

THE ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP MANAGEMENT

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Abstract

Every organization's core is said to be its leadership, which is the process of guiding a group of people or followers. The leader must be able to feel both the pulse of the group and of themselves in order to elicit greater performance from the workforce and to meet corporate goals. This study examined how emotional intelligence affects a leader's effectiveness. The primary aim of the research was to investigate the correlation between emotional intelligence and the effectiveness of leadership. 75 managers who have at least five years of experience in their existing role were chosen for this purpose from various IT firms of Pune and Hyderabad. To gather the necessary data, questionnaires and interviews were conducted. Two theories were put out in this investigation. The first theory held that leadership effectiveness increases with emotional intelligence. The overall acceptance rate was 0.68. The second hypothesis claimed that female leaders exhibit higher degrees of emotional intelligence and effective leadership. The rejection rate was 0.23. According to the study, there is not a clear connection between demographic variables and emotional intelligence.

Keywords: Leadership, Emotional Intelligence, Self awareness

1. Introduction

The fundamental component of every organization is its leadership. It's a method of directing people. It provides the business with the proper direction, encourages workers to perform more efficiently, and equips them to sacrifice a significant portion of their own interests for the good of the company. The leader must be able to feel both the pulse of the group and of themselves in order to achieve higher productivity from the workforce and to meet organizational objectives. People in organizations typically assume that other people are aware of and respectful of their own feelings. As a result, the manager must use extreme caution when handling the feelings of the staff which can foster empathy, trust, and open communication. Emotional intelligence is getting progressively accepted as a critical quality that leaders should possess as companies realize how significant these skills are vital for a better interaction within teams, with suppliers, consumers, and other stakeholders. The capacity to identify and control our own and other people's emotions is known as emotional intelligence (E.I.) (Goleman, 2001). The term "emotional intelligence" was first used in published writing by Peter Salovey and John Mayer. They defined emotional intelligence as a form of intelligence which encompasses the capacity to observe and distinguish

between one's own and others' feelings and emotions, as well as to use this information to inform the choices and actions one makes (Salovey & Mayer, 1990). Subsequently, these authors refined their concept of emotional intelligence, with the most commonly accepted version being the one that prevails today. According to Mayer and Salovey(1997), emotional intelligence can be defined as follows: the ability to identify and understand emotions, integrating emotions to support cognitive processes, and control emotions to foster personal development. Reuven Bar-On is a well-known researcher who had propagated the concept of "emotion quotient" in relation to the emotional intelligence concept. With a slightly different view, he explains emotional intelligence as being concerned with understanding oneself and others, connecting with others, and adapting to and thriving in the present in order to be more successful in coping with demands of the environment (Bar-On, 1997).

In 2019, Goleman draws the conclusion that a leader's human relations strategy should be highly focused on developing personal relationships with staff members, listening to their concerns, and finding solutions while treating them with dignity. From this vantage point, it is clear that a leader needs to possess sufficient emotional intelligence in order to connect with his subordinates on a number of levels. Almost 90% of what sets excellent performance apart from peers with comparable abilities and technical knowledge is this crucial component emotional intelligence (Goleman, 2019).

2. Literature Review

Since, Emotional Intelligence (EI) is a key factor in determining the effectiveness of leadership management in contemporary organizational environments. This review of the literature aims to give a detailed analysis of earlier research conducted on the importance of emotional intelligence in leadership management. The main goal of this literature review is to give a clear knowledge of the complex interactions between emotional intelligence and leadership management.

- a. **Defining Emotional Intelligence:** As per the study conducted by Alzoubi& Aziz (2021), emotional intelligence is the ability to identify, understand, regulate, and make use of emotions in a constructive way. This innovative idea received a great amount of acknowledgment, mostly due to its important research of (Minh Dang et al., 2020). In the context of leadership, the fundamental concept of emotional intelligence (EI) is highly relevant as it highlights a leader's inherent ability to successfully handle not just self-emotions but also of their team members.
- b. **Self-Regulation and Self-Awareness :**Strong evidence has been discovered through a number of studies which supports the idea that leaders with high levels of self-awareness and self-regulation are more flexible, able to rebound, and focused particularly in difficult situations (Dhiman, 2020). As per the study of (Hartung, 2020) the building block of self-regulation is the formation of self-awareness, which empowers leaders with the skills necessary to control their emotions and impulses in various kinds of situations.

- c. Empathy and Relationship Management:** In the view of leadership, empathy is a key component for emotional intelligence. It is the ability to deeply understand and form a meaningful connection with the emotional experiences of others (Sergey et al., 2019). Cui (2021) states that leaders who demonstrate empathy are better able to recognize and understand the needs and wants of their team members. (Dimitrova & Wium, 2021) states that effective relationship management, which is incorporating interpersonal skills to build and develop harmonious relationships within a team, is closely associated with an ability for empathy.
- d. Impact on Decision-Making:** According to Ran et al., (2021), leaders that possess a high level of emotional intelligence demonstrate a notable edge when it comes to making decisions. Emotionally intelligent leaders demonstrate an enhanced capacity to include various factors, such as the emotional consequences of their decisions, by effectively employing self-awareness and self-regulation techniques (Kaur & Hirudayaraj, 2021). Transformational leadership, which encompasses the key components of inspiration, intellectual stimulation, customized concern, and idealized influence, exhibits a strong connection with emotional intelligence (Zafar et al., 2023).

3. Objectives

The following goals were the focus of the study's design: The study aimed to :

- 1) Determine the individual's degrees of emotional intelligence (EI), encompassing self awareness, self-regulation, self-motivation, empathy, social skills, and leadership effectiveness.
- 2) Examine the correlation between EI and leadership effectiveness.
- 3) To determine if different demographic factors have unique effects on leadership effectiveness and emotional intelligence.

4. Research Question

It is quite interesting to observe that even though there are big IT firms with intelligent managers, their team's fail in producing outstanding results and reputation. Due to which few firms having higher average salary face a high rate of attrition on other hand firms with a lower average salary seems to be a favourite workstation for the employee. The IT firms of Hyderabad and Pune too have similar stories.

A question arises that why do intelligent managers fail to motivate? One probable reason may be that they practice their intelligence at the cost of their emotional intelligence (EI). EI is in fact a major contributing factor that determines the difference between highly successful managers and those who are less successful. In the paper "Working with Emotional Intelligence,"

Goleman(1998)mentions that the most important factor that stands effective leaders is not their IQ but their Emotional Intelligence Quotient (EQ) This recognition of the importance of Emotional Quotient(EQ) has grown as relationships and communication have come to be seen a score components of organizations, along with intelligence and technical skills. This has also led to an investigation of the nature of EQ. For Mayer, emotional intelligence is the ability to understand how others' emotions work and to control one's own emotions. (Viriya vidhayavongs and Satita)

5. Sample Design

The target population of the study were managers or persons working at managerial positions in various IT firms with minimum five years' work experience in Pune and Hyderabad. Simple random sampling technique used to select the sample respondents. About 75 respondents were selected from the population.

6. Instrumentation

The study used a self-administered questionnaire as its instrument and has three parts. Part I measured demographic variables of the sample employees. Part II has the five scale questions ranging from almost always to almost never to measure emotional intelligence and leadership effectiveness.

7. Reliability Of The Scales And Validity Of The Data

According to a sample investigated to determine the validity and reliability for TEIQue, internal consistency and test-retest both indicated scale reliabilities of 0.72 and 0.77. High correlations between the TEIQue with Shrink's Emotional Intelligence Scale showed validity in measuring emotional intelligences TEIQue is also positively correlated with the EI.

8. Data Analysis

Data were analyzed through the SPSS program using Pearson correlation coefficient. Pearson Correlation Coefficient was used to assess the relationship between EI (and factors of EI) and leadership effectiveness.

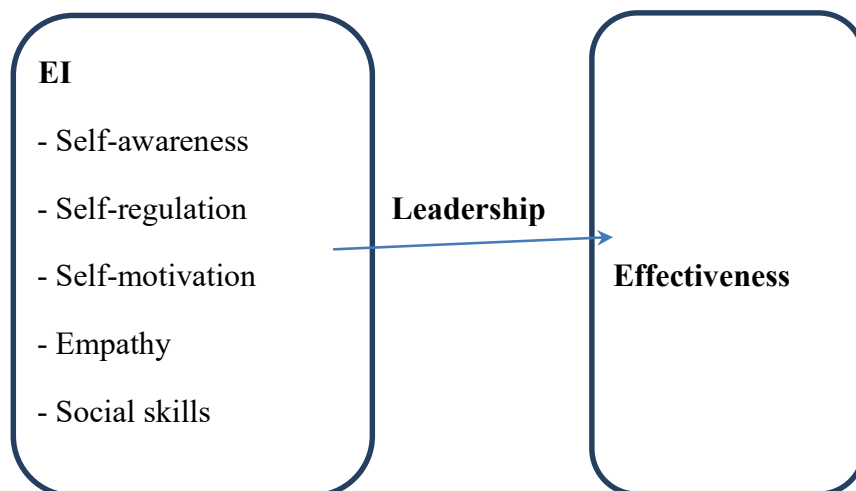


Fig. 1 **Conceptual Model**

The terms used in the model have the following meaning

Self awareness - knowing about the others internal states, preferences, resources, and their intuitions.

Self Regulation - Managing one's internal states, impulses, and resources.

Self Motivation - emotional tendencies that guide or facilitate reaching goals.

Empathy - Awareness about others' feelings, needs, and concerns.

Social skills - Adeptness at inducing desirable responses in others.

Hypotheses

H1- The higher the emotional intelligence the higher leadership effectiveness

H2- Female leaders are high in emotional intelligence and leadership effectiveness.

Table 1. Classification of Sample based on their sex

Sex	Number	Percentage
Male	48	64
Female	27	36

According to the above table 64% of sample are male remaining 36% are female. Participants mean tenure within the organisation was approximately 8 years. The level of qualifications amongst the sample was quite impressive with approximately 22% reported to have completed a

master's degree or higher; 32% reported to have completed a postgraduate diploma or certificate; 30% reported to have completed an undergraduate degree and 16% reported to have post-graduation along with other professional certification.

Table 2. Level of Emotional Intelligence among sample

	Factors Number	Percentage
Self awareness	59	72
Self regulation	61	82
Self motivation	66	88
Empathy	64	86
Social motivation	61	82

Most of the respondents have high level of EI factor. Among those 88% of the principles are self-motivated employees. 86% of the principals have awareness of others' feelings, needs, and concerns. In comparing other EI factors self-awareness seemed in lower level. Through the interview it was understood that self-confident was in moderate level among the sample respondents. At the same time 74% of the respondents have leadership effectiveness.

Table 3. Classification based on sex and emotional intelligence.

Sex	Number	Percentage
Male	31	68.75
Female	18	66.6

The above table exhibits that around 68.75% of male and 66.6% female are showing emotional intelligence at their work place. Therefore among the respondents, male managers scores more on emotional intelligence than their female counterparts. On the other hand leadership effectiveness of the respondents is based on their sex shows the male principals are more effective leaders(71.87%) in motivating individuals to accomplish goals than female(44.44%). The second objective was to determine the relationship between EI and leadership effectiveness. The results demonstrated that self-awareness, self-motivation, self-regulation, social skills, empathy and Overall EI are associated with leadership effectiveness at statistically significant levels, as outlined in the following table:

Table 4. Pearson Correlation

	SA	SR	SM	Empathy	SS	EI
Significant Value	0	0	0	0	0	0
Pearson Correlation	0.61	0.52	0.57	0.62	0.59	0.68

SA- Self awareness, SR- Self Regulation, SM- Self Motivation, SS-Social skill, EI- Emotional Intelligence, LE- Leadership Effectiveness

Among all the attributes of the EI, Self-awareness is highly associated with leadership effectiveness. According to the table given above the relationship between emotional intelligence and leadership effectiveness strong positive. Therefore H1 is accepted.

Table 5. Pearson Correlation

Sex	EI & LE
Male	0.81
Female	0.23

The above table 5 shows that the male respondents possess high emotional intelligence characteristics and leadership effectiveness than female. Therefore H2 is rejected.

9. FINDINGS

1. Research result on gender disparities is mixed. Despite some research suggesting that women had greater emotional intelligence than men, no statistically significant differences were observed between the sexes.
2. Emotionally intelligent managers foster a positive work culture and atmosphere. They reported that their employee put in a lot of effort and are willing to take on more work in the firm.
3. Emotional intelligent managers have good relationship with their employees. especially with vendors and other stake holders.
4. Managers who have low emotional intelligence scores experience problems with interpersonal relationship.
5. Higher levels of emotional intelligence of the managers are associated with better performance in the following areas:

- a. Participative Management
- b. Putting People at Ease
- c. Self-Awareness
- d. Balance between Personal Life and work

6. Conclusions

According to the results above, there is a substantial correlation between emotional intelligence (EI) and leadership effectiveness. Managers who are more successful also tend to have greater levels of EI. Furthermore, the leadership abilities of managers differ based on their emotional intelligence level and point of view. Teachers generally tend to value managers who are having self-control over impulsive behaviour and anger, their ability to handle difficult circumstances and stressful events, their happiness in life, and their ability to work well with others.

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