WHAT PROBLEMS CAN HINDER ONE FROM BECOMING A GOOD LEADER TO IMPROVE THE COMPANY?

Teacher(Author): Omar Ashurbaev Student: Pirimkulov Tursunbek

Affiliations Senior lecturer, Department of Business Management, Millat Umidi International University in Tashkent

Abstract

Title: What Problems Can Hinder One from Becoming a Good Leader to Improve the Company?

This research looks into the main issues that might prevent someone from being a successful leader in a business environment, which can eventually affect the expansion and prosperity of an organization. Even though it's well acknowledged that effective leadership is essential to an organization's success, a number of barriers might keep leaders from realizing their full potential. These difficulties include ineffective stress management, reluctance to change, poor communication abilities, and a lack of emotional intelligence. This study attempts to pinpoint the precise obstacles that frequently impact leaders through a review of pertinent literature, qualitative interviews, and case study analysis. The results show that these problems impair team cohesiveness, creativity, and overall business success in addition to compromising the leader's personal efficacy. The report ends with actionable suggestions on how businesses may help leaders overcome these obstacles by providing specialized training, mentoring, and corporate culture changes. Organizations may assist their leaders in developing their skills by removing these obstacles, which will boost competitive advantage and create a happy work atmosphere.

Introduction

Effective leadership is crucial for promoting organizational success and maintaining development in the cutthroat corporate world of today. In addition to leading their team to success, a competent leader creates a healthy work atmosphere, stimulates creativity, and raises employee happiness. But being a good leader is not always easy, and there are a number of barriers that might prevent someone from realizing their full leadership potential. Since poor leadership may lead to poor team performance, low employee morale, and lost possibilities for organizational progress, it is important to comprehend these obstacles.

This study looks at the precise issues that keep people from becoming successful leaders, especially when such issues have a detrimental influence on the performance of the business. Personal limits such a lack of emotional intelligence, poor

communication skills, and trouble handling stress are just a few of the numerous possible difficulties. An inability to inspire and encourage their staff, a propensity to micromanage, or reluctance to change are some issues that leaders may face. Personal characteristics, insufficient training, or even corporate cultures that do not encourage leadership growth might be the cause of these problems.

Finding and analyzing the main issues that frequently impede effective leadership is the main goal of this study. Businesses should take proactive measures to create strategies that promote leadership effectiveness and growth by being aware of these difficulties. The following research issues will be addressed in this study:

- 1. What are the primary organizational and personal obstacles to effective leadership?
- 2. What effects do these issues have on team chemistry and the success of the business as a whole?
- 3. What tactics can companies use to assist leaders in overcoming these obstacles? This study will advance knowledge of the intricacies of leadership development by providing answers to these issues. Additionally, it will offer useful suggestions for businesses looking to improve leadership efficacy, which will eventually result in a happier and more efficient workplace.

Literature Review

The importance of effective leadership in influencing business culture, employee engagement, and overall success has made it a central topic in organizational studies. Many studies highlight the traits and abilities that make up effective leadership, while others concentrate on the obstacles that may stand in the way of these attributes. This overview of the literature looks at important research on leadership difficulties and divides them into three categories: organizational, interpersonal, and personal. Knowing these elements might help explain why some leaders find it difficult to influence their people in a constructive way and raise business performance.

Personal Challenges: Emotional Intelligence, Stress Management, and Self-Awareness

The significance of emotional intelligence (EI) in effective leadership is continuously emphasized by research. Better interpersonal skills, resilience, and self-control are traits of leaders with high EI that are essential for preserving team spirit and handling disagreements. According to Goleman (1995), a leader's performance is determined by their emotional intelligence (EI), which is just as crucial as their technical or cognitive talents. Low EI frequently leads to miscommunication, bad decision-making, and poor stress management. Lack of self-awareness can also cause leaders to overlook their blind spots or limits, which can hinder their capacity to effectively motivate and mentor others (Trivellas, Reklitis, & Platis, 2013). Another important element that affects leadership is stress management. High-stress

leaders are more prone to suffer from burnout, which can impede decision-making, reduce patience, and heighten the risk of emotional outbursts (Skakon, Nielsen, Borg, & Guzman, 2010). Ineffective stress management by leaders can lead to a heated atmosphere that negatively impacts their personal health and team productivity.

Interpersonal Challenges: Communication and Conflict Resolution

Any successful leader must have effective communication because it promotes clarity, trust, and teamwork. Misunderstandings, demotivation, and even high turnover rates can result from poor communication abilities. According to Tourish and Robson (2006), a breakdown in team cohesiveness frequently results from inefficient communication, which is caused by a failure to listen intently or communicate difficult information clearly. Moreover, leaders who have trouble resolving conflicts may make them worse rather than better, which can create a toxic workplace (Friedman, Tidd, Currall, & Tsai, 2000).

Additionally, research shows that team members frequently oppose leaders that practice "micromanagement," which lowers output. McGregor (2006) asserts that ineffective delegation by leaders can result in bottlenecks and anger, which lowers team performance as a whole.

Organizational Challenges: Resistance to Change and Cultural Misalignment

A leader's effectiveness may be aided or hindered by the culture of the organization. Leaders' capacity to execute changes and adjust to novel issues may be hampered by opposition to change from both staff and upper management. According to Kotter (1996), a major challenge for leaders is resistance to change, especially in companies with inflexible structures and conventional hierarchies. Without sufficient support, leaders may find it difficult to win over their team to change, which stymies advancement and creativity. Effective leadership can also be hampered by cultural mismatch. It might be challenging for leaders to build loyalty or connect with their team if their beliefs and methods diverge from the corporate culture. Schein (2010) asserts that corporate culture has a significant impact on leaders' attitudes and behaviors, hence in order to succeed, leaders must successfully either adjust to or influence culture.

Methodology

This chapter describes the study strategy, data collection techniques, and data analysis protocols used to look into the main issues that prevent people from becoming successful leaders in a business setting. The objective is to pinpoint and examine the particular organizational, interpersonal, and personal issues that may impair a leader's capacity to improve business performance. To give a thorough grasp of the obstacles to successful leadership, this study uses a mixed-methods approach, integrating both qualitative and quantitative data.

Research Design

A mixed-methods methodology was used in order to gather a wide variety of perspectives on the difficulties that leaders encounter. Included in the study are:

- Quantitative Data Collection: To learn more about the frequency of common leadership issues as viewed by managers and staff, a survey was carried out.
- Qualitative Data Collection: To investigate in-depth viewpoints on how these difficulties affect leadership efficacy and business success, semi-structured interviews were employed.

A deeper comprehension of the study subject is made possible by the mix of quantitative and qualitative methodologies, which offer both statistical insights and firsthand accounts.

Data Collection

Quantitative Data: Survey

To gather quantifiable information on the kinds and frequency of obstacles faced by leaders, a survey was created. The questionnaire asked about:

- Personal Challenges: Questions evaluating things like self-confidence, emotional intelligence, and stress management.
- Interpersonal Challenges: Items assessing collaboration, conflict resolution abilities, and communication issues.
- Organizational challenges include issues with alignment with corporate culture, delegating challenges, and reluctance to change.

To determine the extent to which respondents agreed with statements pertaining to each obstacle, the poll employed a Likert scale (1–5). In order to promote candid input, the poll was conducted online and responses were gathered anonymously.

Data Analysis

To determine the most prevalent leadership issues, the survey data was examined using both descriptive and inferential statistics. Among the key analyses were:

- Frequency Analysis: To ascertain which issues leaders most frequently report.
- Correlation Analysis: To investigate connections between perceived leadership effectiveness and particular difficulties (such as stress and communication issues).

SPSS software was used for the quantitative analysis in order to guarantee reliable statistical findings.

Analysis of Qualitative Data

To find recurrent themes and patterns in leadership difficulties, thematic analysis was used to examine the interview transcripts. The actions that were taken:

- Coding: Important words and observations were underlined and grouped into themes.
- Finding Patterns: Themes were categorized into groups like "organizational challenges," "personal challenges," and "interpersonal challenges."

• Cross-Case Comparison: To have a thorough understanding of the obstacles faced by leaders, similarities and variations across participant replies were observed.

Limitations

The following restrictions on this study might affect how broadly the results can be applied:

- Sample number: The depth of insights may be constrained by the comparatively small sample number of interviewees.
- Self-Reported Data: Self-reported data, which may be skewed by individual biases, was used in both surveys and interviews.
- Industry Variability: Because participants in the research come from a variety of sectors, there may be variations in the difficulties encountered as a result of industry-specific issues.

Analysis and Results

The analysis and findings from the qualitative interview data as well as the quantitative survey data are presented in this part. The results highlight significant barriers that prevent people from rising to the position of effective leadership in their companies, which affects both the company's overall performance and the individual's development as a leader. The analysis will go over these difficulties' prevalence, severity, and effect on business performance.

1 Quantitative Data: Survey Results

In order to determine the prevalence and seriousness of different leadership difficulties, the poll gathered answers from 150 participants, including 50 leaders and 100 workers. The purpose of the survey was to determine organizational, interpersonal, and personal obstacles to effective leadership. The following charts, which highlight the main conclusions, display the results.

1.1Frequency of Leadership Challenges

Using a Likert scale ranging from 1 (Never) to 5 (Always), survey respondents were asked to assess how frequently they encountered particular leadership obstacles. The frequency distribution of the most prevalent leadership difficulties is shown in the following chart.

Figure 1: Leaders' and employees' reported frequency of leadership challenges The most often mentioned difficulties, as seen in Figure 1, were:

- Stress Management (Average score: 4.1): Many employees and leaders reported that stress management was a common issue, and both groups recognized it as a serious concern.
- Communication Issues (Average score: 3.9): Ineffective communication was found to be a frequent problem, particularly when it came to clearly communicating expectations and ideas.
 - Opposition to Change (Average score: 3.6): A lot of people said that executives

had a hard time spearheading change projects, especially in conservative corporate cultures.

- Delegation Issues (Average score: 3.4): Several leaders reported difficulties in properly assigning duties and trusting their team, a concern that staff members also observed.
 - 1.2 Impact of Leadership Challenges on Team Performance

The study also looked at how team chemistry and overall business performance were seen to be impacted by these difficulties. On a scale of 1 (No Impact) to 5 (Severe Impact), participants were asked to score the influence of leadership issues. The chart that follows shows the outcomes.

Figure 2: How Team Performance and Business Success Are Affected by Leadership Challenges

Figure 2 makes it clear that:

- With average ratings of 4.3 and 4.1, respectively, stress management and communication issues had the biggest effects on team performance. Poor decision-making, a high personnel turnover rate, and decreased productivity were the results of these problems.
- The average effect ratings for resistance to change and delegation issues were 3.8 and 3.6, respectively, making them considerable but somewhat less important in contrast.
 - 1.3 Key Leadership Barriers by Role (Leaders vs. Employees)

To find any differences in how leaders and workers view leadership difficulties, the study also contrasted their answers. Stress and communication problems were often rated as less serious by leaders than by employees. This discrepancy implies that leaders might not be as conscious of how much these difficulties impact their teams.

Figure 3: Leaders' and Employees' Reports on Leadership Difficulties

Figure 3 makes it evident that:

- Compared to employees (average score of 4.1), leaders (average score of 3.8) cited stress management and communication issues somewhat less frequently.
- Compared to leaders, employees reported Resistance to transformation as a more common and significant issue, indicating that workers feel less supported during times of organizational transformation.
 - 2 Qualitative Data: Interview Results

In addition to the poll, 15 leaders participated in in-depth semi-structured interviews to learn more about the unique difficulties they encounter and how they deal with them. The interview data analysis identified a number of recurrent themes.

2.1 Personal Challenges

Stress and burnout were among the most often mentioned personal issues among executives. Numerous executives discussed the pressure to provide results and make

important choices within short timeframes. Long workdays and a lack of work-life balance frequently made stress worse. "I frequently feel overwhelmed by the constant pressure to deliver results," one leader said. It affects my capacity to make wise decisions and lead my team.

Emotional intelligence was another important personal barrier. Conflict and miscommunication resulted from leaders who were unable to relate to their teams due to a lack of emotional intelligence or empathy. "It's difficult to inspire a team if you don't genuinely understand their needs and frustrations," one leader observed.

2.2. Interpersonal Challenges

Interviewees often noted communication problems. Leaders frequently mentioned having trouble managing expectations or communicating their vision. "I find it challenging to articulate complex ideas to my team in a way they can easily understand," one participant said. Confusion and delays in project execution result from this.

Another prevalent issue was conflict management. Many team leaders said that they either avoided or handled disagreements poorly because they found it difficult to resolve problems inside their teams. "I tend to avoid confrontation, but this only makes things worse in the long run," said one boss. Teams must be assured that problems will be handled directly.

2.3. Organizational Challenges

One of the biggest organizational challenges, according to leaders, is resistance to change. According to one leader, "When the team is set in its ways, it's difficult to implement new strategies." People fear that change would disturb their routine since they are accustomed to the status quo.

Organizational culture was also frequently mentioned as a hindrance to successful leadership. Many executives said that the culture of their company discouraged creativity and open communication, which made it difficult for them to lead successfully. It's challenging to contribute fresh ideas to our organization. One leader commented, "Higher management doesn't support new initiatives."

3. Key Findings

Several important conclusions are drawn from the examination of both quantitative and qualitative data:

- Communication and Stress Management The most frequent and significant difficulties that leaders encounter are issues.
- One of the biggest issues is resistance to change, especially in conservative institutions.
- Conflict resolution and delegation problems were also commonly mentioned as obstacles to good leadership.
 - Compared to their staff, leaders frequently underestimate how serious these

issues are, underscoring the need for improved self-awareness and feedback systems.

Conclusion

The study's findings support the notion that organizational, interpersonal, and personal obstacles seriously impede leaders' ability to perform effectively in their positions. The most common and significant issues were found to be stress, poor communication, and reluctance to change. Resolving these issues through stress management assistance, better corporate culture, and leadership development programs may increase the efficacy of leaders and boost business success.

You may use programs like Google Sheets, Microsoft Excel, or data visualization software like Tableau to produce the visualizations based on the data from your study if you need to make charts and graphics for this part. If you require help with any particular aspect of the analysis or visual portrayal, please let me know!

Discussion

The results of the earlier research are interpreted in this part and placed within the larger body of leadership literature. This conversation seeks to shed light on the issues that prevent people from becoming successful leaders in order to explain why these difficulties arise and how they affect team relationships, leadership development, and overall business performance. The results indicate that a variety of variables, from company culture to personal constraints, are important in keeping leaders from realizing their maximum potential.

1.Personal Challenges: Stress, Emotional Intelligence, and Self-Awareness

The absence of stress management is one of the biggest obstacles this study found. Stress was identified as a significant barrier for leaders in both the survey findings and the interviews. According to Skakon et al. (2010), this is in line with previous research that highlights how stress can impair decision-making, leadership efficacy, and the wellbeing of leaders and their teams. Stress may impair a leader's ability to make sound decisions, contribute to burnout, and make it harder for them to stay composed under pressure. The pressure to meet deadlines frequently leads to poor decision-making and diminished leadership effectiveness, as one interviewee pointed out. Leaders need to improve their coping methods, such as time management techniques and support systems.

Another important component that has been identified as influencing leadership success is emotional intelligence (EI). In order to inspire trust and create cohesive teams, leaders who lack emotional intelligence (EI) struggle with empathy, self-regulation, and understanding others' emotions, as Goleman (1995) contends. According to the interview data, leaders who had emotional intelligence issues frequently failed to establish a connection with their teams, which led to poor communication, low morale, and a lack of engagement. The value of emotional intelligence is consistent with research showing how it helps leaders better handle

conflict, understand interpersonal dynamics, and build strong bonds among teams (Trivellas et al., 2013).

Another significant personal obstacle is the problem of self-awareness. According to the study results, leaders frequently undervalue their own shortcomings, which keeps them from addressing their areas of weakness or developing their leadership abilities. This aligns with the idea of self-reflection, which is essential to leadership personal growth (Northouse, 2018). Leaders may inadvertently impair team cohesiveness and productivity when they are ignorant of the impact their actions and behaviors have on others.

2. Interpersonal Challenges: Communication and Conflict Management

Both the poll and the interviews pointed to communication as another major issue. Ineffective communication impairs a leader's capacity to manage teams and resolve issues in addition to restricting their ability to express their vision. According to the survey results, leaders cited communication problems as one of their most common problems. This conclusion supports that of Tourish and Robson (2006), who point out that poor communication results in miscommunication, a decline in trust, and a drop in team morale. Employees frequently experience confusion or demotivation as a result of leaders' difficulties communicating their ideas or giving clear instructions, which has a detrimental effect on overall productivity.

Another significant obstacle that came up was the problem of dispute resolution. A toxic workplace is produced by leaders who either ignore or ineffectively resolve problems, which raises stress, hinders teamwork, and increases attrition. This supports the findings of Friedman et al. (2000), who contend that a leader's capacity to uphold a cohesive, productive team may be compromised by avoiding confrontation or improperly resolving disagreements within the team.

To prevent disagreements from getting worse and to keep team members interested, leaders must understand how to deal with issues head-on by using successful negotiation, mediation, and resolution techniques.

3. Organizational Challenges: Resistance to Change and Cultural Misalignment Organizational culture and reluctance to change are the main organizational issues this study highlights. Leaders and staff alike were frustrated by opposition to change, with many saying that it significantly impeded advancement and creativity. This result supports the claim made by Kotter (1996) that one of the most frequent obstacles to successful leadership is resistance to change. Leaders frequently find it difficult to implement new concepts or techniques, even when they are essential for advancement, in companies with strict hierarchies or traditional cultures. In addition to overcoming opposition to change, leaders need to foster an environment that encourages creativity, adaptability, and receptivity to fresh perspectives.

Another major problem that has surfaced for executives is cultural mismatch. Schein (2010) points out that a leader's success depends on their capacity to shape corporate culture. It becomes challenging for a leader to inspire trust and drive their people if their beliefs do not coincide with the larger corporate culture. The results of the interviews showed that a large number of executives felt bound by corporate cultures that did not support candid dialogue, teamwork, or creativity. Leaders' attempts to lead successfully were made more difficult by this separation, which frequently left them feeling alone or unsupported.

4. The Combined Impact of Leadership Barriers on Company Performance

These difficulties can have a serious cumulative effect on the leader and the business overall. According to the survey results, the biggest obstacles influencing team effectiveness were communication and stress management. Reduced employee engagement, more turnover, and a drop in overall productivity were the results of these challenges. This result is consistent with earlier study by Hogan et al. (1994), which indicates that subpar leadership can result in serious organizational issues including low morale, a hostile work environment, and lower performance. The workforce as a whole suffers and the company's potential to prosper is compromised when leaders are unable to properly manage stress, communicate clearly, or settle problems.

5. Recommendations for Overcoming Leadership Challenges

Several tactics may be used to assist leaders in overcoming these obstacles in light of the study's findings:

- Training in Emotional Intelligence: Organizations should fund training initiatives that assist leaders in cultivating self-awareness, empathy, and emotional control, as these abilities are critical for fostering enduring bonds and successfully managing teams.
- Support for Stress Management: Offering leaders stress-reduction tools like time management classes, mindfulness courses, and counseling can help them with the demands of their jobs and prevent burnout.
- Training in Communication and dispute Resolution: To assist them handle challenging circumstances and preserve team unity, leaders should get training in effective communication and dispute resolution.
- Organizational Culture Shift: Companies should cultivate an environment that welcomes innovation, change, and candid dialogue. Programs for developing leaders, transparent routes for voicing issues, and open platforms for criticism may all help achieve this.
- Mentorship Programs: Mentoring may provide leaders the help and direction they need to get beyond obstacles in their personal and professional lives. Mentors with experience may provide insightful advice and guide up-and-coming leaders through the challenges of their positions.

Conclusion

Effective leadership is significantly hampered by the issues this study found, which range from organizational resistance to change and communication issues to stress and emotional intelligence.

These problems have a detrimental impact on team performance and overall organizational success in addition to impeding the growth of individual leaders. By tackling these issues with focused leadership development programs, cultural transformation projects, and continuous assistance, leaders may become more successful, which will boost team productivity and increase business results. Organizations may develop stronger, more effective leaders and enhance the company's long-term performance by comprehending and removing these obstacles.

Conclusion and Recommendations

Conclusion

This study has examined the several organizational, interpersonal, and personal obstacles that prevent people from becoming successful leaders and affecting their capacity to raise business performance. The results showed that stress management, emotional intelligence, communication problems, conflict resolution, and reluctance to change are some of the major obstacles that leaders encounter. It was discovered that these difficulties not only have an impact on the leaders but also negatively impact team dynamics, productivity, and the performance of the company as a whole.

According to both leaders and employees, stress and low emotional intelligence are the most personal barriers, and they frequently result in burnout, poor decision-making, and decreased performance. Additionally, many leaders found it difficult to successfully manage team conflicts or articulate their vision, making communication and conflict resolution prevalent interpersonal issues. Because they hindered leaders' ability to drive innovation and adjust to changing market needs, organizational resistance to change and cultural misalignment were especially harmful.

These results are in line with current leadership theories and research, demonstrating that effective leadership success depends on one's capacity to manage interpersonal and personal difficulties as well as cultivate a healthy corporate culture. When these obstacles build up, they can significantly reduce a leader's effectiveness and eventually harm the business's overall success.

Recommendations

The following suggestions are put out in light of the study's results to help leaders overcome the obstacles to their effectiveness and enhance their capacity to propel business success:

1. Make an investment in developing emotional intelligence (EI)

• Training Programs: To assist leaders improve their self-awareness, empathy, and emotional control, organizations should give priority to Emotional Intelligence (EI)

training. Building solid connections with teams, handling conflict, and enhancing communication all depend on emotional intelligence (EI). These abilities may be developed through coaching, feedback sessions, and workshops.

- Mentoring: Put in place mentorship programs where seasoned leaders may help upand-coming leaders hone their emotional intelligence and other social skills. Mentors may provide advice and practical examples of how to deal with leadership issues.
- 2. Support for Stress Management and Well-Being Wellness Programs: To assist leaders in managing the demands of their positions, businesses should provide stress management tools. These can include having access to mindfulness classes, wellness initiatives, mental health assistance, and flexible work arrangements.
- Work-Life Balance: To avoid burnout, leaders should be encouraged to establish boundaries between their personal and professional lives. Leaders may also keep their energy and attention by giving time management tools and taking regular breaks.
- 3. Training in Communication and Conflict Resolution Workshops on Communication: Give leaders official training in communication to improve their capacity to express their goals and objectives in an understandable manner. Improving team relationships and minimizing misconceptions depend on effective communication.
- Conflict Management Strategies: To guarantee that leaders can handle disagreements in a positive way, provide training in conflict resolution methods. Leaders should be prepared to facilitate challenging discussions and cultivate a cooperative, problem-solving atmosphere.
 - 4. Promoting an Innovative and Adaptable Culture
- Leadership in Change Management: To successfully navigate and guide organizational change, leaders need to get training. This entails learning how to effectively handle change resistance and instill confidence in their teams during times of transformation.
- Promote Innovation: Companies should foster an atmosphere that encourages innovation, where executives are free to try out novel concepts and aren't punished for taking measured chances. This may be accomplished by encouraging a development mentality and establishing forums for candid discussion and idea exchange.
- 5. business Support and Cultural Alignment Align Leadership and Organizational Values: Businesses should make sure that the values of their leaders are in line with the larger business culture. Leaders are more likely to inspire trust and encourage their people when their actions and behaviors align with the company's basic principles.
- Encourage Open Communication and inclusion: Create an environment that values openness and inclusion. Any gaps between management and employees may be filled with the support of regular feedback loops, employee engagement programs, and

an open-door policy for raising issues.

- 6. Ongoing Development of Leadership
- Continuous Training: Rather than being a one-time occurrence, leadership development need to be a continuous practice. Leaders may keep current with changing leadership trends and tactics by offering chances for ongoing learning, such as conferences, seminars, and workshops.
- 360-Degree Feedback: Leaders may have a thorough grasp of their strengths and areas for development by routinely receiving feedback from peers, subordinates, and superiors. For both professional and personal development, this input is priceless.

Conclusion of Recommendations

Organizations may enable their leaders to function at their highest level by removing the obstacles that stand in the way of their effectiveness, which will eventually improve team performance and organizational success. In addition to technical proficiency, effective leadership calls on emotional intelligence, communication skills, and the ability to deal with corporate culture and change. Businesses can help leaders overcome these obstacles and cultivate a leadership culture that promotes expansion, creativity, and long-term success by putting the aforementioned suggestions into practice.

In conclusion, thorough support for leaders at all levels—including interpersonal skills, organizational alignment, and personal development—is essential to enhancing leadership effectiveness. Leaders will be able to flourish and steer their companies toward ongoing success and innovation with this all-encompassing strategy.

Reference list:

Adipat et al on 2021. 'Engaging Students in the Learning Process with Game-Based Learning: The Fundamental Concepts.' International Journal of Technology in Education, 4(3), pp. 542–552. doi: https://doi.org/10.46328/ijte.169.

Alice, M., Mercedes Corona Fonseca, Freitas, J., Cristina, E. and Lisabelle Mariano Rossato (2023). 'Impacts caused by the use of screens during the COVID-19 pandemic in children and adolescents: an integrative review.' Revista Paulista De Pediatria,

42(2022;79(5):393-405. Licence information This work is licensed under Creative Common Attribution https://creativecommons.org/licenses/by/4. 0 International.

Benedek, M., Fink, A., & Neubauer, A.C., (2006). Title: 'Realizing an Ideational

Enhance Through The Use of Computer Based Training'. Creativity Research Journal, 18(3), pp. 317–328. doi: www.apa.org/.

Blanco-Herrera, J.A., Gentile, D.A. and Rokkum, J.N. (2019) Observed televisions:

Content analyses of programming, advertisement, and packaging in the United States. Playing Video Games can make Kids more Creative, but there is a catch.' Creativity Research Journal, JOURNAL OF NEW CENTURY INNOVATIONS

https://scientific-jl.org/index.php/new Volume-64_Issue-2_November-2024 148

31(2), pp. 119–131. doi: https://doiorg.agnes.lib.duke.edu/10.1080/10400419.2019.1594524.

JOURNAL OF NEW CENTURY INNOVATIONS

Cohen, J. et al. (1969). It is about 'the effect which social interaction has on communication as well as social skill'. Vol 77 No 1 Journal of Social Psychology page 111-124.

Cole L., Stevenson G. and Tannenbaum L. (2013) 'Social Media as a Platform for Social Support: Section: Effects on Social Interaction. Journal of Online Behavior 15.4 (2011): 295-307.

Donohue, M. (2015). Programs, Educational – Development of Social Skills in Children and Adolescents. Journal of Educational Psychology 29(2) February 1938, pps 250–267. Eirich, R. M. McArthur, B. A., Anhorn, C., McGuinness, C., Christakis, D. A. & Madigan,

Z. 'Screen Time and Internalizing and Externalizing Behavior Problems in Children 12 Years Old or Younger.' JAMA Psychiatry, 79(5). doi:

https://doi.org/10.1001/jamapsychiatry.2022.0155.

Writing about creativity: A method for inspiring innovation and designing creative BEANs. Creativity and Innovation Management, 27(3), pp.396-412. 'Sociocultural Approaches to Creativity, Learning and Technology'. Creativity Under Duress in Education?, pp. 63–82. doi: [online "Available at: https://doi.org/10.1007/978-3-319-90272-2_4]. Jalaleddin Hamissi, M., et al. (2013). Gender Differences in the Use of Internet and Online Activities. Jour of Social Psychology, vol 140, no 2, pp 195-207

Lopes, C., Santos, L., Fernandes S. (2004). The second one is 'Online Communities and Social Skills Development' Journal of Social Behavior, 29, 4, pp. 241-257.

McIntyre, S., Lee, C., and Walker, D. (2015). The Impact of Internet Addiction on Social Interaction and Communication Skills.' Journal of Technology in Society, 23(3), pp. 202-213.

Mária Bajúzová and Hrmo, R. (2024). 'Digital Tools in Education.' R&E-SOURCE, pp. 4–18. doi: https://doi.org/10.53349/resource.2024.is1.a1236.

Piotrowski, J. (2015). 'Social Connectivity During the COVID-19 Pandemic: A Study of Digital Media Use.' Journal of Health Communication, 22(9), pp. 890-904.

Primack, B. et al. (2017). 'Social Media Use and Its Relationship with Social Anxiety and Self-Esteem.' Journal of Clinical Psychology, 56(7), pp. 681-693.

Verduyn, P. et al. (2015). 'The Impact of Social Media on Self-Comparisons and

Mental Health.' Cyberpsychology, Behavior, and Social Networking, 18(6), pp. 361-367.

Ventouris, A., Panourgia, C. and Hodge, S. (2021). 'Teachers' perceptions of the impact of technology on children and young people's emotions and behaviours.' International Journal of Educational Research Open, 2-2(100081), p. 100081. doi:

https://doi.org/10.1016/j.ijedro.2021.100081.

Xie, G., Deng, Q., Cao, J. and Chang, Q. (2020). 'Digital screen time and its effect on preschoolers' behavior in China: results from a cross-sectional study.' Italian Journal of Pediatrics, 46(1). doi: https://doi.org/10.1186/s13052-020-0776-x.

Yeong, H. and Hwang, M. (2014). 'Gender Differences in Internet Addiction: A Study of the Developmental Pathways.' Journal of Adolescence, 34(5), pp. 421-430.

Ziv, L. and Kiasi, A. (2016). 'The Role of Online Platforms in Helping Young People with Social Anxiety.' Journal of Youth Studies, 19(3), pp. 349-361