

Integration of Emotional Intelligence and Servant Leadership towards an Enhanced Strategic Model

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Abstract

Government and nonprofit institutions operate in complex environments that demand ethical, inclusive, and adaptive leadership. This study investigates the integration of Emotional Intelligence (EI) and Servant Leadership (SL) in three selected organizations in the Philippines: the Human Settlements Adjudication Commission (HSAC), the Department of Human Settlements and Urban Development (DHSUD), and the Open Heart Foundation Worldwide Inc. (OHFWI). Using a descriptive-correlational research design and standardized assessment tools, data were collected from 500 employees to determine how leaders' EI competencies influenced their SL behaviors. The findings reveal that key EI traits—particularly empathy, self-awareness, and social skills—strongly correlate with servant leadership practices such as emotional healing, ethical behavior, and empowerment. Statistical tests showed significant relationships between EI and SL, with demographic factors like age and tenure playing a moderating role. This study culminates in a proposed strategic leadership model aimed at fostering emotionally intelligent and servant-oriented leadership in public and nonprofit institutions. The model offers practical implications for leadership development programs and policy reforms.

Keywords: emotional intelligence, servant leadership, governance, leadership development, public service