

The Role of Emotional Intelligence in Enhancing Leadership Capabilities of Mid-level Officers in Bangladesh Army

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ABSTRACT

The Bangladesh Army demands highly effective leadership, especially among mid-level officers who play a pivotal role in operations and command execution. Emotional Intelligence is crucial for enhancing leadership abilities, decision-making, and team dynamics in high-pressure situations. Despite its acknowledged significance, the role of Emotional intelligence in shaping the leadership qualities of mid-level officers in the Bangladesh Army remains underexplored. This research examined the impact of EI on enhancing leadership traits and decision-making abilities in mid-level officers of the Bangladesh Army. The study employs a mixed-method approach combining qualitative and quantitative analyses. Surveys, interviews, and focus group discussions were conducted with mid-level officers of the BA to evaluate the relationship between emotional intelligence and key leadership traits. The research also explores the influence of emotional intelligence on decision-making processes in military settings, particularly under stressful and complex operational conditions. The researcher identified how EI-driven leadership traits, such as self-awareness, self-regulation, empathy, and social awareness, significantly contribute to improving the effectiveness of mid-level officers in their roles. This research proposes a few organisational approaches, along with shaping individual psychology, encompassing both command and institutional responsibility, aimed at enhancing the leadership capabilities of Mid-level officers of the Bangladesh Army. Finally, the researcher validates the hypothesis through an analytical process: "Emotional intelligence has a significant positive impact to enhance the leadership capabilities of mid-level officers of Bangladesh Army.

Keywords: Emotional Intelligence, Leadership Capabilities, Mid-level officers, Bangladesh Army.

1. INTRODUCTION

In the Bangladesh Army (BA), mid-level officers hold a crucial role in leadership and decision-making during high-stress situations. However, traditional leadership training has primarily focused on technical and operational competencies, with insufficient emphasis on emotional intelligence (EI) (Mehedi, 2024). Emotional intelligence, which includes self-awareness, self-regulation, empathy, motivation, and social skills, is increasingly recognized as a vital component for effective military leadership. It is essential for officers to manage their own emotions, understand their subordinates' feelings, and make sound decisions under pressure (Hossain, 2019).

The lack of EI training among mid-level officers in the BA presents a significant challenge. While the military's focus on discipline and tactical skills has served operational needs, it has overlooked the emotional and psychological factors that influence leadership performance (Bru-Luna, 2021). As a result, mid-level officers often face difficulties in managing stress, conflict, and team dynamics, which affects their overall leadership capabilities. Without EI, officers may struggle

with effective communication, decision-making, and maintaining team cohesion, ultimately impacting mission success (Goleman, 1998).

This research aims to explore the role of emotional intelligence in enhancing leadership effectiveness among mid-level officers in the BA. It seeks to identify the causes and consequences of low EI, assess its impact on leadership and decision-making, and recommend practical measures for integrating EI training into the existing leadership development programs. By addressing these issues, the research hopes to improve the emotional resilience and decision-making capabilities of officers, thereby enhancing overall performance and operational success in the Bangladesh Army.

2. Literature Review

EI is widely recognized as a crucial factor for enhancing leadership qualities. Many researchers have investigated its significance in effective leadership, especially in high-pressure situations like the military.

Goleman (1998) said that relationship management, self-awareness, social skills, and self-management are all important parts of EI. These are all important for being a good leader. The author gives examples of how leaders with high EI can better manage their own emotions and how they connect with others, which will ultimately improve the performance of the organisation.

Zea (2023) looked at how emotional intelligence affects the performance of leaders, especially in military settings. He learnt that EI training makes people more flexible and emotionally strong, which are important skills for military personnel who have to deal with stress and trauma. His study also showed how Human Resource Development helps soldiers throughout their careers, from training to getting back to work, making sure they progress in a straight line and are happy with their jobs.

Kozáková (2019) studied 31 military applicants who were getting training to improve their EI. Their study found that EI helps people make better decisions when things are hard and also helps them become better at noticing things. The study found that the officers who took part, got a lot better at handling crises and making decisions in military. This shows how important is EI development for military leaders.

Mehedi, (2024) researched how important is EI for military leaders. He talked about how it could help with working together and keeping spirits high, especially when things are tough. His research showed that some important parts of EI are good for military leadership. These include enhancing communication, making people work together better, improving motivation and morale. EI also helps in settling disagreements quickly. His research idea expressed that EI is very important for dealing with the complicated nature of military organisations.

Chiorcea, (2021) said that EI includes cognitive intelligence, technical and tactical understanding which help military leaders to understand how their under-command feels and what they think. These traits are for understanding each other and keep things running smoothly. His work shows how important is EI for military leaders since it helps military officers to make both strategic, operational and tactical decisions.

In general, these studies all share the idea that EI is an important part of being a good leader, especially for mid-level military officers. To connect operational and strategic instructions, you need to be able to control your feelings, know how people talk to each other, and deal with stress. There is a lot of research that shows a strong connection between EI and good leadership. However, not much research has been done on the EI skills of mid-level BA officers. This discrepancy shows that more research is needed to find out how developing EI can improve leadership skills in this setting.

2.1 Literature Gap

The reviewed literature establishes crucial position of EI for effective military leadership. (Goleman D., 1998) along with others have outlined the core components of EI and their positive effect on

leadership, particularly in high-pressure environments. (Zea, 2023), (Kozáková, 2019), (Mehedi M. , 2024) and (Chiorcea, 2021) have all contributed to understanding how EI enhances adaptability, decision-making, teamwork, and morale among military leaders. However, the following research gaps have been identified such as- Limited Focus on Mid-Level Officers in the Bangladesh Army (BA), Lack of Contextualized EI Training and Development Models, Underexplored Role of EI in Bridging Operational and Strategic Leadership, Limited Analysis of EI's Influence on Team Dynamics and Morale in the BA and Absence of Comprehensive Assessment Tools for EI in the BA.

3. METHODS

3.1 Research Design

This study will be based on a mixed method both qualitative and quantitative to evaluate the role of EI in enhancing leadership capabilities of mid-level officers of BA. The study uses survey, Focus Group Discussions (FGDs), content analysis and Key Informant Interviews (KIIs) as primary data collection methods to gather in-depth insights. The below table gives a detail view of the intended plan to achieve the objectives:

3.2 Study Population and Sample Size

The population encompasses officers of BA from 11 Infantry Division, 17 Infantry Division, and psychologist from Inter Services Selection Board (ISSB).

3.3 Data Collection Plan

Both primary and secondary were used in this research. For primary data collection, both quantitative and qualitative methods were used during the research. Various methods for data collection such as interviews, surveys and focus groups discussion were conducted.

3.4 Data Collection Methods

Survey

This will be the primary source of data for quantitative analysis. All the surveys will be carried out with both close and open-ended self-administered questionnaires.

Document Study and Content Analysis

This method involves qualitative analysis, in which various books, publications, research works, and articles will be consulted as secondary sources.

Focus Group Discussions (FGD)

This will help to obtain qualitative input from the concerned people who are all directly involved with the subject.

3.5 Data Analysis Plan

Quantitative Analysis Method

Microsoft Office Excel will be utilized to analyse the data collected from various sources. Graphical representations, including bar charts, tables and other visual aids, will be prepared to effectively illustrate the results.

Qualitative Analysis Method

Qualitative data obtained from interviews, focus group discussions (FGDs) and open-ended survey responses will be analysed using thematic analysis (familiarization, data reduction and summary).

3.6 Limitation of Research

Majors and Lieutenant Colonel with service length from 07 to 17 years are considered as mid-level officers. Considering the age and other factors the officers of Army Education Corps, Army Medical Corps, and Direct short service commission officers will not be considered in this research

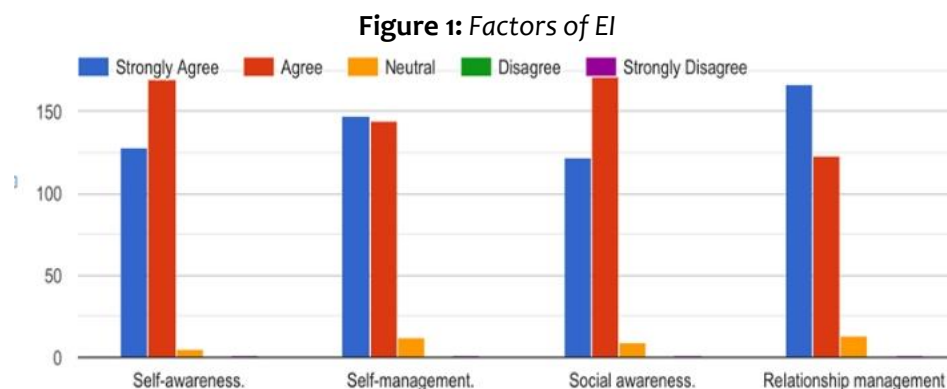
4. RESULTS AND DISCUSSIONS

4.1 Relationship Between EI and Leadership Traits of BA

Emotional intelligence allows leaders to understand individual triggers and helps them act according to their values, becoming more authentic and trusted by team members (Goleman D. J., 1995). EI-driven traits promote mutual respect, honest interaction, and focused attention, which leads to improved command and performance (Bar-On R., 2006).

4.1.1 The Overview of Factors of EI

Oxford University Press Dictionary of Psychology defined EI as the capacity to observe and differentiate one's own and others' emotions, using that insight to guide reasoning and behavior (Peter Salovey and John D. Mayer, 1990). Daniel Goleman emphasizes that EI underscores the ability to influence actions, regulate feelings, and foster effective team interaction (Goleman D. J., 1995).

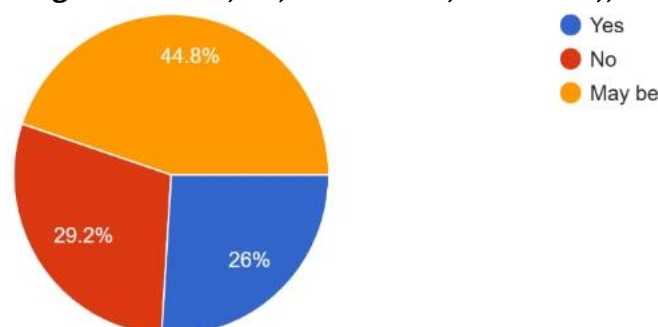


Note. Based on research report (Mehedi, 2024).

4.1.2 Self-Awareness

Self-awareness entails recognising one's emotions and understanding their impact on ideas and actions. Self-aware leaders can identify emotional triggers and cognitive biases that promote deliberate decision-making rather than impulsive reactions (Kabir, 2025). 78% of officers opined that they may or may not be aware of their emotional strengths and weaknesses.

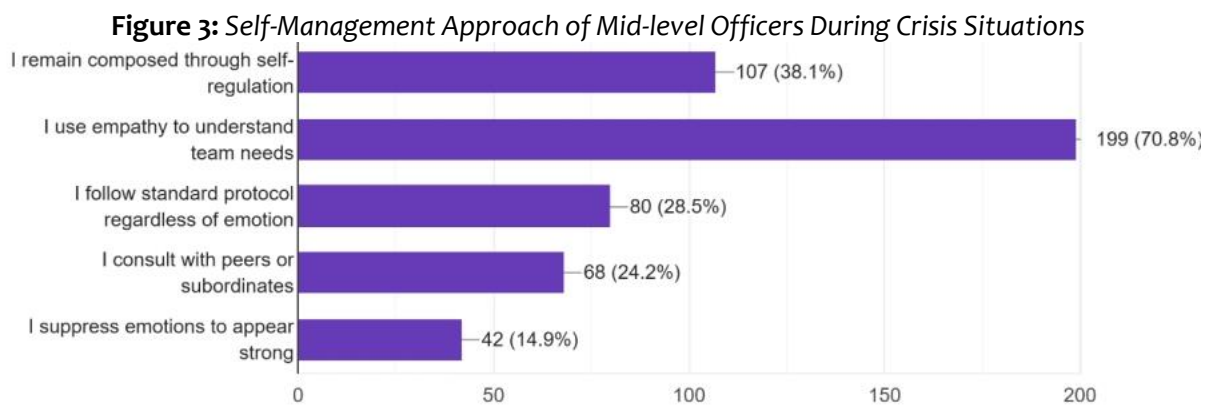
Figure 2: Level of Self-Awareness of Mid-level Officers



Note. Researcher's Own Construct Based on Survey-1, Question-5

4.1.3 Self-Management

Self-management involves adapting to change and containing the disruptive impulses of others. Foster resilience by adapting strategies in response to changing environments, demonstrating flexibility (Goleman D. J., 1995). Maintain motivation by participating in activities that have intrinsic value, which will result in improved performance and persistence (craig, 2025).



Note. Researcher's Own Construct Based on Survey-1, Question-10

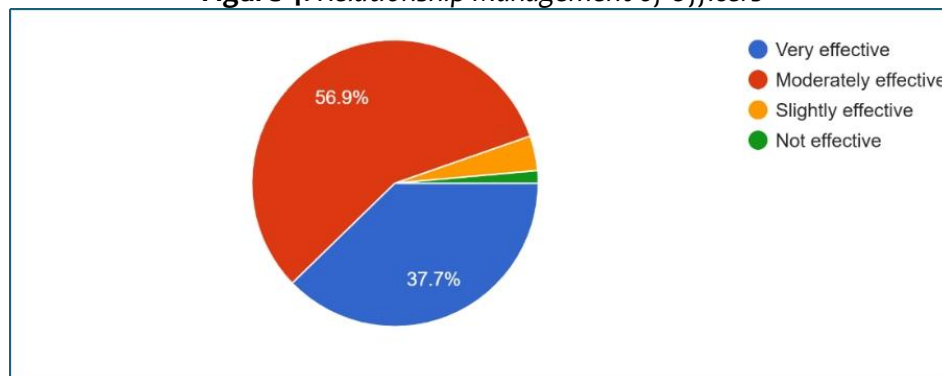
4.1.4 Social Awareness

Social awareness is the capacity to recognise and comprehend the emotions of others. Approach the future with optimism: Identify stakeholder requirements and respond proactively to enhance organizational alignment (Kabir, 2025).

4.1.5 Relationship Management

Leaders should have the ability to manage relationships, utilise emotional information to influence individuals in the desired direction, and resolve conflicts in a constructive manner by emphasising direct communication and emotions (Ahmed, 2025). Relationship-management skills based on emotional intelligence (EI) promote positive command climates of shared purpose that increase productivity and morale (Alam, 2025).

Figure 4: Relationship-Management of Officers



Note. Researcher's Own Construct Based on Survey-1, Question-11

4.2 Developing Leadership Traits: Pathways to Enhanced Leadership Capability

5.2.1 Definition of Military Leadership

The concept of military leadership envisions a leader who is aware of his/her responsibilities, capitalizes on his/her strong traits, corrects his/her weaknesses and is guided by the principles of leadership (BMA, 2023).

Components of Military Leadership Traits

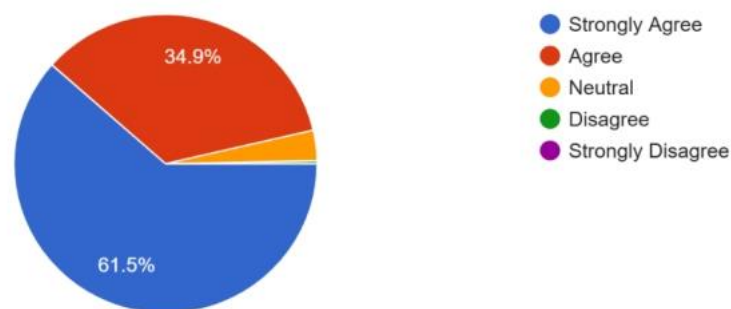
- **Bearing, Courage, Decisiveness, Enthusiasm.** Leaders set standards that subordinates follow by showing bearing through posture, clothing, and polite behaviours, thereby leaving a positive image always (Alam, 2025).
- **Endurance, Initiative, Knowledge.** Endurance is a term that encompasses both physical and mental aspects. For a commander, it refers to the ability to persist over an extended period and rapidly recover from setbacks (Kabir, 2025). Initiative is attempts to act in order to identify opportunities and contentions before they are even anticipated. The foundations of ongoing operational effectiveness in swiftly changing environments are endurance, initiative, and know-how, when combined (BMA, 2023).

- **Dependability, Integrity, Judgement, Unselfishness.** Dependability is the ability of a leader to consistently and punctually complete tasks, thereby fostering confidence among peers and subordinates that they can depend on in challenging situations (Ahmed, 2025). Integrity establishes an environment that prioritises honesty and accountability by consistently adhering to moral and legal standards. These interconnected qualities ensure that leaders consistently exhibit moral conduct, which in turn fosters loyalty and confidence (BMA, 2023).
- **Justice, Loyalty, Tact.** To preserve morale and unit cohesiveness, justice demands that all personnel are treated equally by ensuring policies and discipline are applied equally (Kabir, 2025). Loyalty encompasses the foundation of unwavering bonds of strength within our ranks and the willingness to sacrifice to accomplish common goals (Ahmed, 2025). Tact is about diplomacy and cultural sensitivity in communication (Alam, 2025).

Correlation between EI and Leadership Traits

Emotional intelligence (EI) is the foundation of core military leadership traits, providing commanders with the self-awareness and self-regulation required to project the confident bearing and composure that are essential in high-stakes environments (Alam, 2025). Emotionally intelligent leaders can change strategies, raise team morale, and motivate groups, so increasing operational effectiveness (Ahmed, 2025).

Figure 5: EI Enhances Leadership Traits

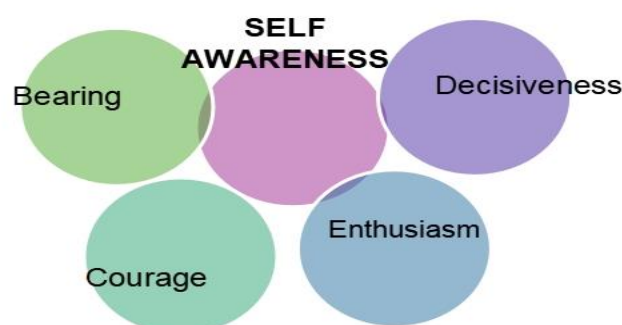


Note. Researcher's Own Construct Based on Survey-1, Question-3

4.2.2 Self-Awareness with Bearing, Courage, Decisiveness, Enthusiasm

Self-awareness enables leaders to recognize internal feelings and project confidence through posture, attire, and controlled gestures, setting standards for subordinates (Alam, 2025). Accurate self-assessment informs decisiveness, as leaders swiftly weigh facts and choose optimal courses of action with clarity (Zahid Hossain, 2025).

Figure 6: Self-awareness with Bearing, Courage, Decisiveness, Enthusiasm

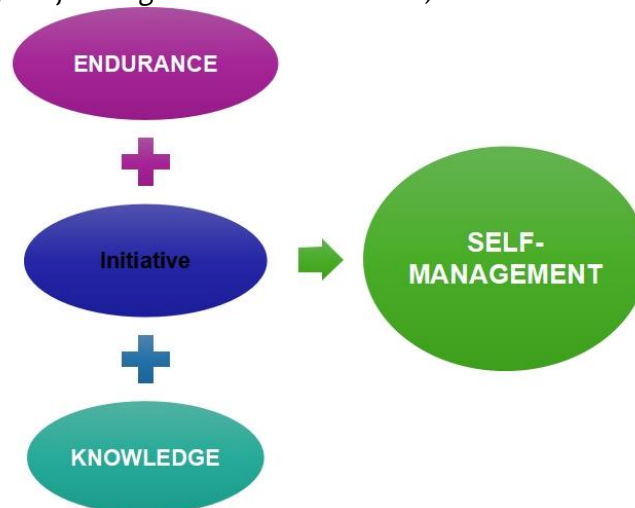


Note. Researcher's Own Construct

4.2.3. Self-Management with Endurance, Initiative and Knowledge

Self-regulation is the ability to control one's emotions and behaviors to maintain performance. The physical and mental resilience towards fatigue and stress is an indicator of endurance, which makes the leaders to stay motivated until mission completion (BMA, 2023). Self-management competencies such as flexibility and achievement drive have a direct impact on how effectively the person operates according to (Goleman, 1998)

Figure 7: Self-Management with Endurance, Initiative and Knowledge

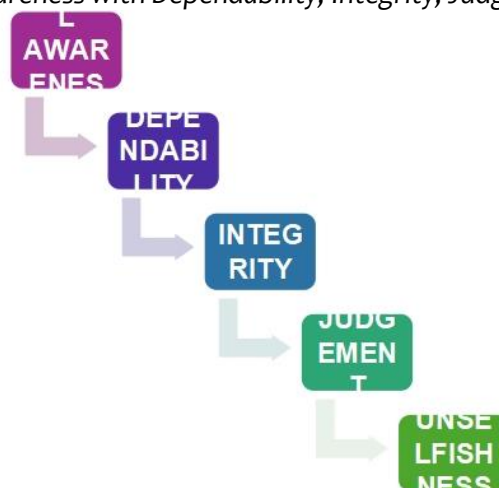


Note. Researcher's Own Construct

4.2.4 Social Awareness with Dependability, Integrity, Judgement, Unselfishness

Social awareness is the capacity to comprehend the emotions and requirements of others. One establishes group trust and alignment by adhering to instructions (Zahid Hossain, 2025). Research on social awareness competencies indicates that they enhance the ethical environments and team cohesion of military organizations (Druskat & Wolff, 2001).

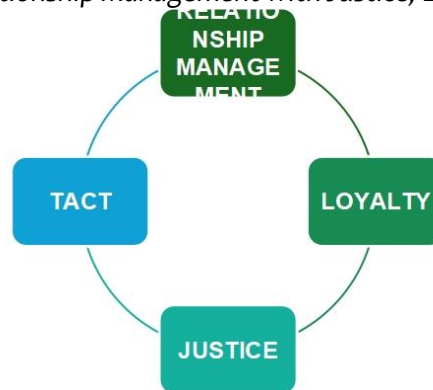
Figure 8: Social Awareness with Dependability, Integrity, Judgement, Unselfishness



Note. Researcher's Own Construct

4.2.5 Relationship Management with Justice, Loyalty, and Tact

Relationship management uses emotional intelligence to influence and work with others. Maintaining justice by fair rewards and discipline promotes morality and confidence (BMA, 2023). Defined as the diplomatic management of people, tact reduces offence by means of dispute resolution and constructive criticism (Kabir, 2025).

Figure 9: Relationship Management with Justice, Loyalty, and Tact

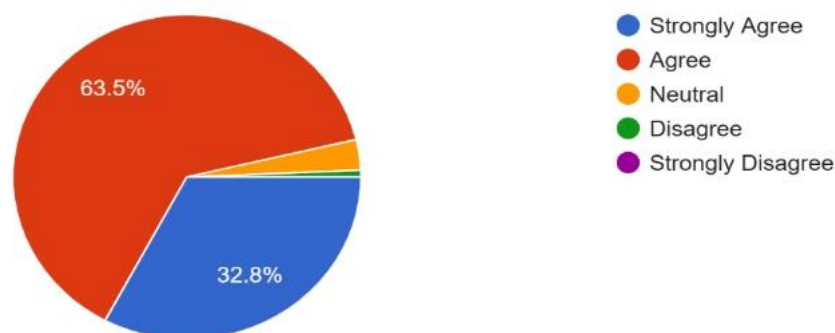
Note. Researcher's Own Construct

4.3 IMPACT OF EMOTIONAL INTELLIGENCE ON DECISION MAKING OF MID-LEVEL OFFICERS OF THE BANGLADESH ARMY

In the challenging environment of military operations, EI will enhance decision making of Mid-level officers of BA beyond technical proficiency and command authority. Mid-level officers in the BA play a key role in high command and on-the-ground execution. EI directly affects mission success and operational effectiveness; thus, they must be applied in decision making of mid-level officers (Alam, 2025).

4.3.1 Theoretical Foundation: EI and Military Decision Making

Military decision making is exercised in environments marked by complexity, uncertainty, ambiguity, and risk. Leadership is defined as “the art of influencing and directing people to achieve willingly the team or organisational goal,” thereby highlighting that effective command depends on both technical competence and emotional influence (AHQ, 2012). 64% of the respondents strongly agreed and 33% agreed in favour of the aspect.

Figure 10: EI and Military Decision Making

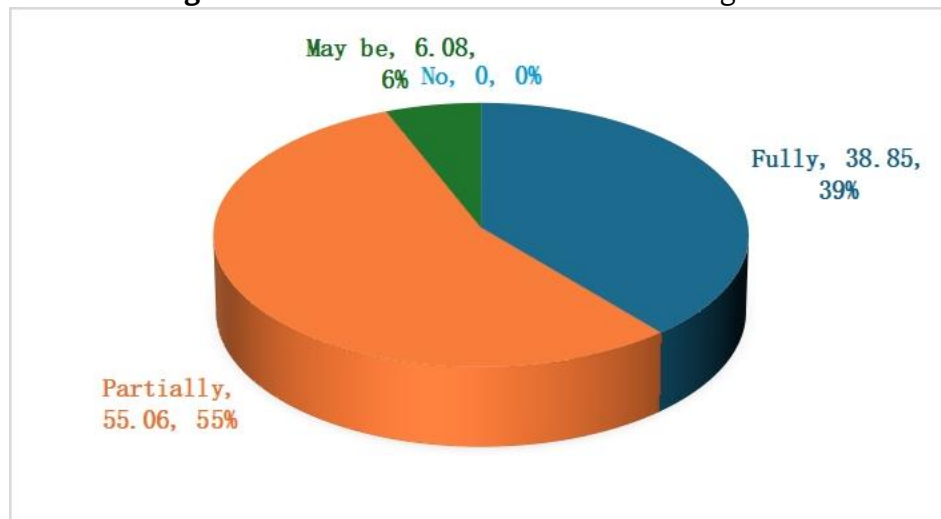
Note. Researcher's Own Construct Based on Survey-1, Question-4.

In BA, Mid-level officers bridge strategic vision and tactical action, making decisions under pressure with incomplete information. Integrating EI enables these officers to recognize and regulate personal emotions that might distort judgment, to perceive and respond to the emotional cues of subordinates, and to navigate complex group dynamics that influence mission outcomes (Ahmed, 2025).

4.3.2 Improved Self-Awareness Leads to Better Judgment

Self-awareness helps officers to identify their feelings, strengths, shortcomings, and triggers, so strengthening moral judgement. "Know Yourself and Seek Self-Improvement" advises leaders to ask themselves how emotions could affect important decisions (AHQ, 2012). By understanding the roots of their fear, leaders develop both moral and physical courage, empowering them to face personal risks with determination when duty demands (CLM an intelligence approach, 2012).

Figure 11: Self-Awareness Leads to Better Judgment

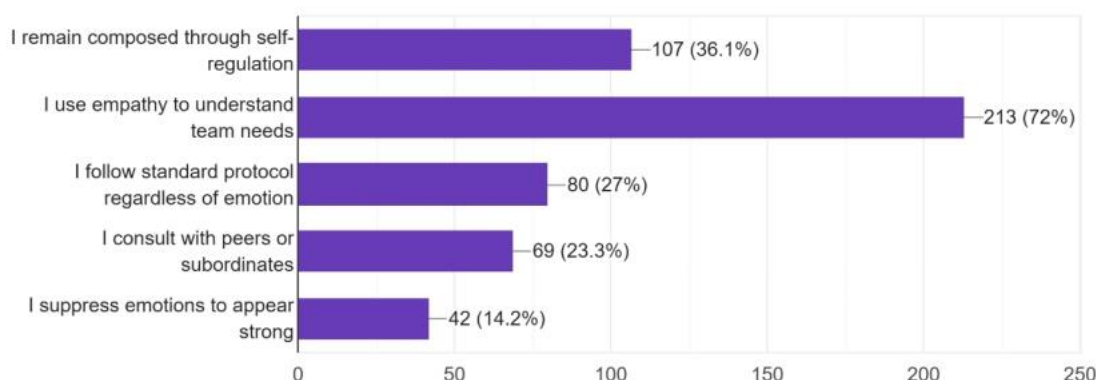


Note. Researcher's Own Construct Based on Survey-1, Question-7

4.3.3 Enhanced Self-Management Enables Composure Under Pressure

Self-management is the ability to regulate one's emotions and behaviour, so officers stay calm and clear-headed under stress. Developing self-management relies on building endurance, fostering initiative, and expanding professional knowledge through systematic training (CLM an intelligence approach, 2012). Endurance empowers officers to persevere during extended operations and quickly recover from setbacks. Initiative drives them to act independently and decisively when orders are delayed or unclear (Zahid Hossain, 2025).

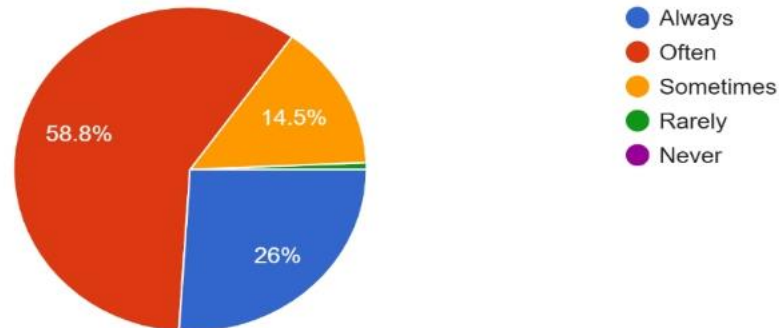
Figure 12: Self-Management Enables Composure Under Pressure



Note. Researcher's Own Construct Based on Survey-1, Question-10.

4.3.4 Reduced Cognitive Overload in Complex Situations

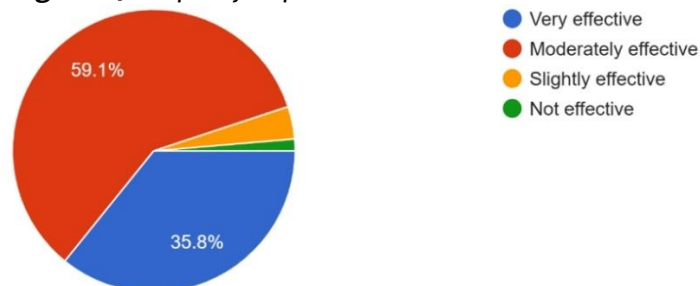
Self-management helps prevent this overload by teaching leaders to block out distractions, focus on the most vital data, and stay mentally grounded. (AHQ, 2012). 59% of the respondents opined that factors of EI always help to make better judgement in complex situations.

Figure 13: EI Reduces Cognitive Overload in Complex Situations

Note. Researcher's Own Construct Based on Survey-1, Question-9

4.3.5 Empathy Improves Human-Centric Decisions

Empathy enables officers to understand and share the feelings, motivations, and needs of their subordinates and peers, strengthening relationships and building mutual trust (Ahmed, 2025). By anticipating how orders will affect morale and cohesion, empathetic leaders adjust tactical decisions to support mission objectives while safeguarding individual well-being (Kabir, 2025). 59% of officers think that empathy has improved team morale and reduced conflict when making decisions that considered soldier welfare.

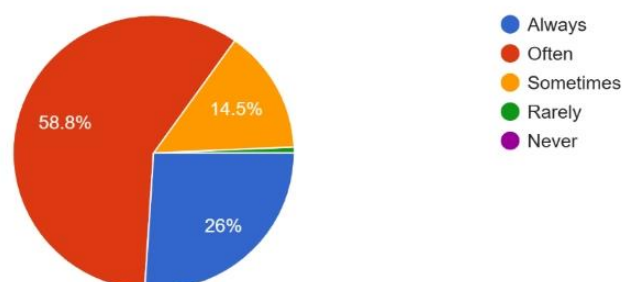
Figure 14: Empathy Improves Human-Centric Decisions

Note. Researcher's Own Construct Based on Survey-1, Question-11

An empathetic officer who recognized signs of subordinate burnout implemented temporary rest periods during extended field exercises, earning increased loyalty and sustained engagement that improved overall training outcomes (Druskat & Wolff, 2001).

4.3.6 Social Awareness Promotes Collaborative Decision Making

Social awareness builds upon empathy by enabling officers to interpret group dynamics, organizational culture, and stakeholder viewpoints, which is vital for inclusive collaboration and cohesive action (Goleman D. , Harvard Business Review, 2000).

Figure 15: Social Awareness Promotes Collaborative Decision Making

Note. Researcher's Own Construct Based on Survey-1, Question-9.

In the survey 58% of officers opined that socially aware officers makes good decisions in high pressure. Goleman highlights that organizational awareness and service orientation are crucial for leaders navigating complex hierarchies and diverse teams (Goleman D., Harvard Business Review, 2000).

5.3.7 Motivation Drives Ethical and Purpose-Oriented Decisions

Motivating leadership is related to integrity, expertise, and justice. According to the guideline, very driven officials show moral behaviour and inspire group allegiance to the goals of the mission (AHQ, 2012). Motivated leaders also must create inspiring visions and resitter the moral foundations of their instructions. This supports strict adherence to standards and helps to raise unit morale (Kabir, 2025). When motivation is rooted in prosocial values, leaders demonstrate higher levels of accountability, transparency, and long-term thinking (Mayer, J. D., Salovey, P., & Caruso, D. R., 2008).

4.4 Ways to Integrate Emotional Intelligence into Leadership Training of Mid-Level Officers oOf Bangladesh Army

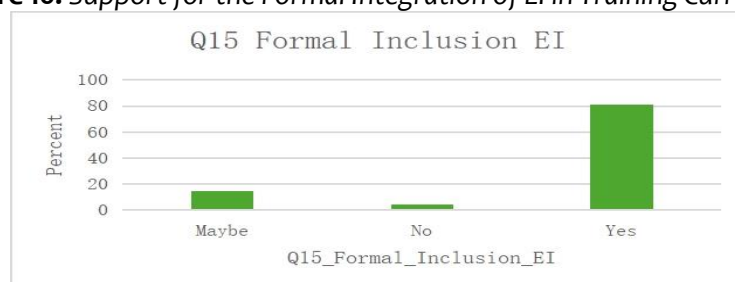
EI fosters a climate of trust and cooperation. As part of Mid-level officers' development process, the BA should be aware of shortcomings and make sure to concentrate more methodically on incorporating EI into the leadership training. Leaders possessing EI can react to constantly changing operational needs and build loyal, high-performing teams. EI-driven traits promote mutual respect, honest interaction, and focused attention, which leads to improved command and performance (Bar-On R., 2006). The training of mid-level officers in the BA does not make sufficient use of EI. Researchers recognised that EI can help officers make better decisions and raise morale, but it is not incorporated very often in training (Colonel Iftekhar Ahmed, 2025).

4.4.1 Integrating EI Modules into Existing Military Courses

The most impactful and foundational measure for enhancing Emotional Intelligence within the BA is the formal, structured integration of dedicated EI modules into the core curricula of its military training institutions. (Colonel Iftekhar Ahmed, 2025). This is not a minor oversight but a critical deficiency in preparing leaders for the complexities of modern command. Leading militaries around the world have already recognized this need and have moved to formalize EI training. The United States Army, for instance, implements its Comprehensive Soldier and Family Fitness (CSF2) program, which includes a 10-day intensive "Master Resilience Trainer" course designed to create a self-sustaining cadre of experts who can teach EI skills at the unit level (Cornum, 2011). Similarly, the Indian Military Academy at Dehradun has incorporated a 40-hour module on "Emotional Resilience & Leadership" for its cadets, (Indian Military Academy, 2023).

One participant articulated this need perfectly by implying that while officers are taught tactics extensively, the 'human element' is often left to individual experience, forcing them to improvise when dealing with the emotional needs of their subordinates misses he had witnessed (FGD 1, 2025). The quantitative data provides a clear mandate for this change. **81.3%** of officers explicitly state that EI should be formally included in training modules.

Figure 16: Support for the Formal Integration of EI in Training Curriculum



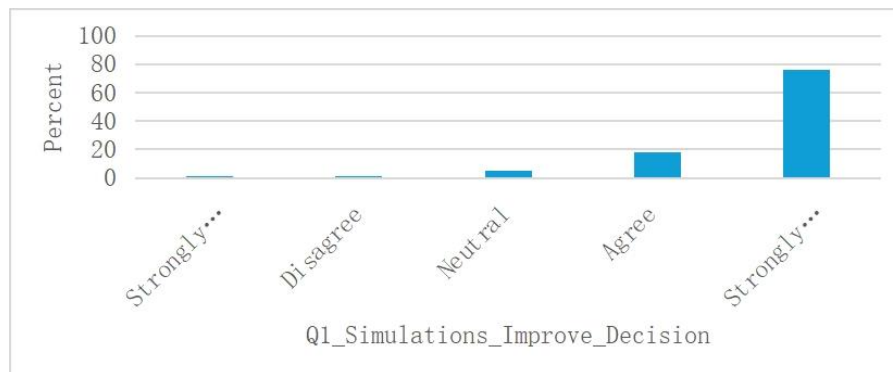
Note. Researcher's Own Construct Based on Survey-1, Question-15.

As a result, it is strongly recommended that dedicated EI modules be developed and progressively integrated into the curricula of all key career courses.

4.4.2 EI-Focused Situational Exercises

Doctrine itself states that competence is gained through a combination of "training, experience, and self-improvement," underscoring the importance of applied learning (Army Headquarters, Bangladesh Army, 2012). "EI-Focused situational exercises" emerged as one of the top choices, endorsed by 71.7% of respondents

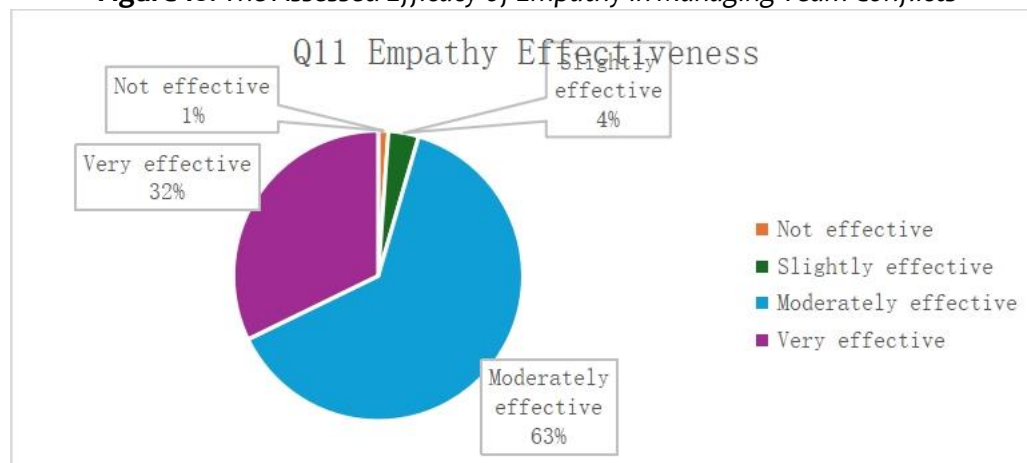
Figure 17: Perceived Effectiveness of Simulations on High-Pressure Decision-Making



Note. Researcher's Own Construct Based on Survey-2, Question-1.

The Australian Army's "EI as a Force Multiplier" program, for example, utilizes scenario-based combined arms exercises that are specifically designed to test an officer's "emotion-cue response in planning and execution" (Australian Army Research Centre, 2023). Over 95% of surveyed officers rated empathy as either 'Very effective' or 'Moderately effective' in managing team conflicts, confirming it as a critical skill.

Figure 18: The Assessed Efficacy of Empathy in Managing Team Conflicts



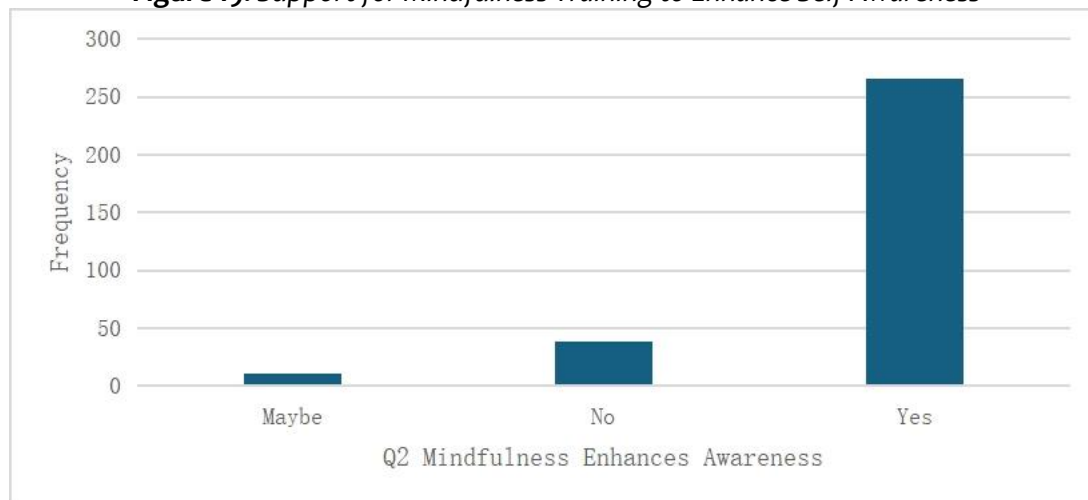
Note. Researcher's Own Construct Based on Survey-1, Question-11.

4.4.3 Mindfulness and Stress Control Techniques in Physical Training or Admin Periods

An officer's ability to regulate their emotions under pressure is a fundamental aspect of military leadership. This quality, often described as bearing or composure, is essential for maintaining cognitive clarity and inspiring confidence in subordinates, especially during chaotic and dangerous situations (Army Headquarters, Bangladesh Army, 2012).

A remarkable **98.7%** of officers agreed that mindfulness-based training would enhance their self-awareness during high-tempo operations, suggesting a deep understanding of the connection between internal state and external performance.

Figure 19: Support for Mindfulness Training to Enhance Self-Awareness

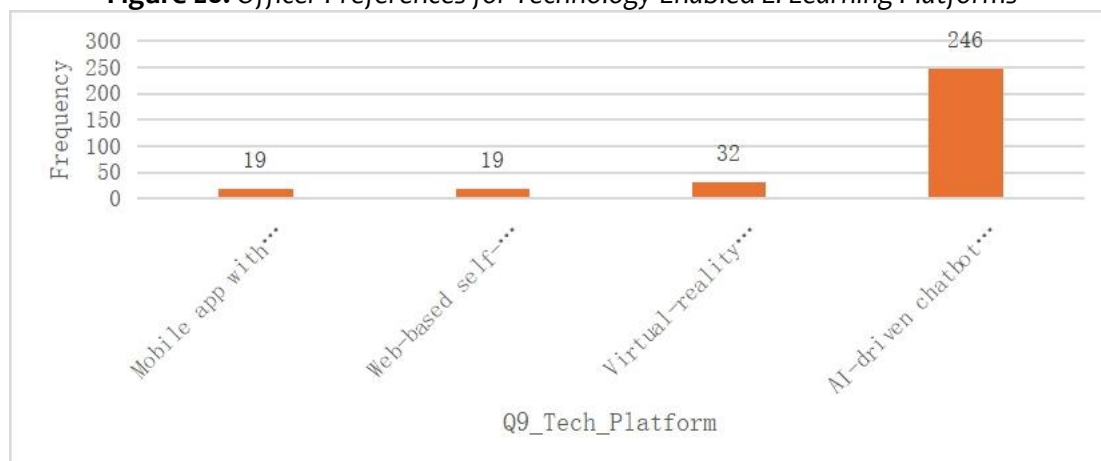


Note. Researcher's Own Construct Based on Survey-2, Question-2.

4.4.4 Harnessing Technology for EI Development

In an era of rapid technological advancement, modern tools offer innovative, scalable, and personalized solutions for the continuous personal development of leaders (Ahmed, 2025). When officers were asked about their preferences for technology-enabled learning platforms, the most favoured option was a "Mobile app with daily EI prompts," a choice that points to a desire for accessible, flexible, and on-the-go learning tools that can be integrated into a busy officer's daily schedule (FGD 2, 2025)

Figure 20: Officer Preferences for Technology-Enabled EI Learning Platforms



Note. Researcher's Own Construct Based on Survey-2, Question-9.

The United Kingdom's STRONG Framework, for example, includes app-based mindfulness resources to support ongoing resilience and emotional regulation for its leaders (Ministry of Defence, United Kingdom, 2022).

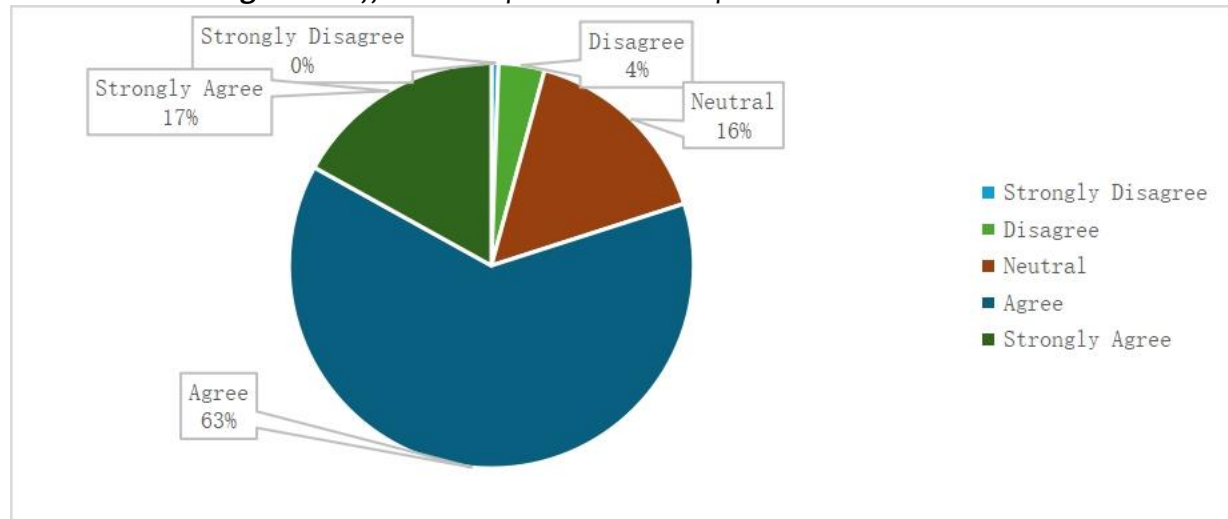
Biofeedback is a powerful tool for helping leaders visualize their stress response and consciously practice control, which is critical for mastering the composure needed for command (Alam, 2025). The Australian Army already supports its EI program with Virtual Reality and AI coaching,

demonstrating the viability of integrating sophisticated technology into leadership development frameworks (Australian Army Research Centre, 2023).

4.4.5 Incorporating EI in Annual Performance Reports or Course Reports

The principle that "what gets measured gets managed" is critical for institutionalising the importance of EI and ensuring it is treated as a core leadership competency (Kabir, 2025). A significant majority of officers (79.9%) already proactively seek feedback on their interpersonal skills, indicating a professional desire for self-improvement in this domain.

Figure 21: Officers' Receptiveness to Interpersonal Skills Feedback

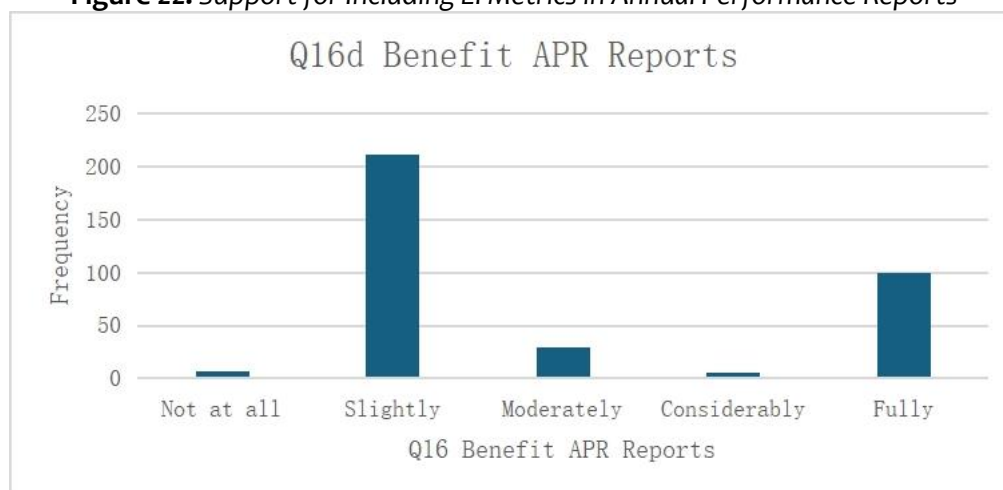


Note. Researcher's Own Construct Based on Survey-1, Question-12.

Both the Australian and Pakistan armies utilize 360-degree EI assessments as a standard component of their leadership development programs, providing officers with structured, confidential feedback from peers, superiors, and, crucially, subordinates (Australian Army Research Centre, 2023); (Pakistan Military Academy, 2023).

The most endorsed elements were "Peer and subordinate feedback summaries" and "Self-awareness and emotional regulation scores," indicating a desire for both qualitative and quantitative measures of performance.

Figure 22: Support for Including EI Metrics in Annual Performance Reports



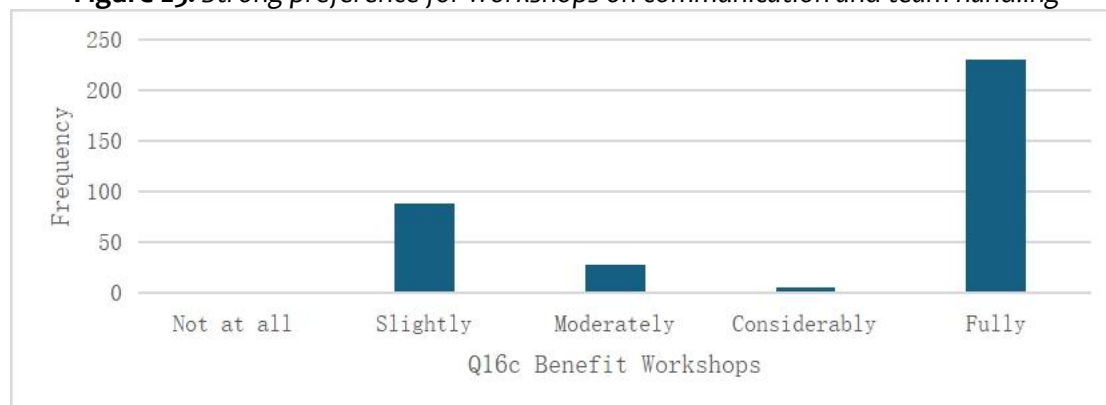
Note. Researcher's Own Construct Based on Survey-2, Question-11.

Integrating these components into Annual Performance Reports (APRs) and course reports would create a formal loop of feedback and self-reflection (Mehedi, 2024).

4.4.6 Conduct Workshops on Communication and Team Handling

The single most beneficial training format identified by respondents was "Workshops on communication and team handling," which was selected by a commanding 76.0% of officers, a finding powerfully highlighted. This powerful statistic indicates a strong and specific demand for dedicated training sessions that focus on the applied, interpersonal aspects of leadership.

Figure 23: Strong preference for workshops on communication and team handling



Note. Researcher's Own Construct Based on Survey-1, Question-16c.

4.4.7 Collaborating with Academic Institutions and Research Organizations

Partnering with international military research centres can provide the BA with invaluable access to validated training models, proven assessment tools, and crucial lessons learned from other advanced armed forces that have already embarked on similar initiatives (Alam, 2025)

5. CONCLUSIONS

The Bangladesh Army requires its leaders to possess both technical and tactical expertise, as well as a high degree of emotional control and interpersonal skills. Emotional Intelligence (EI) has emerged as a significant factor contributing to more effective leadership, influencing decision-making, communication, and team integration. Research shows that mid-level officers in the Army face dynamic and stressful situations, and their ability to manage emotions, understand others, and demonstrate emotional control directly impacts their success. By incorporating EI into leadership development, the Army can enhance officer resilience, adaptability, and trust, ensuring a more effective and cohesive leadership structure. The study concludes that EI is not merely an additional skill but an integral component of modern military leadership that positively influences both individual and organizational performance.

The study further examines how EI complements traditional military leadership traits such as decisiveness, integrity, and courage. It finds that self-aware officers are calm and confident, while those strong in relationship management can foster loyalty and trust within their teams. Although mid-level officers value EI, they are often not provided formal training in this area. The research also highlights the importance of empathy and social awareness in maintaining morale, discipline, and mutual respect. In decision-making, EI contributes to better judgment, reduced errors during stress, and improved unit resiliency. Finally, the paper recommends incorporating EI training into professional courses, situational exercises, and mindfulness practices, using technological solutions and EI assessments to enhance leadership development systematically.

6. RECOMMENDATIONS

A Board of Officers (B of O) may be formed under Army Headquarters, General Staff (GS) Branch, Military Training (MT) directorate to determine the feasibility of including (CSF2) program, which includes a 10-day intensive "Master Resilience Trainer" followed by the USA in existing institutional military mandatory training. An appropriate representative from Psychology wing of ISSB should be the part of B of O in this regard.

The Military Secretariat (MS) Branch may post a psychologist in each formation. Additionally, the formations may employ the psychologist to conduct periodic situational based EI exercises for mid-level officers. Besides, necessary refresher training sessions may be organised for the mid-level officers as per requirement.

B of O may be appointed under Army Headquarters, Education Directorate to determine the feasibility of including technology-enabled learning platforms, such as mobile applications delivering daily EI prompts and biofeedback devices facilitating real-time emotional regulation exercises in Formations. An appropriate representative from the Information and Technology (IT) directorate, Military Training Directorate should be part of the B of O in this regard.

Military Secretariat (MS) branch may select and send a group of Officers ranging from Mid-level to senior officers for training in abroad. These officers should establish a formal mentorship program that will pair the junior and mid-level officers with senior officers. This initiative would create a structured framework for shaping and transferring emotional competencies, hence integrating the essential 'human element' of command into the army's established culture of leadership transmission

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