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## Editorial

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### Mosad Zineldin\*

Faculty of Health and Life Sciences,  
Linnaeus University,  
SE-35195 Växjö, Sweden  
Email: mosad.zineldin@lnu.se  
\*Corresponding author

### Sanjay Kumar Singh

College of Business Administration,  
Abu Dhabi University,  
P.O. Box 59911, Abu Dhabi, UAE  
Email: sanjay.singh@adu.ac.ae

**Biographical notes:** Mosad Zineldin is a Professor at Linnaeus University-Sweden, Faculty of Health and Life Sciences, department of Medicine and Optometry with main interest in health and caring sciences, healthcare quality and patient safety, leadership emotion and personality, strategic alliances, organisational behaviour and psychology. He taught at the Stockholm University for many years and engaged in a considerable number of research and consulting activities. He has published several books and numerous articles in many different international journals. He has been a member of different editorial boards of different journals. Some of the articles have been cited with the highest quality ratings. He is the Editor-in-Chief of *International Journal of Work Organisation and Emotion*, *International Journal Strategic B. Alliances* and *JBFA*. He is the Assistant Editor-in-Chief of *International Journal Advanced Quality Management* and former Guest Editor of *International Journal Health Care Quality Assurance*.

Sanjay Kumar Singh is an Associate Professor of Management at the College of Business Administration, Abu Dhabi University. He has published 38 papers in refereed international journals, five books, seven book chapters and 23 international conference papers and proceedings. His research interests include organisational culture and leadership, organisational learning, strategy and knowledge management, emotional intelligence and expatriate adjustment issue. He is on Editorial Advisory Board of *International Journal of Organisational Analysis*, *International Journal of Productivity and Performance Management*, *International Journal of Value Chain Management* and *Jaipuria International Journal of Management Research*.

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Emotions are an important aspect of organisational life. It is obvious that creating and nourishing a healthy working climate, positive interpersonal relationships are essential to achieve organisational excellence. Emotional work, thus, are an inevitable part of the work organisation and managerial role. Emotion and emotional intelligence are significant areas of research in the field of management and organisational analysis. The play is an important role in group decision-making, work performance and organisational

excellence. *International Journal of Work Organisation and Emotions – IJWOE* is unique in that it seeks to draw together different perspectives on the roles that emotion, embodiment and aesthetics increasingly play within the contemporary organisation and beyond. The articles in this special issue present a variety of perspectives on 'Managing emotions for organisational excellence'.

In the first article in this special issue, Nair, Dev and Dwivedi explore the relationship between emotional intelligence and performance of corporate professionals as leaders with a focus on Abu Dhabi Emirate in the UAE. The data were collected from 115 organisational leaders from different organisations across Abu Dhabi. Result of the study revealed a significant correlation between emotional intelligence and leadership qualities. The study enables leaders to understand the importance of maintaining higher level of emotional intelligence to enhance team motivation, productivity and self-esteem. It suggests that a high EI enables corporate professionals to emerge as successful leaders. Therefore, the presence of an emotionally intelligent leader in every institution is mandatory to set the tone and culture of the institution.

The following paper by Pradhan, Pattnaik and Jena focuses on the application of emotional intelligence in work settings to explore the relationship between work-life balance and job satisfaction among 180 healthcare professionals. The findings reveal that, as it was expected, work-life balance and job satisfaction are positively related. Emotional intelligence is found to be significantly mediating the relationship between work-life balance and job satisfaction. The authors argue that many of the factors influencing healthcare professional satisfaction identified and described in this study can be shared by professionals in a wide variety of settings. It recommends that it is imperative that work life balance and job satisfaction need to be addressed by HR department of respective establishment. The conclusion of this study offers possibility to develop intervention plans which includes wisdom and emotional intelligence as the principal component to increase the overall job satisfaction of employed professionals.

The next work from Singh, Qureshi and Ghafoor is a meta analytical review of the relationship between transformational leadership style and multiple outcomes leading towards the organisational effectiveness. A total of 159 observations from 30 studies using meta analytical test relationship were tested. The review shows that transformational leadership in terms of its dimensions (intellectual stimulation, idealised influence or charisma, individual consideration and motivation) have a positive relationship with the elements of organisational effectiveness. It also argues that there is an impact of transformational leadership on the performance of organisation at multiple levels. The study identified a significant relationship of transformational leadership with follower behaviour, transformational leadership with follower's creativity and organisational innovation, and transformational leadership with performance. It also reveals that transformational leadership is more influential in bringing improved performance and effectiveness through development of creative work force and innovation-based organisation.

Jayashree and Lindsay have researched the relationship between women and leadership within the Arab Middle East region. Their conceptual paper presents a review of existing, predominantly Western literature and, drawing on social role theory and role congruence theory, focuses on the relationship between gender role expectations, gender stereotypes, and leadership evaluation prejudice as they relate to the attainment and enactment of leadership by women. The review is highlighting the influence of important contextual variables in this region, such as traditional and contemporary socio-cultural

norms. While the latter literature provides rich information on the issues of women's leadership in the region, it is clear that it lacks established theoretical foundations. The authors propose that an application of the most widely utilised theoretical perspectives from the Western literature can be applied in a context-relevant and context-sensitive way to research on women's leadership in the Arab Middle East region.

The personality/emotion definition has been expanded to include cognition as well as affect; behaviour as well as motivation (desires). It is well-known that the personality traits reflect individual differences in reactivity to emotional and affectively valance environmental indications. The aim of the final paper by Jain, Gera and Ilavarasan is to explore the relationship between personality type of working professionals in India and their usage pattern of social networking sites (SNS). The study argues that for an organisation, effective usage of social media (SM) by its employees is becoming a competency that organisations seek and provide training for. The data was collected by a questionnaire-based online survey of three year executive MBA students in a premier business school in India. Standard big five inventory scale is used to judge the personality and a set of 18 closed-ended questions is used to identify the SM usage pattern. The findings of the study indicate a significant difference between the time spent on social media and frequency of use of social media on mobile phone for different personality categories. The results of this study have implications for human resource managers in recruitment.