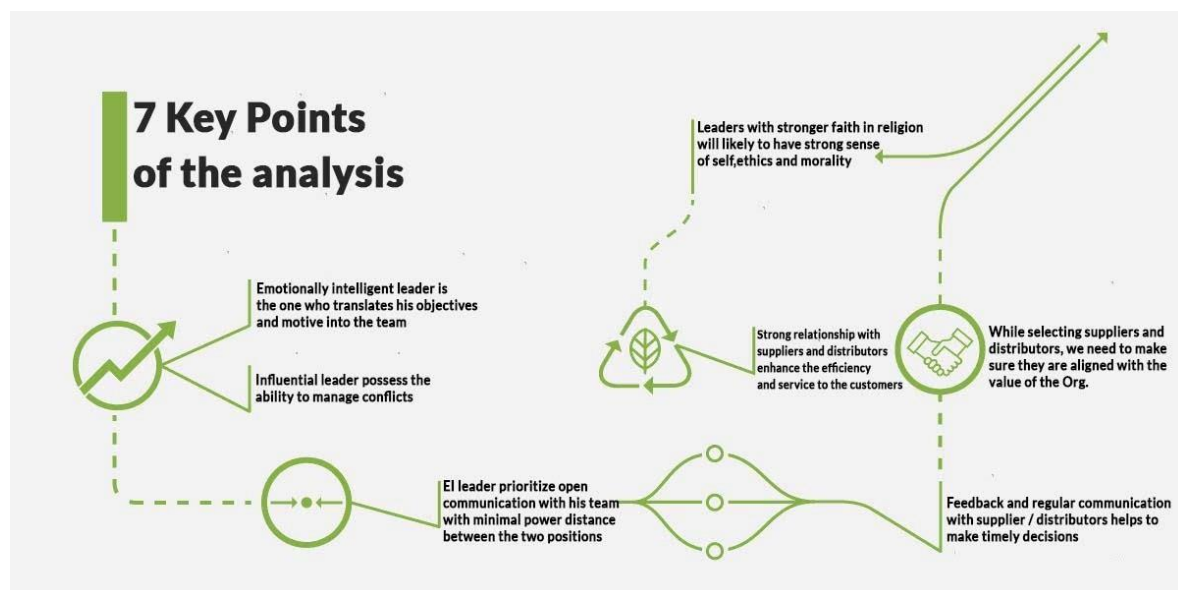
4.3. Role of Religion in Motivation:

The dynamic director operations of Unique believe that the haves of society must support those who have not. As Islam is a source of emotional wellbeing for those who identify and align with the teachings of the Quran and Hadith, those with a stronger faith per say, like him are more likely to have a strong sense of self, ethics and morality as researches done and surveys carried out have depicted a correlation between the intrinsic values of being a strong Muslim and the impact it has on self-determination and doing well for yourself, and for others and living a “life in accordance with the truth” (Yasin et al., 2020) This is a concept which although not widely studied in the study of EI, certainly has an interesting perspective which it brings into the discussion.

4.4. Why is it important to have good relationship with suppliers / Distributors?

As DS motors Unique is a manufacturing firm it has a vast network of suppliers and distributors. The director operations of Unique acknowledge the importance of strong relationship with the suppliers and distributors as it enhances the efficiency and service to the customers. To build strong relationship with suppliers and distributors the director operations of Unique highlighted the need of rightly choosing the supplier and distributor. Another important aspect is feedback and regular communication with these partners. This will help to understand the market and to make sure timely decisions. It will also give sense of importance to the suppliers and distributors resulting in strong working relation.

Figure 4. 1 Key Points of Analyses



5. CONCLUSION

Humility, sacrifice, and teamwork - according to the director operations of DS Motors, these three values captured within them the secret to being a good leader. Every organization formed is a collective effort of individuals under the umbrella of a leader with a specific mission and vision. DS Motors Unique is also built under the strong leadership of his and the collective effort of people around him with a combined passion for a vision, he quoted Unique success as a 'Victory of an Idea', which is a cornerstone of leadership. According to the study on teamwork and shared vision (Stavrou et al., 2020). The findings highlight the shared vision is achieved through teamwork. This is synonymous with the results of the current study as working collectively towards a common goal led to the creation of Unique, from an idea to a successful organization under effective leadership.

6. RECOMMENDATIONS

Given the importance of self-awareness, a culture of feedback and evaluation needs to start, not only for the subordinates but also for the leaders. This in turn will lead to a leader becoming more self-aware resulting in decisions made on their strengths rather than their weaknesses.

Leadership is mostly understood as a commanding role however in the context of being an emotionally intelligent leader one needs to work on creating a community culture in their organizations where everyone is valued and given the opportunity to think creatively and take ownership of their projects.

Time constraints are kept in mind while making a decision like a leader's decision should be according to the current structure of the environment, for instance he will look at the technological implications and also keep in mind the democratic and financial implications of his decision. Amendments have been made in certain policies and regulations by the state. Therefore, while taking a decision on resolving any conflict, a leader's center of attention is to deep dive into the current structure and intervenes in the process of modification. For example, in the past, it was a hectic process of coordinating with supplier, vendors and customers as the resources were limited but after the evolution of technology, establishing communication and tracking the orders, consignments have become so easy. So, these factors influence your decision.

7. IMPLICATIONS

7.1. Theoretical Implications:

The present research serves to advance the theoretical comprehension regarding the efficacy of emotionally intelligent leadership in bolstering organizational success, particularly within the sphere of supply chain management. It substantiates the proposition that leaders exhibiting heightened emotional intelligence tend to be more efficacious, thus underscoring its significance in the formulation of leadership and organizational behavior paradigms.

7.2. Practical Implications:

The discernments garnered from this investigation hold significant implications for the formulation of leadership training initiatives accentuating emotional intelligence proficiencies. Organizations can leverage the insights derived from this study to enhance their supply chain dynamics and overall efficacy by fostering emotionally intelligent leadership qualities among their cadre of managers and executives.

7.3. Limitations of the Study

The utilization of Zoom interviews for data collection may inadvertently overlook non-verbal cues, which could otherwise furnish supplementary insights into the emotional intelligence of the interviewee. Additionally, the temporal constraints inherent in online interviews may limit the depth of discourse and quantity of data acquired. Given the qualitative nature of the study, its outcomes remain subjective and may lack generalizability across diverse organizational or contextual settings, particularly as it was confined to a singular organizational context in Pakistan.

7.4. Potential areas of future research

Subsequent research endeavors could endeavor to mitigate the constraints observed in this study by adopting a mixed-methods approach, amalgamating both qualitative and quantitative methodologies to furnish a more exhaustive understanding of the subject matter. Furthermore, extending the scope of investigations to encompass a myriad of organizations spanning diverse industries and geographical locales would facilitate discerning the universality of the findings or delineating cultural variances in the nexus between emotional intelligence and leadership efficacy.

Longitudinal studies hold promise in elucidating the longitudinal impact of cultivating emotional intelligence among leaders on organizational prosperity. Moreover, there exists fertile ground for exploring effective methodologies for the evaluation and cultivation of emotional intelligence within leadership cadres,

tailored to suit the idiosyncratic needs of diverse organizational milieus. Endeavors in these directions are poised to contribute to a nuanced comprehension of the interplay between emotional intelligence and organizational leadership, and their implications for the efficacious management of supply chain operations.

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