






# “The role of emotional intelligence in enhancing organizational resilience: Examining the moderating impact of transformational leadership”

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# THE ROLE OF EMOTIONAL INTELLIGENCE IN ENHANCING ORGANIZATIONAL RESILIENCE: EXAMINING THE MODERATING IMPACT OF TRANSFORMATIONAL LEADERSHIP

## Abstract

In an era of persistent economic uncertainty and supply chain disruptions, organizational resilience has emerged as a critical determinant of long-term sustainability, particularly in rapidly evolving industries such as food manufacturing. Emotional intelligence (EI) has been identified as a key driver of resilience, enabling individuals and organizations to better adapt, recover, and grow in the face of challenges. This study aims to investigate the impact of EI on organizational resilience and to assess the moderating role of transformational leadership in this relationship within the context of Jordan's yogurt industry. A quantitative research design was employed, and data were collected in 2024 from 768 employees working across three leading yogurt manufacturing companies in Jordan. Structural Equation Modeling (SEM) using Smart PLS was applied to analyze the relationships among the variables. The results demonstrate that all four dimensions of EI, self-awareness, self-regulation, social awareness, and relationship management, exert a statistically significant positive effect on organizational resilience ( $p < 0.001$ ). Furthermore, transformational leadership was found to moderate these relationships significantly, enhancing the strength of EI's influence on resilience outcomes. These findings offer robust empirical support for the integration of EI and leadership development in resilience-building strategies. The study provides sector-specific insights that contribute to the theoretical advancement of resilience frameworks and offers actionable guidance for organizational leaders seeking to enhance adaptability in dynamic and uncertain environments.

## Keywords

emotional intelligence, organizational resilience, transformational leadership, yogurt industry, Jordan

## JEL Classification

D91, M12, M14

## INTRODUCTION

In Jordan, the yogurt industry continues to be extremely rooted in the country's culture and economy, despite facing some challenges like economic changes, market instability, and supply chain interruptions. These challenges highlight the dynamic role of organizational resilience, which pushes businesses to forecast, prepare well, handle, and adapt to these shifts and unpredicted disruptions. The focal point is to enhance the organization's capability to not only survive but also prosper in difficult and unpredictable market conditions (Duchek, 2020; Yaseen et al., 2021). Therefore, leaders in the yogurt industry must possess Emotional Intelligence (EI) to improve organizational resilience. Davaei and Gunkel (2024) discussed the significance of possessing EI for being a successful leader, particularly within the team's context, as it involves understanding, managing, and influencing emotions on oneself and others. Leaders with high EI can successfully manage

emotional difficulties in their organizations by promoting trust, open communication, and teamwork, which are essential for developing resilience (Williams et al., 2024; Yaseen & ElRefae, 2019).

In the yogurt sector in Jordan, companies need to regularly adjust to evolving consumer tastes, economic demands, and supply chain obstacles, making emotionally intelligent leadership highly beneficial. Leaders with strong EI are more capable of making flexible decisions, fostering a positive work environment, and keeping their teams motivated and committed in challenging situations (Watanabe et al., 2024). During COVID-19, leaders in the food industry with high EI could continue operations and come up with new ideas by promptly adjusting to changing market needs and supply chain limitations (Mishra et al., 2022). Moreover, EI is critical in decision-making, particularly when facing unexpected situations. Leaders with high EI can successfully handle their own emotions and those of their teams, resulting in more reasonable and strategic decision-making (Montano et al., 2023). In the yogurt industry, quick and informed decision-making is vital for production, supply chain management, and adaptation to market changes. Emotionally intelligent leaders can guide their organizations through uncertainty and strengthen resilience by maintaining strategic directions.

Although EI is increasingly seen as crucial for organizational resilience and despite the recognized importance of EI and transformational leadership in organizational success, research on its influence within specific industries, like the yogurt sector in Jordan, remains scarce. This study seeks to fill this gap by investigating the impact of the EI of leaders in Jordan's yogurt industry on organizational resilience, with a specific emphasis on the moderating effect of transformational leadership. According to Miao et al. (2018), transformational leadership, which involves inspiring, motivating, and promoting innovation, can increase the benefits of EI on resilience through the establishment of a nurturing and flexible healthy workplace environment. Through empirical evidence, this research provides valuable insights into the mechanisms by which EI, combined with transformational leadership, impacts resilience. The research findings offer practical strategies for yogurt producers to improve their ability to survive and thrive in difficult settings.

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## 1. LITERATURE REVIEW

Having high EI is extremely important for successful leadership, especially in fast-paced and competitive sectors like the yogurt industry in Jordan. EI includes self-awareness, which entails identifying and comprehending one's emotions and how they influence decision-making and effectiveness in leadership (Goleman, 2019). Self-regulation is another important component, which represents the skill to regulate and handle emotional reactions, which is essential for maintaining confidence in stressful circumstances (Achmad et al., 2023). Furthermore, self-awareness is also considered a vital component of EI, since it reflects the capacity to empathize and understand the emotions of others, which enhances interpersonal interactions and is very effective in fostering a collaborative workplace culture (Antonopoulou, 2024). Lastly, relationship management which involves maintaining and nurturing constructive relationships, and crucial for developing organizational

resilience in a high market volatility (Akhavan et al., 2024; Yaseen & ElRefae, 2019). Thus, these EI components are foundational for leaders in the Jordanian yogurt industry, to ensure sustained organizational growth.

Self-awareness is one of EI components acknowledging and comprehending one's emotions, weaknesses, strengths, and even values, as well as their influence on others (Tariq et al., 2024; Antonopoulou, 2024). This element of EI is essential for successful leadership and personal growth. Leaders who possess strong self-awareness excel at controlling their emotions, allowing them to improve their decision-making abilities and cope with stress more efficiently. They are also more inclined to participate in introspective activities that result in personal development and enhanced leadership efficacy (Brewer & Devnew, 2022). Leaders who enjoy self-awareness are talented in identifying their prejudices and constraints, which can allow them to make more neutral and

well-informed decisions. This skill is crucial for handling complex situations such as supply chain disruptions or shifts in consumer preferences (Harari et al., 2021). Furthermore, leaders with self-awareness are better at recognizing and leveraging their teams' strengths, enhancing organizational performance and resilience (Hartung, 2020; Jang, 2022; Qasim et al., 2025). Besides, social-awareness helps strengthen organizational resilience by promoting a mindset of ongoing enhancement. Leaders who acknowledge their limitations are more tending to request feedback and make necessary changes, fostering a culture of learning within the organization (Walk, 2023). Continuous innovation and responsiveness to market trends are vital for the yogurt industry in Jordan to stay competitive (Qasim et al., 2024).

Self-regulation involves the ability to control and handle one's emotions, thoughts, and behaviors, specifically in challenging situations. This component of EI is essential for leaders to stay calm and make logical choices in critical times (Schaedler et al., 2021; Achmad et al., 2023). In sectors such as food manufacturing, where supply chain interruptions and market fluctuations are common, leaders who keep strong self-regulation can avoid letting emotional reactions affect their decision-making, thus guaranteeing solid and well-organized leadership actions (Flores et al., 2022).

However, leaders with robust self-regulation skills are more capable of staying focused on long-term objectives, even in the midst of urgent circumstances (Dooshima, 2024). During the COVID-19 pandemic, leaders were able to lead their organizations through uncertainty by effectively handling work pressure, which demonstrated self-regulation. According to Yuste (2021), leaders who demonstrated self-regulation were able to keep their companies focused on their mission and core values despite surprising obstacles. Leaders' ability to continue calm and concentrated not only improves decision-making but also affects organizational resilience, by enabling companies to quickly respond to any market condition (Coronado-Maldonado & Benítez-Márquez, 2023; Wang et al., 2024). Thus, self-regulation is essential for leaders in the Jordanian yogurt industry to effectively deal with challenges like changing dairy prices, supply chain issues, and economic pressures. Leaders in

the yogurt industry with vigorous self-regulation are more capable of overcoming these complexities, ensuring organizational resilience by achieving consistent performance and maintaining a competitive advantage in a volatile market.

Social awareness is about understanding and empathizing with others' emotions, which is a key component of EI (Antonopoulou, 2024). This ability entails identifying social signals, understanding team interactions, and being attuned to the emotional climate in a company. Leaders who possess high social awareness can effectively cultivate a supportive work environment, which is considered vital for organizational resilience (Ahsan, 2023; Garrido-Moreno et al., 2024). Moreover, leaders can observe the emotional and psychological needs of their employees and stakeholders due to social awareness (Goljović, 2023). Leaders who understand their teams' problems and dreams can create an atmosphere of trust and teamwork spirit, which enhances opportunities to avoid core obstacles like market fluctuations and supply chain interruptions (Chen et al., 2023; Putri & Renwarin, 2023). Recent research highlights those leaders who show empathy and have strong social awareness improve team consistency and performance, which can increase organizational flexibility and efficiency (Bethari, 2024; Linnill & Onosu, 2023; Qasim et al., 2025). Having social awareness in the yogurt sector of Jordan is crucial for aligning business strategies with local values and expectations, ultimately enhancing stakeholder relationships, and staying competitive (Al Shawabkeh, 2024). This strategy enhances the reputation and flexibility of yogurt producers in an ever-changing market landscape (Myuran, 2021; Devi De Silva et al., 2023).

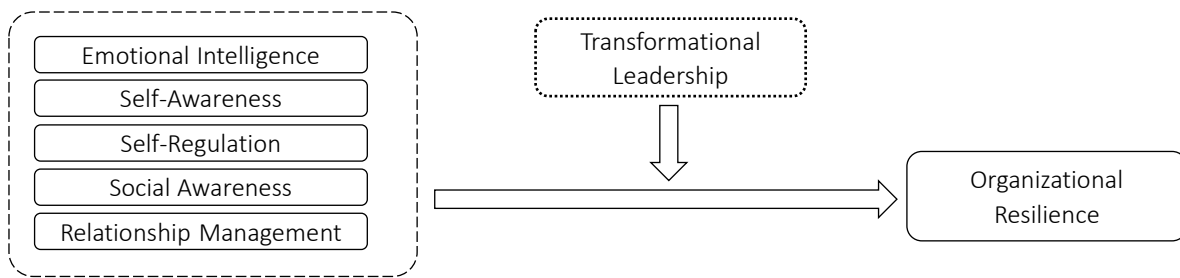
Relationship management includes building and cultivating positive relationships, effective communication, and quickly finding conflict resolutions (Bataineh, 2017). According to Riisla et al. (2021), leaders who are skilled in relationship management can create cohesive teams, suggest innovative solutions, and maintain a satisfactory organizational environment. This component of EI is essential for building organizational resilience, as it allows leaders to encourage teamwork to achieve high performance in difficult situations (Abson et al., 2024; Akhavan et al., 2024). Effective

relationship management involves more than just hit-and-run activities; it also requires enthusiastically building relationships with stakeholders and understanding their needs and expectations, which is vital for maintaining long-term success (Adiguzel et al., 2020). Similarly, leaders can predict shifts in consumer preferences and adjust strategies by nurturing strong bonds with customers, ultimately increasing loyalty and market share (Rane et al., 2023). Managing relationships involves fostering a strong organizational culture that can succeed in challenging situations (Lam et al., 2021). Developing strong relationships also promotes a climate of trust among leaders and employees in the company, resulting in improved employee morale and productivity, which ultimately strengthens organizational resilience (Kuráth et al., 2023). In the Jordanian yogurt industry, effective relationship management with suppliers, and distributors, is vital for maintaining strong and long-term relationships. Leaders who can effectively manage these relationships are more capable of reducing the effects of crises, such as supply chain interruptions or unexpected changes in consumer demand (Grzybowska & Stachowiak, 2022; Bataineh et al., 2022). During times of supply chain challenges, leaders who have transparent communication with suppliers can more effectively secure needed resources (Bataineh, 2021). Moreover, establishing solid relationships with distributors can ensure timely product delivery to the market, even in the face of logistical obstacles (Jamaluddin & Saibani, 2021).

Examining the influence of EI on organizational resilience in the Jordanian yogurt industry is essential, with transformational leadership playing a moderating role. Munir et al. (2023) emphasize the importance effect of EI on transformational leadership to achieve success in building and sustaining competitive advantage. Understanding the relationships between EI, transformational, and some aspects of organizational resilience, is essential in ever-changing challenges in the industry. Transformational leadership, characterized by inspiring and motivating employees toward achieving a shared vision, plays a key role in this dynamic (Bakker et al., 2023; Mishra et al., 2023). Leaders who exhibit transformational qualities can enhance the impact of EI on organizational resilience (Cavaletti & Bizarrias, 2023).

They do so by fostering a supportive environment, encouraging open communication, and facilitating collaboration, which is essential for building a resilient organization (Ertiö et al., 2024). These leaders can help their teams adapt to changes and recover from setbacks more efficiently, thereby ensuring long-term success (Astuty & Udin, 2020; J. Alwali & W. Alwali, 2022). Combining EI and transformational leadership can offer great advantages in the Jordanian yogurt sector, especially in a competitive and rapidly changing market environment. Leaders who excel in handling emotions and inspiring their teams can foster a culture of resilience (Shwetha et al., 2024). This enables yogurt companies to solve problems quickly and enhances its long-term stability and growth, preparing it to tackle future challenges and maintain its competitive position.

Organizational resilience concept refers to an organization's capacity to adjust to disruptions while carrying out critical functions (Chen et al., 2021). It reflects the power and spirit to recover quickly from failures, adjust to new circumstances, and grow more resilient in the face of threatening challenges (Hepfer & Lawrence, 2022). In today's turbulent business environment, where organizations must successfully explore and deal with obstacles such as economic recessions, environmental disasters, and worldwide emergencies resilience is crucial to manage and attempt to control all these variables (Zafari et al., 2023). In the yogurt industry context, resilience means adapting quickly to changes, ensuring operational stability, and fostering innovation. Furthermore, transformational leadership boosts this process by encouraging and motivating teams to accept change and strive for ongoing enhancement (Lee et al., 2024). Those leaders have the ability to enhance the effectiveness of EI and strengthen organizational resilience with their vision and influence (Pertheban et al., 2023; Bethari, 2024). Through combining EI with transformational leadership, yogurt companies in Jordan can enhance their ability to deal with unpredictable market conditions, take advantage of emerging possibilities, maintain a competitive edge, secure the opportunity for growth and prosperity in a demanding and changing industry environment. Therefore, the purpose of this study is to examine the role of emotional intelligence in enhancing organizational resilience



**Figure 1.** Research model

in the Jordanian yogurt sector, and to investigate how transformational leadership moderates this relationship.

After extensively reviewing the literature, the researchers have created a theoretical framework to illustrate the relationships between the variables under study. This provides a real-world understanding of EI components and their potential impact on organizational resilience in the Jordanian yogurt industry. Taking into account the moderating impact of transformational leadership.

Based on the research model, the following hypotheses have been developed:

- H1: *There is no statistically significant impact at  $\alpha \leq 0.05$  of self-awareness on organizational resilience of yogurt companies operating in Jordan.*
- H2: *There is no statistically significant impact at  $\alpha \leq 0.05$  of self-regulation on organizational resilience of yogurt companies operating in Jordan.*
- H3: *There is no statistically significant impact at  $\alpha \leq 0.05$  of social awareness on organizational resilience of yogurt companies operating in Jordan.*
- H4: *There is no statistically significant impact at  $\alpha \leq 0.05$  of relationship management on organizational resilience of yogurt companies operating in Jordan.*
- H5: *There is no statistically significant impact at  $\alpha \leq 0.05$  of transformational leadership as a moderating variable between EI components, including self-awareness (H5.1), self-regulation (H5.2), social awareness (H5.3), relationship management (H5.4), and organizational resilience of yogurt companies operating in Jordan.*

## 2. METHODOLOGY

This research used a quantitative research design to investigate how EI components affect organizational resilience in the Jordanian yogurt industry, considering transformational leadership as a moderator. The research employed a cross-sectional survey (Appendix A) technique for data gathering, enabling the investigation of the relationships between the research variables.

**Table 1.** The research sample and response rates

Company name	Sent questionnaires	Returned questionnaires	Response rate (%)
Jordan dairy	300	266	0.87
Juneidi	300	243	0.81
Sama Jordan	300	259	0.86
Total	900	768	0.85

According to the latest report provided by Jordanian ministry of industry and trade (2023) the number of Jordanian yogurt factories operating in Jordan was eight key producers, contributing in (2.1%) to GDP. All employees in the yogurt industry in Jordan, including both managerial and non-managerial staff, make up the population of this research. The emphasis is on companies that manufacture, distribute, and market yogurt items throughout Jordan. The reason for choosing this population is the important role it plays in the economy of Jordan and its vulnerability to market changes, supply chain interruptions, and fast changing in con-

sumers' preferences. The research identified the main players in Jordan's yogurt industry based on their market coverage (Shelf-Share) and brand recognition among Jordanian consumers (Jordan dairy, Juneidi, Sama Jordan). These three players were chosen because of their extensive and durable marketing efforts, longstanding industry presence, and ability to sense-and-response to consumer preferences, making their role as key figures in Jordan's yogurt sector.

Based on that, the research employed a stratified random sampling method to guarantee diversity across various levels in each company, such as senior management, middle management, and operational staff. This technique ensure that the sample accurately represents the different roles and positions in the yogurt companies. Following an extensive and lengthy conversation with the key decision makers in these companies, they ultimately agreed to provide email lists for a combined total of 900 employees across all companies, which is consider an appropriate sample size for a large population (Sekaran & Bougie, 2019). A structured-questionnaire developed to collect data from the participants using adapted previous measurements for each variable. EI components were adapted from Antonopoulou (2024) and Goleman (2019), transformational leadership from Astuty and Udin (2020), and organizational resilience from Chen et al. (2021). After three months of distributing and gathering data, the researchers retrieved only 768 questionnaires that were valid for analysis, as illustrated in Table 1.

This research adopted descriptive and analytical approach to investigate the impact of EI on organizational resilience with the presence of transformational leadership as moderator in yogurt companies operating in Jordan. Thus, Table 2 shows detailed sample characteristics.

**Table 2.** Describing sample characteristics

Variable	Category	Frequencies	Percentage
Gender	Male	427	56%
	Female	341	44%
Age	25-35	213	28%
	36-45	293	38%
	46-55	187	24%
	Above 55	75	10%

Variable	Category	Frequencies	Percentage
Years of Experience	1-5	194	25%
	6-10	316	41%
	11-15	185	24%
	Above 15	73	10%
Employment Status	Full-time	683	89%
	Part-time	44	6%
	Contractual	9	1%
	Temporary	13	2%
	Intern	19	2%
Department	Production	439	57%
	Quality Control	80	10%
	Sales & Marketing	161	22%
	Human Resources	29	4%
	Finance & Accounting	33	4%
	Research & Development	26	3%
Managerial Position	Entry-level	321	42%
	Mid-level management	365	48%
	Senior management	55	7%
	Executive	27	3%
Employees Under Supervision	None	377	49%
	1-5	185	25%
	6-10	156	20%
	11-20	24	3%
Professional Development (Training)	More than 20	26	3%
	Never	38	5%
	Once a year	53	7%
	Twice a year	108	14%
	Quarterly	293	38%
Organizational Culture Description	Monthly	276	36%
	Very hierarchical	147	19%
	Somewhat hierarchical	200	26%
	Balanced	244	32%
	Somewhat flat	83	11%
Total	Very flat	94	12%
		768	100%

Note: \* The numbers above have been rounded to the nearest decimal place.

The survey used a questionnaire divided into three sections. The first section outlined the research goal and context. The second section provided demographic details of the respondents. The final section included measurement items related to the studied constructs, refined by field experts for relevance. A 5-point Likert scale was used, with 1 representing strong disagreement and 5 representing strong agreement.

**Table 3.** Items and factor loadings

Factor	Items	Factor loadings	T value	Skewness	Kurtosis	Reliability Omega
Relationship Management	RM1	0.907	97.679	-0.09	-0.726	0.868
	RM2	0.862	76.377			
	RM3	0.892	96.191			
	RM4	0.883	77.913			
Organizational Resilience	OR1	0.742	80.769	-0.052	-0.731	0.837
	OR2	0.923	91.697			
	OR3	0.917	85.002			
	OR4	0.86	84.269			
Self-Awareness	SA1	0.863	62.405	-0.152	-0.562	0.834
	SA2	0.904	126.067			
	SA3	0.868	64.341			
	SA4	0.85	111.393			
Transformational Leadership	TL1	0.884	66.608	0.174	-0.538	0.897
	TL2	0.875	69.163			
	TL3	0.762	71.865			
	TL4	0.829	63.367			
Self-Regulation	SR1	0.87	65.762	-0.134	-0.925	0.864
	SR2	0.872	107.598			
	SR3	0.843	58.968			
	SR4	0.794	63.651			
Social Awareness	SocA1	0.777	61.837	-0.184	-0.548	0.875
	SocA2	0.921	71.91			
	SocA3	0.825	60.635			
	SocA4	0.897	62.721			

In the study, each construct was represented as a latent variable and assessed using multiple-item scales from existing literature. Both construct reliability and validity were thoroughly evaluated to ensure the measurement model's robustness. Reliability was determined through standardized factor loadings and reliability coefficients calculated using Omega, whereas validity was analyzed using convergent and discriminant validity measures. Table 3 illustrates the standardized loading estimates, which are required to exceed a threshold of 0.6 (Alhur et al., 2024; Hair et al., 2010), confirmed the reliability of the constructs. All items in the study produced factor loadings above this acceptable minimum, with reliability coefficients (Omega) ranging from 0.834 to 0.897, affirming the internal consistency of the scales used (Hayes & Coutts, 2020). Additionally, the data conformed to normality assumptions, as indicated by skewness and kurtosis values, specifically, skewness values were between -0.184 and 0.174, and kurtosis values ranged from -0.925 to -0.538. (Hair et al., 2021).

Confirmatory Factor Analysis (CFA) was employed to assess the relationship between observed variables and theoretical constructs, en-

suring construct validity more precisely than Exploratory Factor Analysis (EFA) (Abdulrazaq & Ahmad, 2024). This research combined Structural Equation Modeling (SEM) with CFA, following the recommended protocols of Hair et al. (2010). Maximum likelihood estimation was used to evaluate the measurement model's validity before analyzing the structural model. The measurement model's fit was assessed using fit indices, including CFI = 0.927, SRMR = 0.042 and RMSEA = 0.047. The fit was satisfactory since these indices within the recommended thresholds (CFI > 0.90, SRMR < 0.08 and RMSEA < 0.06) (Crawford & Kelder, 2019).

### 3. RESULTS

The study evaluated construct reliability and validity through various statistical metrics, including standardized loadings, composite reliability (CR), and average variance extracted (AVE). All standardized loading estimates clearly surpassed the recommended threshold of 0.6, affirming the constructs' reliability (see Table 4). To further confirm internal consistency, the study employed compos-

**Table 4.** Study model’s validity

Factors	CR	AVE	RM	OR	SA	TL	SR	SocA
RM	0.936	0.785	0.886					
OR	0.921	0.746	0.388***	0.864				
SA	0.927	0.760	0.479***	0.328***	0.872			
TL	0.904	0.704	0.547***	0.347***	0.428***	0.839		
SR	0.909	0.715	0.566***	0.381***	0.452***	0.538***	0.845	
SocA	0.917	0.734	0.516***	0.419***	0.498***	0.498***	0.619***	0.857

Note: \*\*\*  $p < 0.001$ , Composite Reliability (CR)  $> 0.70$ , Average Variance Extracted (AVE)  $> 0.50$ .

ite reliability and Cronbach’s alpha, with CR values exceeding the acceptable limit of 0.7 and AVE values going beyond 0.5, aligning with established literature (Hair et al., 2017). The CR values ranged between 0.904 and 0.936, while AVE values were found to be between 0.704 and 0.785, signifying a strong level of convergent validity. For instance, Relationship Management achieved a CR of 0.936 and an AVE of 0.785, whereas Social Awareness reported a CR of 0.917 and an AVE of 0.734.

To evaluate discriminant validity, we compared the square root of the AVE for each construct with the correlations among constructs. The results indicated a strong level of discriminant validity, as the square root of the AVE (shown by the diagonal values in Table 4) exceeded the inter-construct correlations for all constructs. For instance, the square root of the AVE for Self-Regulation was determined to be 0.845, which was higher than its correlations with Relationship Management (0.566) and Transformational Leadership (0.538).

Additionally, the study employed the Heterotrait-Monotrait (HTMT) ratio to validate discriminant validity further, as illustrated in Table 5. All HTMT values remained below the recommended threshold of 0.85, reinforcing the distinctiveness of the constructs (Henseler et al., 2015). For instance, the HTMT value between Self-Awareness and Social Awareness was recorded at 0.533, while the Relationship Management and Organizational

Resilience value was 0.395, both well within acceptable limits.

The study investigated four primary hypotheses regarding how various dimensions of EI, specifically self-awareness, self-regulation, social awareness, and relationship management, affect organizational resilience. The results demonstrated a satisfactory model fit based on the criteria set forth by Crawford and Kelder (2019), with findings showing a Comparative Fit Index (CFI) of 0.915, a Standardized Root Mean Square Residual (SRMR) of 0.042, and a Root Mean Square Error of Approximation (RMSEA) of 0.022. Furthermore, all four hypotheses demonstrated significant relationships.

As outlined in Table 6, self-awareness positively affected Organizational Resilience, with a beta coefficient of  $\beta = 0.171$  ( $p < 0.001$ ). This underscores the importance of individuals being aware of their emotions and strengths to enhance organizational resilience. Similarly, Self-Regulation demonstrated a significant positive effect ( $\beta = 0.158$ ,  $p < 0.001$ ), indicating that managing impulses and adapting to changing circumstances is crucial for cultivating organizational resilience.

Among the dimensions studied, Social Awareness emerged as the most significant predictor of Organizational Resilience, evidenced by the highest standardized beta coefficient of  $\beta = 0.260$  ( $p <$

**Table 5.** HTMT analysis

Factors	RM	OR	SA	TL	SR	SocA
RM						
OR	0.395					
SA	0.477	0.347				
TL	0.540	0.350	0.436			
SR	0.594	0.411	0.481	0.552		
SocA	0.525	0.429	0.533	0.487	0.674	

**Table 6.** Hypotheses testing

H	Predictors	Outcomes	Unstandardized beta	Beta	S.E.*	t-value	p-value
H1	Self-Awareness	Organizational Resilience	0.160	0.171	0.043	3.683	***
H2	Self-Regulation	Organizational Resilience	0.133	0.158	0.04	3.334	***
H3	Social Awareness	Organizational Resilience	0.219	0.260	0.05	4.413	***
H4	Relationship Management	Organizational Resilience	0.133	0.152	0.053	2.512	0.012**

Note: S.E. = Standard Error, \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ .

0.001). This finding highlights the critical role of empathy and understanding others' emotions in fostering resilience. Furthermore, Relationship Management was shown to positively contribute to Organizational Resilience ( $\beta = 0.152$ ,  $p < 0.01$ ), suggesting that strong interpersonal relationships and effective communication are essential for maintaining stability and adaptability during challenging times.

A moderation analysis was conducted to investigate the influence of Transformational Leadership on the relationship between various facets of EI, specifically Self-Awareness, Self-Regulation, Social Awareness, and Relationship Management, and Organizational Resilience. The results of this analysis are presented in Table 7 and illustrated in moderation plots (Figure 2).

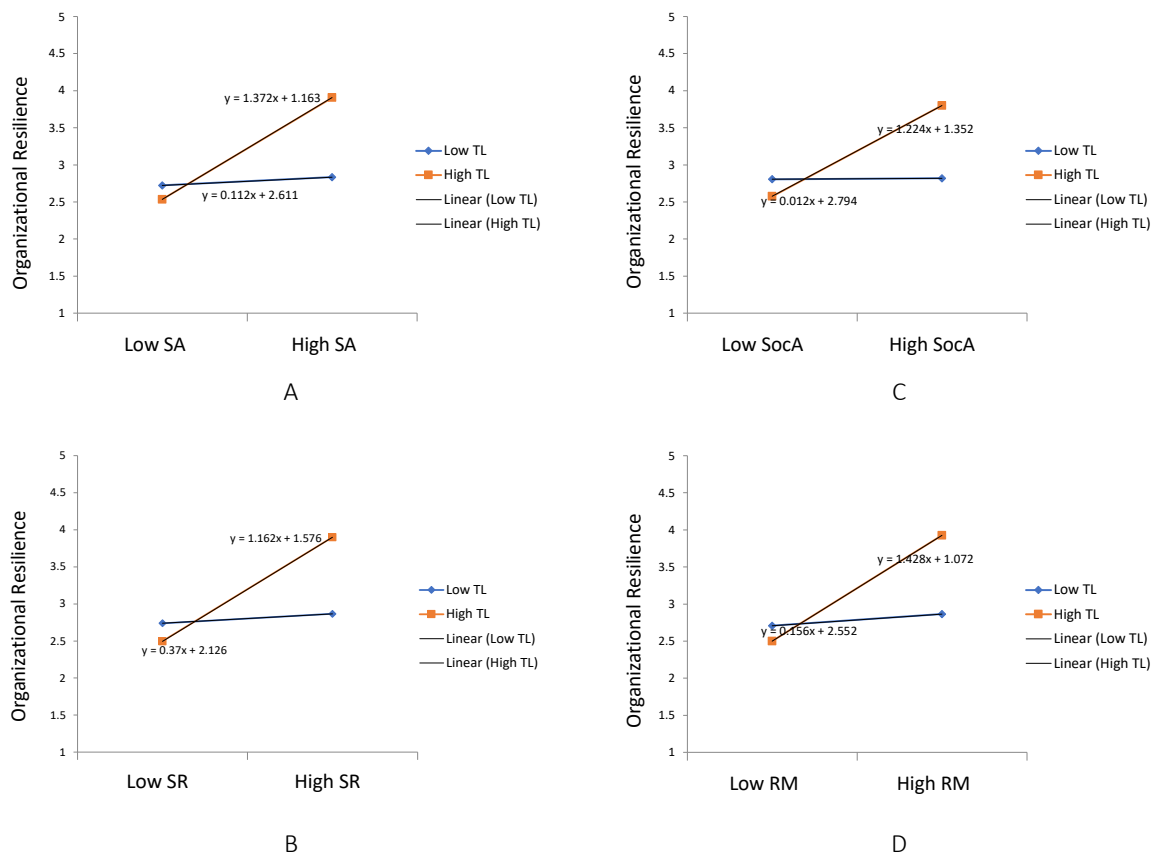
In relation to Hypothesis 5.1, the analysis revealed a significant interaction between Self-Awareness and Transformational Leadership regarding Organizational Resilience, with a coefficient ( $\beta$ ) of 0.283, a standard error (SE) of 0.034, a t-value of 9.358, and a p-value of less than 0.001. This finding suggests that Transformational Leadership enhances the positive relationship between Self-Awareness and Organizational Resilience. Hypothesis 5.2 also indicated a sig-

nificant interaction between Self-Regulation and Transformational Leadership on Organizational Resilience, as evidenced by a coefficient  $\beta$  of 0.299, an SE of 0.032, a t-value of 10.122, and a p-value of less than 0.001. This result implies that Transformational Leadership strengthens the connection between Self-Regulation and Organizational Resilience.

Moreover, Hypothesis 5.3 demonstrated a significant interaction between Social Awareness and Transformational Leadership in relation to Organizational Resilience, with a coefficient ( $\beta$ ) of 0.278, an SE of 0.033, a t-value of 9.227, and a p-value of less than 0.001. This indicates that Transformational Leadership amplifies the effect of Social Awareness on Organizational Resilience. Finally, Hypothesis 5.4 revealed a significant interaction between Relationship Management and Transformational Leadership concerning Organizational Resilience, characterized by a coefficient ( $\beta$ ) of 0.293, an SE of 0.033, a t-value of 9.757, and a p-value of less than 0.001. This finding suggests that Transformational Leadership reinforces the positive relationship between Relationship Management and Organizational Resilience. In conclusion, the moderation analysis highlights that Transformational Leadership strengthens the positive associations between the dimensions of EI

**Table 7.** Moderation analysis

Hypothesis	Predictors	Outcomes	Beta	S.E.*	t-value	p-value
H5.1	Self-Awareness	Organizational Resilience	0.371	0.035	10.706	***
	Transformational Leadership		0.221	0.035	6.289	***
	The interaction		0.283	0.034	9.358	***
H5.2	Self-Regulation	Organizational Resilience	0.383	0.037	10.378	***
	Transformational Leadership		0.198	0.037	5.368	***
	The interaction		0.299	0.032	10.122	***
H5.3	Social Awareness	Organizational Resilience	0.386	0.030	10.480	***
	Transformational Leadership		0.188	0.036	5.200	***
	The interaction		0.278	0.033	9.227	***
H5.4	Relationship Management	Organizational Resilience	0.396	0.036	11.061	***
	Transformational Leadership		0.214	0.036	5.923	***
	The interaction		0.293	0.033	9.757	***



**Figure 2.** The moderating effect of transformational leadership on the relationship between EI dimensions (including (A) Self-Awareness, (B) Self-Regulation, (C) Social Awareness, (D) Relationship Management) and Organizational resilience

and Organizational Resilience. This underscores the critical role of leadership in leveraging EI to enhance organizational adaptability.

#### 4. DISCUSSION

The study results confirm that Emotional Intelligence stands as the fundamental factor, which boosts organizational resilience. Social awareness demonstrated the strongest predictive power according to Antonopoulou’s (2024) condition that stakeholder attunement alongside empathy functions as a fundamental strategy for adaptability. Skilled leaders at Juneidi format and Martin International and other Jordanian firms display consumer sentiment and team awareness allowing them to resolve supply chain challenges ahead of time according to Chen et al.’s (2023) approach to volatile industry leadership through empathy. Learning about oneself creates a stron-

ger resilience according to Goleman (2019) who argued that self-reflection prevents leaders from making biases during crises. Managers who understand what causes their stress can make impartial decisions during changing dairy prices in a manner similar to Harari et al.’s (2021) research on self-leadership in demanding environments. The yogurt industry requirements for leaders who manage operational needs simultaneously with emotional awareness receives confirmation.

The ability to regulate oneself remained crucial for emotional stability; thus, leaders remained focused on business operations while handling COVID-19 logistical uncertainties. Schaedler et al.’s (2021) research on crisis strategic calmness matches findings with this study and supports Bataineh et al.’s (2022) supply chain resilience models focused on made decisions in conditions of uncertainty. The research indicated relationship management variables generated  $\beta = 0.152$  showing how construc-

tive supplier-distributor relationships are vital for Jordan's import-based dairy industry. A study by Grzybowska and Stachowiak (2022) supplements the work of Rane et al. (2023) about customer loyalty through their focus on inter-stakeholder unity within supply chain operations.

The relationships between emotional intelligence and its social aspect received greater enhancement through transformational leadership methods ( $\beta = 0.278$ ). Leaders who establish shared visions throughout their organizations allow empathy to become a motivating force for collective problem-solving according to the Jordan Dairy pandemic case. The findings match Miao et al.'s (2018) argument concerning how transformational leaders function between EI and innovation to make systemic resilience an organizational standard rather than just a reactive measure. Transformational leadership possesses moderating effects, which support Bakker et al.'s (2023) visionary market leadership research while conflicting with conventional hierarchical traditional sector practices. This research evaluates organizational resilience through internal leadership mechanisms while rejecting external partnership approaches that Zafari et al. (2023) examined.

The research embeds EI together with transformational leadership into a resilience structure to tackle an important gap in industry-focused investigations (Duchek, 2020). The study reveals how EI elements work with leadership approaches to establish dynamic emotion-based models of organizational resilience, which oppose traditional static structures. The method connects lower-level emotional capabilities directly to higher-level strategic results in order to expand Chen et al.'s (2021) organizational resilience theory. The present study adds new theory to both emotional intelligence and organizational resilience through its model validation that merges transformational leadership with multiple emotional intelligence dimensions. The research shows that each emotional competency dimension creates substantial resilience predictions, which help leaders employ emotional performance capabilities to build organizational adaptability (Goleman, 2019; Achmad et al., 2023). The results confirm the vital role of transformational leadership as a moderation factor between leadership styles and emotional intel-

ligence in uncertain market situations. Integration of emotional competencies with organizational resilience theory enhances existing leadership approaches since it analyzes adaptability development in challenging environments.

The research data supports developing yogurt industry-specific emotional intelligence training programs, which should serve both yogurt professionals and other practitioners. Company resilience improves dramatically when organizations invest their resources into developing leadership competencies, which focus on important emotional intelligence skills like self-regulation and social awareness. Organizations obtain maximum benefits from social awareness workshops because these workshops lead to better supplier negotiation results. Organizations that implement self-regulation training programs will gain enhanced capabilities to handle crises. Transformational leadership concepts enable managers to use behavioral modeling (Bakker et al., 2023) for promoting employee engagement while maintaining organizational goals. The need for alignment becomes vital in yogurt production that experiences quick market changes (Yaseen et al., 2021). Empathy-based training coupled with communicative skills development provides dual benefits by stabilizing operations while producing innovative solutions for sustained success (Dajani et al., 2022). Research findings prove why organizations need better emotional intelligence capabilities to face market unpredictability, which results in performance improvement (Watanabe et al., 2024; Mishra et al., 2022). Organizations that develop skills through an organized method will create resilient staff members that successfully manage business landscape changes.

The significant findings in this study have multiple constraints that researchers should address throughout future investigations. An analysis limited to a single point in time prevents researchers from determining if EI directly affects organizational resilience. Long-term research studies would offer better understanding of relationship progression between these variables. The research focus on the Jordanian yogurt industry might reduce how applicable the study results become to different industries and cultural settings. Further studies should use this model to examine different

industries across multiple regions for validating its effectiveness. The research design includes self-reported measures that potentially produce common method bias. Combining qualitative interview methods with observational research would provide confirmation of study findings while deepening comprehension of the affected phe-

nomena. Further research must explore multiple potential variables, which could either moderate or mediate the effects between EI and transformational leadership to enhance the theoretical model strength. The model's applicability in various organizational settings will improve through the solution of identified limitations.

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## CONCLUSION

This study aimed to explore the contribution of emotional intelligence to organizational resilience within the yogurt industry in Jordan, with transformational leadership examined as a moderating variable. The findings confirmed that leaders' emotional competencies significantly supported resilience, particularly when complemented by transformational leadership behaviors that enhanced adaptability and commitment. These results suggested that integrating emotional intelligence into leadership development initiatives could serve as a strategic priority for organizations operating in volatile market environments. Accordingly, organizations were advised to adopt EI and leadership training as proactive measures to ensure long-term sustainability. Future research was recommended to extend this framework across diverse industries and cultural settings to assess its generalizability and to identify additional factors that may influence resilience in complex business contexts.

## AUTHOR CONTRIBUTIONS

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## APPENDIX A. Research questionnaire

EI components (independent variable)

### Self-Awareness

1. I am aware of my emotions as I experience them.
2. I understand how my emotions can affect my work performance.
3. I recognize the impact of my emotions on my interactions with others.
4. I frequently reflect on my emotional responses to situations.

### Self-Regulation

5. I manage my emotions to remain effective in stressful situations.
6. I stay composed and positive, even in challenging circumstances.
7. I avoid making impulsive decisions when I am under pressure.
8. I remain calm in the face of unexpected challenges.

### Social Awareness

9. I am aware of the emotions of my colleagues and how they affect our work.
10. I empathize with my colleagues when they are facing difficulties.
11. I understand the emotional dynamics within my team.
12. I recognize the emotional needs of others and respond appropriately.

### Relationship Management

13. I effectively manage conflicts with colleagues to maintain positive relationships.
14. I inspire and motivate others through my interactions.
15. I collaborate effectively with others to achieve team goals.
16. I build strong relationships with my colleagues.

### Organizational Resilience (dependent variable)

17. Our organization quickly adapts to changes in the yogurt market.
18. We have contingency plans in place to deal with unexpected disruptions.
19. Our company maintains a strong commitment to core values, even in crises.
20. Our organization learns from past experiences to improve future performance.

### Transformational Leadership (moderating variable)

21. Our leaders inspire us with a clear vision for the future.
22. Leaders in our organization encourage innovation and creativity.
23. Our leaders act as role models for the values they promote.
24. Leadership in our organization is focused on the personal development of employees.