



## **A CORRELATION STUDY ON GRIT, EMOTIONAL INTELLIGENCE ON LEADERSHIP PREFERENCE AMONG COLLEGE STUDENTS**

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### **Abstract:**

According to research on grit, leadership, and emotional intelligence, people with high levels of emotional intelligence also have more grit and good leadership skills. These people are better able to handle pressure and hardship, communicate well, and motivate others. According to this study, which examined the connections between grit, emotional intelligence, and leadership, people with high levels of emotional intelligence are more likely to exhibit strong leadership traits and high levels of grit. This is so that people can handle stress and communicate clearly, both of which are essential for team leadership. Furthermore, those with high levels of grit are better able to endure through difficulties and get through roadblocks, which is a crucial quality of effective leaders. Overall, the research According to research, anyone looking to increase their leadership abilities should focus on strengthening their emotional intelligence and tenacity.

**Keywords:** Leadership, Grit, Emotional intelligence, Hardship, Stress.

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## **Introduction**

The authors examined the significance of grit, a single non-cognitive attribute, which explained an average of 4% of the variance in success outcomes. Grit was defined as tenacity and enthusiasm for long-term objectives, and explained an average of 4% of the variance in success outcomes such as educational attainment, grade point average, retention in 2 classes of US Military Academy, West Point, cadets, and placement in the National Spelling Bee. While grit and IQ did not correspond well, the Big Five Conscientiousness scale did. However, grit showed increased predictive validity of achievement metrics above and beyond. (Duckworth & L Peterson, 2007)

This article discusses the function of emotional intelligence in facilitating organisational transformation. It focuses on the five components of emotional intelligence: self-awareness, self-regulation, self-motivation, empathy, and social competence. It also suggests that emotional intelligence enhances change leadership by emphasising team building and overcoming opposition to change. Despite the fact that psychologists have a lot to say about leadership, those who decide who will be a true leader often disregard their collective experience. This article defines leadership and responds to nine questions that arise when practical decisions about leadership are made, such as who to appoint, how to evaluate them, and when to terminate them. (Perloff, 1997)

Leadership research was uncommon in the early years and focused on characteristics that set leaders apart from nonleaders. After WWII, the field underwent three major waves of development: behavioural and attitude research, behavioural, social-cognitive, and contingency research, and transformational, social exchange, team, and gender-related research. Our review of this work reveals a dramatic increase in sophistication, but many of the features that define modern leadership research were also found in older studies.. (Lord, 2017)

The management community is aware that having a high level of emotional intelligence is necessary for success in the job, but it is also necessary for successful teams. Organisations like IDEO, Hewlett-Packard, and the Hay Group demonstrate that strong emotional intelligence is at the core of successful teams. To achieve high group emotional intelligence, a team must build norms that foster mutual trust, a feeling of group identity, and a sense of community. Group EI involves exploring,

accepting, and eventually depending on the emotions that lie at the heart of teams.. (Druskat VU, 2001) Examines the fundamental issues that face human organisations, including employee engagement, conflict resolution, leadership development, and organisational transformation. investigates the interactions between organisations and their surroundings, the impact of organisational possibilities and pressures on personal health, and the experimental creation of organisational structures that are alternatives to the traditional bureaucratic structure. use research findings to illustrate the application of theoretical ideas to real-world organisational issues. examines the fundamental issues that face human organisations, including employee engagement, conflict resolution, leadership development, and organisational transformation. investigates the interactions between organisations and their surroundings, the impact of organisational possibilities and pressures on personal health, and the experimental creation of organisational structures that are alternatives to the traditional bureaucratic structure. use research findings to illustrate the application of theoretical ideas to real-world organisational issues. (Daniel Katz, 1978) Emotion has not always been viewed as supporting reason since it is frequently characterised as chaotic, unplanned, and immature. All of that changed in 1990 when Peter Salovey and John D. Mayer introduced the concept of emotional intelligence to refute the notion that intelligence does not depend on the ability to digest information that is laced with emotion. The capacity to monitor one's own and other people's feelings and emotions, to distinguish between them, and to utilise motivated scientists, educators, parents, and a variety of other people to investigate the ways in which emotions themselves compose an intelligent system are all examples of emotional intelligence, according to Salovey and Mayer. (Salovey & David J, 1997)

Leadership: The term "leadership" is derived from the Old English noun *laedan*, meaning "to bring forth" or "to guide". It has been used to characterise a variety of individuals and circumstances, including political figures, religious figures, and military commanders. According to anthropological research, no known human society exists without a type of leadership. (Minz, 2020) Leadership is a skill that can be developed, not a personality trait. It involves influencing results and empowering teams to collaborate to achieve goals that they wouldn't have been able to achieve on their own. It is a skill that can be

developed, not a personality trait. Acts, not words, are what arouse trust and enthusiasm. (Mckinsey,comapny, 2022)

**Autocratic leadership style:** This style of leader, sometimes known as the authoritarian style of leadership," is primarily concerned with outcomes and team effectiveness. Autocratic CEOs frequently make decisions alone or with a small, trusted group and anticipate complete compliance from their workforce. Autocratic leaders frequently exude self-assurance and drive. They obey the rules, are trustworthy, and communicate effectively and consistently. They like supervised work situations and enjoy highly organised surroundings. (Indeed Editorial Team, 2023)

**Democratic leadership style:** Democracy literally translates to run by the people. Making room for many individuals to engage in the decision-making process is a key component of this leadership style. Participative leadership is another term frequently used to describe democratic leadership. Heads of state or huge corporations are among the most democratic leaders in the world. Similar to voting on the policies that you want your government to execute, a democratic leadership style entails gathering feedback from every member of your team before making a decision. (Laoyan, 2022)

**A visionary leadership style:** Visionary leadership encourages a neighbourhood to work together towards a common objective, often overlapping with transformational leadership. It bases its work ethic on a goal and motivates the workforce with the business's goals. (Mollah, 2022)

**Great man theory:** According to the Great Man Theory of Leadership, great leaders are bred, not created. These people are born with specific features and qualities that are not common in other people. They may lead while influencing the very pages of history thanks to their skills. According to the great man idea, famous leaders throughout history deserved to rule because of their inherent skills and aptitudes. They were born to do it. The Great Man Theory of According to proponents of the great man idea, leaders are endowed from birth with the qualities that set them apart from those around them and give them the capacity to fill positions of leadership and power. According to this notion, great leaders are heroes who overcome huge obstacles to achieve great things on behalf of their people. The Great Man Theory of Leadership fundamentally holds that persons in positions of authority are deserving of their positions because of

the qualities they possess. (Villanos university, 2022)

**Trait theory:** The Great Man Theory of Leadership, proposed by Thomas Carlyle, is a trait theory of leadership. It is not scientifically supported and was based on comparisons between men's leaders like Abraham Lincoln, Julius Caesar, Mahatma Gandhi, and Napoleon Bonaparte. However, the idea has not survived the test of time and science has demonstrated that the leadership attribute idea is flawed. To examine the essential leadership qualities, it is important to examine the essential leadership qualities first. (Miles, 2002)

**Grit:** The term "grit" refers to a relatively recent personality component. A person with grit is said to have tenacity, desire, and a willingness to put up a lot of effort to accomplish long-term objectives. It is connected to other personality qualities like toughness and resilience Angela Duckworth and colleagues (2007) popularised the idea of grit, and research indicates that those who have it often achieve great success. It has to do with drive and doing well in school. However, having a personality quality like grit might not be sufficient. Long-term goals need the development of talents as well (Ronald, 2022)The acronyms, which are interestingly spelt out guts, resilience, initiative, and tenacity, all contribute to mental toughness and the capacity to persevere in the face of difficulty. According to researcher Angela Duckworth, grit encompasses the following qualities:

Courage, conscientiousness, perseverance, resilience, and passion are all important qualities for success. Courage involves following one's ambitions and vision, taking chances, and remaining true to one's beliefs and principles. Conscientiousness is a sign of care, alertness, and seriousness, while perseverance is the capacity to persevere through any obstacles and problems. Perseverance is the capacity to persevere through any obstacles and problems, while resilience is the ability to bounce back from the times when one fails. Passion is the fire that drives one to do things and keep going (Tudor, 2023)

**Emotional intelligence:** The ability to understand and manage one's own emotions and social interactions is known as emotional intelligence. It is seen as an essential component of effective leadership. Effective leaders are self-aware, have self-control over their emotions, and can effectively express their emotions to others. They are able to evaluate their colleagues' objectives, demands, and

expectations with accuracy. Whether you're trying to become a leader or just improve your current leadership skills, emotional intelligence may improve your relationships at work. You'll be able to keep cool under pressure, communicate clearly during disagreements, and sympathise with your team when you apply emotional intelligence in leadership. (Birt, 2023) Creating a culture that inspires and encourages individuals to perform their best job is an important part of leadership. Leadership is more than just making decisions or issuing commands. Through its ability to connect with and comprehend the demands and motivations of teams, emotional intelligence aids leaders in this process. According to research, leaders who have a high level of emotional intelligence are better at leading teams, cultivating connections, and accomplishing their objectives. For instance, EQ was found to be a greater predictor of leadership success than IQ or technical abilities in research by the Centre for Creative Leadership. Harvard Business Review found in another study that CEOs with high EQ were better at handling stress, fostering trust, and nurturing talent. These abilities are essential in leaders must be able to react swiftly and make wise judgements under duress in the fast-paced and fiercely competitive business climate of today. High EQ leaders are also better at handling conflict and settling disagreements. They are able to understand other people's viewpoints and discover points of agreement, which can result in more fruitful collaboration and teamwork. (Mazumdar, 2023) The most popular ways to measure emotional intelligence (EI) are self-reporting, other-reporting, and ability testing. Self-reporting is comparable to the personality test that almost all people take, and is beneficial for figuring out how candidates see themselves. Other-reporting skill is the evaluation of a person's emotional intelligence based on the report of another person's emotional intelligence. However, it is not the most accurate method of evaluating emotional intelligence, as all observers must have high EI themselves in order to acquire fully trustworthy findings from other reports. The most reliable method of assessment for emotional intelligence is ability testing (Duggal, 2023). History of Emotional Intelligence: It wasn't until approximately 1990 that the term "emotional intelligence" entered our everyday vocabulary. Despite the fact that the phrase is still quite new, interest in the idea has increased significantly since then. Early Growth: It wasn't until approximately 1990 that the term "emotional intelligence" entered our everyday vocabulary. Despite the fact that the

phrase is still quite new, interest in the idea has increased significantly since then (Kathleen, 2001)

### **Review of literature**

(Malcolm & paul, 2003) Investigates the validity of the assertions made regarding the significance of emotional intelligence as a predictor of leadership potential. The research presents the findings of an exploratory study conducted in a leadership development centre, where participants also took the EIQ Management, a recognized test of emotional intelligence. 40 senior managers from the New Zealand Public Service made up the sample (NZPS). The findings offer some proof for the connections between EI and leadership potential that have been theorized from both a theoretical and from other leadership performance studies. There is a clear indication of the sample size constraints. Nonetheless, the findings clearly suggest that additional study with bigger and more varied populations may be necessary.

(Arran & Posner, 2021) The relationship between grit and transformative leadership behaviour was examined using mixed-effect multilevel models. Data from surveys of leaders (6,654) and their associates (47,159) from hundreds of businesses across 78 countries and 22 industries was evaluated. Grit was a predictor of both self-reported and observed transformative leadership conduct. Perseverance and consistency, two components of grit, each exhibited statistically significant but unique behavioural links both within and between rates. The findings demonstrate the theoretical and practical implications of the quality of grit for choosing, developing, and assisting leaders.

they are to remarkable performance are grit and positive leadership. The relationship between a leader's level of grit and their ability to put effective leadership methods and practises into practise has, to date, received little empirical examination. This correlational study investigates these relationships, taking into account three aspects of effective leadership and grit subfactors. One hundred business leaders from various industries were surveyed using convenience sampling. The Grit Scale and the 18 questions from the Positive Leadership Practices Self-Assessment were completed by respondents. Findings showed that perseverance had a greater link than passion, and that grit positively correlated with positive leadership. Grit also explained the variation in effective leadership. (Schimschal & Lomas, 2018)



This study investigated if grit mitigated emotional intelligence's mediating effect on the relationship between parent-child relationships and creative thinking in vocational college students. 663 students completed four questionnaires at three different time points, including tests of grit, creativity, emotional intelligence, and parent-child relationships. Results showed that emotional intelligence had both direct and indirect effects on the creativity of vocational college students, but grit moderated its impact. (Wu, Wu, & Chong, 2021)

The research aimed to investigate the connection between grit and emotional intelligence in college students. 230 students were enrolled at Konya Selçuk University for the 2017–2018 academic year. The Trait Emotional Intelligence Scale-Short Form and the Short Grit Scale were used to gather data. The Pearson Product Moment Correlation Technique was used to examine the relationship between emotional intelligence and grit. The predictive significance of emotional intelligence was examined using multiple regression analysis. The results showed a positive relationship between grit and emotional intelligence, with the overall score for emotional intelligence, self-control, and emotionality being significant predictors of grit. (Özer, 2021)

This long-term study on a college campus found that grit scores rose over time, especially among seniors. There were positive connections between one's own views between grit and leadership, as well as between the grit-related traits of enthusiasm and tenacity and the leadership-related traits of self-awareness and moral conduct. Perseverance and self-awareness were shown to be the traits most strongly correlated with one another, with moral conduct coming in second. Views of grit and leadership qualities are improved by college education. (J. Samborowski & Price, 2021)

This study investigated the link between successful leadership and emotional intelligence. A modified Trait Meta Mood Scale was used to evaluate emotional intelligence in 43 participants who were working in managerial positions. Results showed that effective leaders were those who demonstrated a transformational rather than transactional leadership approach. Emotional intelligence may be a crucial element of successful leadership due to its correlation with several elements of transformational leadership, especially sentimental (Palmer & M, 2001).

This study tested the hypothesis that emotional self-efficacy, also known as trait emotional intelligence (trait EI), can distinguish between leaders and non-leaders (N = 96) working for a multinational corporation in Europe. Age, gender, tenure, and IQ test results were used as control variables. In a logistic-regression model, trait EI, cognitive ability, and gender were all very significant predictors. Both leaders and non-leaders had trait EI scores that were significantly higher than those of the Trait Emotional Intelligence Questionnaire standardization sample (Petrides, 2009). The findings are consistent with the idea that strong trait EI is necessary for management and leadership roles (A.B.siegling & Nielsen.etl, 2014).

The study compared academic leaders from Taiwan and the USA in terms of their emotional intelligence (EI) and transformational leadership techniques. Results showed that Taiwanese participants' EI was positively connected with all five domains of leadership practice, but there were substantial disparities in many EI and leadership practice due to cultural differences. (Vivian & Yin, 2010)

This study looked at how family doctors' leadership qualities compared to their emotional intelligence. Participants were family doctors working at family health care facilities in Turkey's seven geographical regions. Results showed that the TEI of family doctors varies depending on their sex, age, level of medical expertise, and the area in which they practise. Women outperformed men on average, and the mean emotional intelligence scores were lowest in doctors under the age of 29. Physicians' emotional intelligence scores increased as their medical experience grew, and the mean TEI scores of doctors practising in the Mediterranean region were the highest. Greater leadership qualities were linked to emotional intelligence, making them essential for advancing a physician's personal and professional development (Coskun, 2014).

This study examined the structural connections between performance, grit, and self-leadership. Middle and high school Taekwondo competitors served as the study's subjects, and data was gathered via the online survey platform KSDC. SPSS 23 was used to process the data for frequency analysis, exploratory factor analysis, and reliability analysis. The results showed that both interest consistency grit and effort perseverance grit benefited from self-leadership, while effort persistence grit and interest consistency grit both had an advantageous impact on performance.

Finally, performance benefited from self-leadership (Kim, 2021).

The goal of the study is to determine whether grit, in addition to some traditional predictors like emotional intelligence and certain personality traits, has incremental validity in the prediction of job performance criteria task performance, organisational citizenship behaviours, and counterproductive work behaviours. Conscientiousness and agreeableness. 170 employees from various sectors of endeavour make up the sample. Grit does not have any incremental validity to personality and emotional intelligence in predicting any of the work performance criteria, according to regression research. (task performance, organizational citizenship behaviours and counterproductive work behaviours). Thus, the study adds another argument to the body of knowledge showing it is challenging to view grit as a stand-alone, self-constructed term (Peleașă, 2018).

### **Methodology**

The study will use a qualitative research strategy, primarily discourse analysis, to examine the connection between leadership, grit, and emotional intelligence. Scholarly papers on grit, emotional intelligence, and leadership will be looked at in order to collect secondary data. In-depth interviews with the study's participants were also conducted to collect information. The information was looked at using discourse analysis and coded using an inductive methodology. The categories and subcategories were then analysed to identify the main themes and trends in the data. Care was taken to ensure that the interview was correctly transcribed and any mistakes were corrected before analysis. The study's use of secondary data analysis raised no unethical issues, but all information sources were properly cited and referenced to respect the authors' original work. Additionally, the study will go with the ethical guidelines for using human beings in research, including obtaining informed consent, upholding individuals' confidentiality, and protecting them from harm. Fewer in-depth analyses were obtained for interview respondents.

### **Result and Discussion**

**Theme1-Leadership style and emotional intelligence**

Sub theme- Autocratic leadership is a style of leadership in which the leader has total authority over task allocation and decision-making. It is often criticised for being excessively dogmatic and unyielding, which lowers team morale and

creativity. Autocratic leaders who are emotionally smart must strike a balance between their demand for control and the needs and emotions of their team. They must also be able to persuade and encourage their team to succeed by clearly communicating their goals and objectives.

Sub theme- Democratic leadership style is a leadership strategy that involves team members in decision-making and is linked to higher employee happiness, engagement, and productivity. Leaders must possess emotional intelligence and effective communication skills to understand and control their own emotions and those of the team, handle disagreements, broker agreements, and forge coalitions. They must also recognise and value the variety of viewpoints, experiences, and backgrounds on their team.

Sub theme-Laissez-faire leadership is a hands-off style that promotes autonomy and creativity, but requires emotional intelligence and communication skills to ensure everyone follows the same plan.

Sub theme- Servant leadership is a powerful leadership style that relies on emotional intelligence to recognise and address the needs of their followers, creating enduring bonds and fostering an environment of growth and happiness.

Sub theme- Leaders must be able to manage their emotions, relate to their staff, express themselves properly, and give constructive criticism to improve their workplace environments.

Sub theme- Visionary leadership is a style of leadership that encourages followers to realise a shared objective or vision, and relies heavily on emotional intelligence to better understand and relate to their followers.

Sub theme- Coaching is a leadership style that focuses on helping team members improve their skills and talents through feedback, direction, and support. It requires a high degree of emotional intelligence, such as self-awareness, empathy, and social skills, to connect with the team and offer helpful criticism and direction. This style encourages team members to take responsibility for their work and realise their full potential.

**Theme2-Leadership style and Grit:**

Sub theme-1: The autocratic leadership style is one in which the leader has total power and control over the choices and actions of their staff members. Grit is a psychological attribute that entails tenacity and

ardour for long-term objectives. It helps people overcome obstacles and disappointments and increases the likelihood of success in their chosen fields. People should focus on creating long-term objectives, retaining concentration and drive, and persevering in the face of difficulty to build grit.

Sub theme- The hallmark of democratic leadership is that team members are involved in the decision-making process and are valued. It can increase motivation and work satisfaction and is often viewed as a more contemporary style of leadership. Grit and democratic leadership styles can work together to accomplish goals because they inspire the team to work hard and persevere in the face of obstacles. The democratic leader promotes a spirit of cooperation among team members and challenges them to solve challenges.

Sub theme-.The laissez-faire leadership style is a management strategy where the boss leaves decision-making and problem-solving to their staff with no oversight. It can help develop grit in subordinates, but it can also make employees feel unsupported and uncertain of their responsibilities. Additionally, lack of direction and leadership can make it difficult for subordinates to grow in endurance and resilience.

Sub theme- Coaching leadership style and Grit is a leadership style that encourages team members to take responsibility for their work and make independent decisions. It is distinguished by a dedication to both personal and professional development and a focus on giving team members the freedom to take responsibility for their work. Emotional intelligence is essential for successful interactions with team members, understanding their wants and worries, and providing them with the support they need to succeed.

Sub Theme- visionary leadership style and Grit: A visionary leadership style is a type of leadership that encourages and motivates followers to strive towards reaching a common objective. It is future-focused, capable of strategic thought, and has the capacity to inspire people with their ideas. Grit is the capacity to work hard and persevere in the face of obstacles and disappointments. Visionary leaders are future-focused, capable of strategic thought, and have the capacity to inspire people with their ideas. Grit is about having a burning desire to achieve a long-term objective and the fortitude to keep going despite obstacles and disappointments. A leader who combines grit with a visionary leadership style may motivate their

team to strive towards a common objective and endure through obstacles.

Sub theme- Bureaucratic leadership style is a rigorous, hierarchical, rule-based approach to leadership that places a strong emphasis on adhering to protocols and upholding an orderly structure. Studies have shown that grit, which entails persistence and enthusiasm for long-term goals, can help counteract the negative impacts of bureaucratic leadership by encouraging resilience and adaptation.

Sub theme-Servant leadership is a type of leadership that emphasizes the leader's obligation to empower and serve their followers. Grit is a key quality for servant leaders, as it enables them to endure and generate a powerful force for good in organisations and communities. Grit-filled servant leaders may motivate their subordinates to reach their objectives and cooperate to realise a shared vision.

## **Conclusion**

Successful personal and professional development requires a combination of leadership, determination, and emotional intelligence. Researchers found that those with higher levels of emotional intelligence displayed better leadership skills and higher levels of grit. These people were more adept at handling pressure and hardship, communicating clearly, and motivating those around them. Additionally, they showed more grit, which is the tenacity and desire for long-term objectives that enabled them to persevere through challenges. Therefore, it is important to focus on honing your emotional intelligence and grit if you want to be a great leader.

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