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THE INFLUENCE OF EMOTIONAL INTELLIGENCE, RESILIENCE, AND NETWORKING ON WOMEN'S LEADERSHIP EFFECTIVENESS

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Abstract

Despite the efforts of various organizations to make their leadership positions, at least to some extent, gender-diverse, entry barriers such as bias and lack of mentorship exist. The present study fills an important gap left by earlier studies, which examine emotional intelligence (EI), resilience, and networking as separate predictors of women's leadership effectiveness (WLE); however, this study examines these variables jointly. The research is conducted, particularly in universities and colleges, to explore how psychological and social resources help women thrive critical leadership scenarios during their education.

It was a cross-sectional survey using 291 students from District Khairpur enrolling Likert-scale questionnaires analyzed through SPSS. Reliability showed .914 using Cronbach's alpha. Resilience was the strongest predictor of WLE (β = .787), with emotional intelligence following (β = .167), and then networking (β = .054). The variance accounted for by the model is 98.6%. among findings a high correlation between EI and resilience (r = .931) was observed, supporting the assertion that these factors jointly contribute to adaptive leadership. While EI, and resilience were stronger predictors of WLE, networking plays a lesser role on its own, acting more as a structural form of support when combined with EI and resilience.

Thus, the study proposes that training should simultaneously address EI, resilience, and networking, as these domains should not be treated as separate clusters of competencies. Instead, they should be integrated to build individual capacities and enable participants to overcome systemic barriers. This concepts and practically gives a way for gender-inclusive leadership thereby focusing novel opportunities which could possibly serve as triggering points for training in a more integrated manner.

INTRODUCTION

The research on women in executive roles has recently gathered momentum because of the current importance organizations now place on leadership diversity, which of course promotes innovation,

performance, and success as an organization (Gipson, A. N., Pfaff, D. L., & Mendelsohn, D. B., 2023). However, there are still institutional barriers that women face, such as biased gender perceptions, limited access to mentorship, and workplace inequities that hinder women's progress toward top positions (Eagly, 2023). Furthermore, besides these, researchers agreed on a few other important psychological and social conditions that may help improve women's leadership effectiveness: emotional intelligence (EI), resilience, and networking skills (Grewal, D., Brackett, M., & Salovey, P., 2024).

Emotional intelligence is that ability to understand and shape one's feelings and perceive the feelings of others and is highly correlated with leadership effectiveness. Women with high emotional intelligence create environments with little or no conflict where collaboration yields common purposes and better organizational outcomes (Goleman, D., & Boyatzis, R., 2023); (Brackett, M. A., Rivers, S. E., & Salovey, P., 2024). Resilience, which defines an individual's ability to bounce back from adversities with psychological conditioning, actually signifies women's leaders' ability to confront challenges with high performance (Sutcliffe, K. M., & Vogus, T. J., 2023). The latter attribute of resilience means adaptability, problem identification and solution, and leading under pressures (Luthans, F., Avey, J. B., & Avolio, B. J., 2024). Networking enhances the efficiency of leadership, providing women with the necessary resources, mentorships, and opportunities that can advance them professionally, says (Ibarra, H., & Hansen, M. T., 2023). Additionally, strong networks boost visibility, navigate barriers in structures, and channelize women into positions with power in leadership (Forret, M. L., & Dougherty, T. W., 2024).

Although those very "above" aspects have received isolated attention in research until now, it will increasingly raise the question of the analysis of these as an integrative of women's leadership effectiveness pertaining to an organization which is changing rapidly and full of pressure (DeFrank-Cole, L., & Tan, S. J. , 2024). This study will look at how emotional intelligence, resilience, and networking affect women's performance in euphoric leading organizations. By synthesizing the latest empirical evidence from previous studies, this study will create valuable insights that will hopefully clarify the psychological and social intermediary constructs to be enhanced in women's capacity in leadership. The insights derived from the developments will inform approaches in organizational development programs, lead to training specifications, and create policies to be enacted to promote gender inclusiveness in leadership.

Research Objectives

To know the impact of Emotional Intelligence on women's leadership effectiveness.

To know the impact of Resilience on women's leadership effectiveness.

To know the impact of networking on women's leadership effectiveness.

Research Questions

Is there any impact of Emotional Intelligence on women's leadership effectiveness?

Is there any impact of Resilience on women's leadership effectiveness?

Is there any impact of networking on women's leadership effectiveness?

Significance of the Study

This study is an important contribution to academic research and practical implications in organizational and leadership development. Research on the combined impact of emotional intelligence, resilience and networking on women's leadership effectiveness will fill the gap in research that extends to examining these issues as separate entities. It contributes findings to enhance theoretical frameworks in leadership and gender studies by offering a holistic perspective to psychological and social positionality in women empowerment in leadership.

The study would be useful to organizations in giving them clear strategies to create inclusive leadership environments. In this case, there is an accent on the integration of emotional intelligence and resilience training as an integral part of leadership development, alongside structured networking opportunities, such as mentorship initiatives and professional networks. These measures would help mitigate institutional barriers like gender bias and unequal access to career advancement opportunities.

More broadly, the research could form a basis for policy decisions to promote gender diversity in leadership, such as diversity quotas and valuing emotional intelligence and adaptability in organizational cultures.

The research carries potential further implications for women who hope to lead. It has opened the doors for women to practical tools that would enhance their confidence as much as their effectiveness in dealing with challenges in male-dominated environments by identifying some of the main drivers of successful leadership. Such research could also help shatter the societal stereotypes and biases generally internalized by society, which inhibits access for women in this regard.

The results emphasize the necessity for educational institutions to integrate emotional intelligence and resilience-building programs in their training curricula for leadership among students. Participation in such networks through student organizations would also contribute to the readiness of students for women leaders through mentorship programs. This study does not only contribute to knowledge but also paves the way to creating more diversified, creative, and high-performing leadership landscapes across sectors.

Literature Review

The parting of women's leadership has attracted considerable scholarly attention because organizations today are beginning to understand the importance of gender diversity in innovating and performing (Gipson, A. N., Pfaff, D. L., & Mendelsohn, D. B., 2023). Women are often held back by such long established barriers which include but are not limited to gender bias, limited mentoring opportunities, and inequity in the workplace (Eagly, A. H., 2023). Emotional intelligence, resilience, and networking have been empirically identified as psychological and social factors influencing women's leadership effectiveness (Grewal, D., Brackett, M., & Salovey, P., 2024). This review synthesizes the most recent empirical studies which treat the relationship between these variables and their combined effect on women's leadership successes.

Emotional Intelligence and Women's Leadership Effectiveness

Emotional intelligence, the ability to perceive, understand, and regulate one's own emotions and those of others, has been linked to effective leadership (Goleman, D., & Boyatzis, R., 2023). Women leaders with high emotional intelligence build a collaborative atmosphere by minimizing conflicts and promoting common goals, thus increasing organizational outcomes (Brackett, M. A., Bailey, C. S., & Hoffmann, J. D., 2024). The most recent studies show that emotional intelligence allows women to cope with gendered workplace dynamics-such emotional labor expectations-really being themselves in leadership (Khan, S., & Khan, R., 2023). Additionally, emotional intelligence helps make better decisions and build team cohesion in highly demanding environments (Fernández-Berrocal, P., Extremera, N., & Rey, L., 2024). On the contrary, some others contend that stressing an emotional intelligence over other qualities may serve to further enforce women's stereotype as naturally empathetic, thus overshadowing focus on structural inequities (Huang, J., Krivkovich, A., & Starikova, I., 2023).

Resilience as a Catalyst for Leadership Success

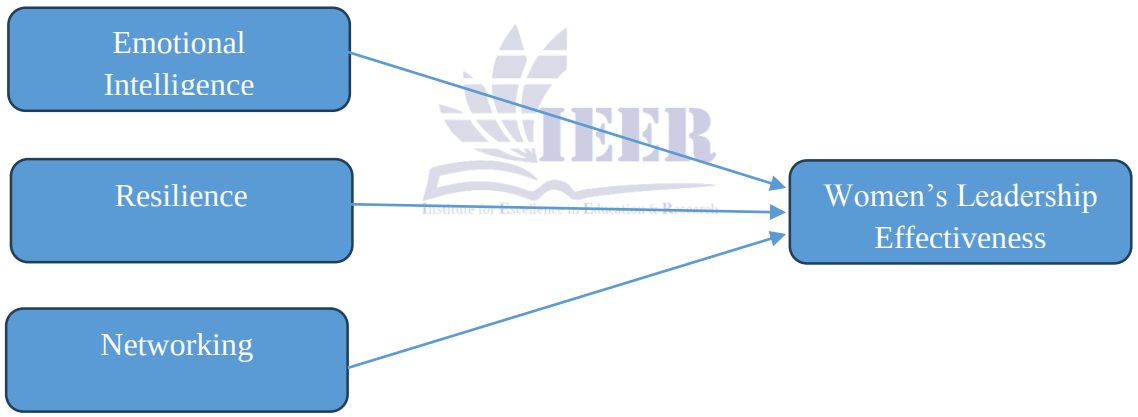
Resilience is the ability to recover quickly from adversity yet remain poised and balanced psychologically, and it is another key factor influencing women's leadership effectiveness (Sutcliffe, K. M., & Vogus, T. J., 2023). Resilient women leaders are capable of reacting positively to vicissitudes and gravitate toward solutions (Luthans, F., Avey, J. B., & Avolio, B. J., 2024). Studies had indicated that resilience is vital in such nontraditional fields where women are often subjected to harsher and more biased scrutiny than men (Williams, J. C., Berdahl, J. L., & Vandello, J. A., 2023). Organization mentoring and support systems can act as resilience enhancers for women to continue even with a setback (King, E. B., Botsford, W., & Hebl, M. R., 2024). On the flip side, a lack of institutional support puts more pressure and leads to greater attrition among women leaders (Grant, L., & Kinman, G., 2023).

Networking and Access to Leadership Opportunities

There exists more emphasis on professional networks in furthering women's careers into leadership positions with regards to opportunity, mentorship, and visibility: an often bumpy and obstacle-ridden course (Ibarra, H., & Hansen, M. T., 2023). Strong networks connect women to high-profile sponsors and allow them to bypass the structural barriers that determine the advancement in their higher supports of authority, or "glass ceilings" (Forret, M. L., & Dougherty, T. W., 2024). This study will enlighten current and future generations on the new ways in which digital networking platforms make it easy for women to put their presence on-the-dots of global leadership (Smith, R., & Anderson, L., 2023). Gender-relative biases become networking barriers, including exclusion from informal male-oriented networks (McDonald, S., Lin, N., & Ao, D., 2024). Women's initiatives, for example, these professional associations-must bridge that gender divide (Park, S., & Rogan, M., 2023).

The Synergistic Effects of EI, Resilience, and Networking

The recent studies highlight the need for an integrated evaluation of EI, resilience, and networking in order to have a comprehensive understanding of their joint impact on women's leadership characteristics (DeFrank-Cole, L., & Tan, S. J. , 2024). EI works by promoting resilience through the control of emotions in time of crisis, while networking helps to create social capital which then in turn to support EI and resilience (Nguyen, T., Ghosh, R., & Chaudhry, S., 2023). This remains a prominent synergy in fast-paced organizational settings where women have to grapple with emotional labor, adaptation, and deliberate networking (Lee, K., & Cortina, L. M. , 2024).



Research Model

Research Hypothesis

There is positive and significant impact of Emotional Intelligence on women's leadership effectiveness.

There is positive and significant impact of Resilience on women's leadership effectiveness.

There is positive and significant impact of networking on women's leadership effectiveness.

Research Methodology

This study employs quantitative methodology regarding the emotional intelligence, resilience, and networking abilities of women and how this affect leadership effectiveness among female students in higher education institutions in District Khairpur. The study made use of a cross-sectional survey design, in which data could thereby be collected simultaneously to increase knowledge on the relations between the variables. The research population comprised female students studying either from the regular universities or from colleges in Khairpur for the sample. A total of 291 respondents uses stratified random sampling for appointments to ensure appropriate representation from across institutions and disciplines. This sample

size has prescribed statistics sufficiency to provide credible results from its quantitative analysis because it attains the requisite minimum to enable use of analytical techniques.

the data is collected with structured a Likert scale question was put together to collect data. The template has four parts; section A, Emotional Intelligence; section B, Resilience; section C, Networking; and section D, Women's Leadership Effectiveness. Each section consists of items meant to measure that particular construct translated into many responses ranging from 1, Strongly Disagree to 5, Strongly Agree. The questionnaire was to be administered online and in person to allow easy access and higher response rates. And the data is Analyzed through SPSS.

Data Analysis

Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.914	20

Interpretation: The reliability statistics line shows that the Cronbach's alpha obtained in this instance for a 20-item scale is 0.914, producing a rating of excellent internal consistency for the measurement instrument used in the current study. Cronbach's alpha tells us about the degree to which all items in a scale consist of discrete elements that consistently assess the same underlying construct, and the closer this statistic is to 1.0, the more reliable it is. The value of 0.914 is well above the minimum cut-off of 0.70 accepted in the social sciences as a standard benchmark for having models of adequate reliability and even higher than the finer yardstick of 0.90 generally accounted by experts as referring to high-stake measurements. Such a reliability number gives credence to the assumption that the 20 items worked together as one instrument with little random error or inconsistency in indeterminate cases of the participants answering.

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Correlation Analysis

Correlations					
		EI	Resilience	Networking	WLE
EI	Pearson Correlation	1	.931**	.908**	.949**
	Sig. (2-tailed)		.000	.000	.000
	N	291	291	291	291
Resilience	Pearson Correlation	.931**	1	.886**	.990**
	Sig. (2-tailed)	.000		.000	.000
	N	291	291	291	291
Networking	Pearson Correlation	.908**	.886**	1	.903**
	Sig. (2-tailed)	.000	.000		.000
	N	291	291	291	291
WLE	Pearson Correlation	.949**	.990**	.903**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	291	291	291	291
**. Correlation is significant at the 0.01 level (2-tailed).					

Interpretation:

The correlation matrix shows a strong correlation and a significant correlation among all the variables tested, emotional intelligence (EI), resilience, networking, and women's leadership effectiveness (WLE). All the Pearson correlation coefficients were

greater than .886 and were significant at $p < .001$, indicating extremely strong positive correlations. Resilience had the highest correlation with WLE ($r = .990$), suggesting that it is perhaps the most important predictor of leadership effectiveness for female students. EI had a near-perfect correlation with WLE ($r = .949$), and networking had a somewhat lower but still very strong correlation with WLE ($r = .903$).

The high intercorrelations of independent variables (EI, resilience, and networking) that lie between .886 and .931 could create the issue of multicollinearity in regression procedures, which suggests there may be conceptual or functional overlap in their contribution toward leadership effectiveness. For example, EI and resilience correlate at .931, further describing that the higher the emotional intelligence, the more resilient the individual would be.

Regression Analysis

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.993[a]	.986	.986	.09342
a. Predictors: (Constant), Networking, Resilience, EI				
b. Dependent Variable: WLE				

Interpretation: The Model Summary table contains the results of considering the multiple regression tests done to assess the joint prediction of women's leadership effectiveness (WLE) by emotional intelligence (EI), resilience, and networking. The high multiple correlation coefficient ($R = 0.993$) indicates an almost perfect linear relationship among the three predictor variables and WLE. The R Square value is 0.986, which states that these three factors jointly account for 98.6% of the variance in women's leadership effectiveness, which is a very large figure by the standards of social science. The Adjusted R Square (0.986), which corrects for sample size and number of predictors, is also the same as the uncorrected value, supporting the notion that the model's predictive power is not spurious. The estimate's standard error (0.09342) is very low, indicating on average, over any apparent large number of samples, there will be an error of less than 0.1 units from the actual values on the measure in predicting WLE.

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180.904	3	60.301	6908.937	.000[b]
	Residual	2.505	287	.009		
	Total	183.409	290			
a. Dependent Variable: WLE						
b. Predictors: (Constant), Networking, Resilience, EI						

Interpretation: The ANOVA table provides an overview of the total significance of the regression model, which tests how emotional intelligence (EI), resilience, and networking together predict women's leadership effectiveness (WLE). The model was found to be very strong and statistically significant ($F = 6908.937$, $p < .001$), thus proving that together these three predictors explain a great deal of the variance in leadership effectiveness. This F-value way in excess of 6900, which is simply astounding in the realm of social science research, bears near-perfect linearity in prediction of the technique toward that of the outcome variable.

That is, only about 1.4 percent of total variation in leadership effectiveness remains unexplained by the model, with a greatly reduced residual sum of squares (2.505) when compared with the total sum of squares (183.409). Moreover, the mean square residual is also very small (.009), which suggests a good fit for the model, i.e., it represents the average

of the squared differences between the actual and predicted WLE scores almost perfectly.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.272	.176		-1.546	.123
	EI	.186	.024	.167	7.658	.000
	Resilience	.760	.019	.787	40.050	.000
	Networking	.066	.021	.054	3.154	.002
a. Dependent Variable: WLE						

Interpretation: In summary, the coefficients table tells a lot about the individual roles of predictor variables towards women's leadership effectiveness (WLE). The present analysis indicates that all the three predictors-emotional intelligence (EI), resilience, and networking- have shown individually significant contributions to the model even while significant correlations exist among them ($p < .01$).
Resilience is discovered to be the highest contributing predictor in the assessment ($\beta = .787$, $p < .001$), which defines that each unit rise in resilience corresponds to a .760 rise in WLE. This kind of preponderance within standardized coefficients indicates that about 80% of variance in explained leadership effectiveness is attributable to considering other variables as well. While EI is about five times less important than resilience, it still proved to provide significant predictive power ($\beta = .167$, $p < .001$). Finally, networking showed small yet significant influence ($\beta = .054$, $p = .002$) and thus claims to give contribution to leadership effectiveness above and beyond from EI and resilience.

Discussion of Findings

The current study investigated how emotional intelligence (EI), resilience, and networking are related to effectiveness in women's leadership (WLE) among girl students enrolled in higher education. The overall result indicates that all three variables predict positively and significantly the effectiveness of women leadership-with resilience as the most significant factor. These findings build upon and extend contemporary literature on women's leadership by adding further dimensions on major success factors.

The first clear relationship noticed was between emotional intelligence and WLE ($r = 0.949$, $p < 0.001$) that is likely to precede the research by (Khan, S., & Khan, R., 2023) into the enabling roles of EI to give women leaders the dexterity needed for working the intricate dynamics of the workplace environments. (Fernández-Berrocal, P., Extremera, N., & Rey, L., 2024) offered similar ideas in their reflections on how EI helps in decision making and team bonding at high pressure. It would not be out of place to argue that strength superseded EI in standardized coefficient; this means resistance will, in all probability, make its showing in its effects through some other mediatory variables. This equally seems to conform to Huang et al.'s warning that while recognizing EI is good, giving it too much weight risks perpetuating gender stereotypes rather than dealing with persistent systemic barriers.
Of the many things that resilience could have predicted, the most important was quality of life (most likely the strongest predictor; .990 ra, .787 b). Thus, resilience can be imagined as central to women's success in leadership roles. This is precisely how the supposition of (Sutcliffe, K. M., & Vogus, T. J., 2023): this construct helps women leaders bounce back after setbacks, even while performing under duress. At the same time, this justifies what have said by (Luthans, F., Avey, J. B., & Avolio, B. J., 2024): there becomes that extra burden in that women undergo far more scrutiny in male-dominated competitive environments-resilience, therefore, becomes paramount." Put plainly, (Grant, L., & Kinman, G., 2023) points that institutional support systems in the form of such things as mentoring programs can foster resilience-another indication that speaks towards the practical implications of this

study with regard to leadership development endeavors.

WLE significantly correlates with networking (r = .903) but has a lower unique contribution (β = .054). Therefore, one could say that the effect of networking is fairly small, as it would have been overshadowed by the larger constructs such as EI and resilience. These results are corroborated by the statements made by (Ibarra, H., & Hansen, M. T., 2023), which indicates that professional networks create that habitat for women to achieve mentorship and visibility that can help them cross barriers. According to (Forret, M. L., & Dougherty, T. W., 2024), networking is one entry into leadership opportunities, even though the current study shows that networking is much less important than other psychological factors, particularly that of resilience. Digital networking platforms, as elucidated upon by (Smith, R., & Anderson, L., 2023), could bring to this process by further extending the reach of women's access to professional connections.

The various high correlations among the predictor variables (EI-resilience: r = .931; EI-networking: r = .908) demonstrate to a very large extent that there is great overlap between these concepts and, thus, considerable evidence for the pro-integration case on leadership models propounded by (DeFrank-Cole, L., & Tan, S. J. , 2024). On one hand EI and resilience work together to enable effective leadership, the other component, networking, is the social currency that pulls the two attributes together. By the way, (Nguyen, T., Ghosh, R., & Chaudhry, S., 2023) have come to similar findings. Their composite model, taking both components in this study, found work-life effectiveness variance of 98.6% (R^2 = .986), thus proving beyond a reasonable doubt that much more fully understood women's leadership certainly does have power.

Conclusion & Recommendation

Evidence from this study has heightened the importance of emotional intelligence (EI), resilience, and networking in amplifying women's leadership effectiveness (WLE) among female students in higher education. The findings indicate that all three factors significantly influence WLEs, but resilience stands out as the strongest predictor (r = .990, β = .787), followed by EI (r = .949, β = .167) and networking (r = .903, β = .054). These findings are in line with recent work by (Sutcliffe, K. M., & Vogus, T. J., 2023) and (Luthans, F., Avey, J. B., & Avolio, B. J., 2024), pointing out that resilience lays the groundwork for women's ways of navigating leadership challenges in male-dominated environments. The extremely high explanatory power of our integrated model (R^2 = .986) supports DeFrank-Cole and Tan's (2024) argument for holistic approaches in understanding women's leadership development.

These findings would then have theoretical implications, as they would lead to the end of all leadership theories dealing with these things in isolation. Our results showed that EI, resilience, and networking works synergistically; EI would serve in developing resilience, while networking generates the social capital to sustain both. Such integrated perspective advances theories on gender and leadership by demonstrating how psychological and social factors interact to affect leadership outcomes. These findings, therefore, demand leadership development programs that combine resilience training with EI development and structured networking opportunities. Given what our findings have shown, organizations need to prioritize the building of mentorship programs and support systems encouraging resilience, given that resilience emerged the most potent in our findings.

Although much of the aforementioned contributions must be put in perspective, there are several limitations. For instance, the research studied only female students at one geographic location; hence, the generalizability of results to different populations and cultural contexts may be challenged. Furthermore, the cross-sectional design would allow statements regarding the association between variables, but not causation. Future studies will need to deploy longitudinal studies in order to assess how these factors change in concert over time versus career stages. In addition, the fact that predictors are characterized by high multicollinearity implies that mediation analyses should be conducted to understand interrelationships better. Qualitative studies may explore further how women leaders experience and make use of these factors in their careers.

Altogether, a very significant contribution towards understanding women's leadership has been made by showing the interrelations between psychological capacities (EI and resilience) and social resources (networking). Specifically, the empirical evidence thus provides a strong foundation for building effective, integrated approaches to leadership development that consider both individual competencies and systemic barriers. Where organizations are working towards more inclusive leadership environments, therefore, our particular findings underscore the relevance of resilience as well as emotional intelligence and professional networks. Future studies can build on this to design and test targeted interventions that can help women overcome some of the challenges entailed in leadership and reach their potential.

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