

A STUDY ON EMOTIONAL INTELLIGENCE AND LEADERSHIP EFFECTIVENESS
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Abstract

Effective leadership is critical for today's rapidly changing organizations. Emotional intelligence has been identified as that crucial element needed for this effective leadership. The study outlined in this research paper explored the relationships between emotional intelligence, leadership style, and leadership effectiveness.

Key Words: *Emotional, Intelligence, Leadership, Organizations, Effectiveness*

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Introduction:

Emotional intelligence is individual's capacity to recognize, understand and manage one's own emotions as well as the emotions of others such as peers, co-workers and customers. A key aspect of emotional intelligence is to recognise that no two persons are same with respect to their sensitivities, needs and expectations.

Today workplace leadership roles requires maximizing people's capacity and drive them to give their best. This requires them to motivate their people, identify strengths and weaknesses and help them through their challenges to deliver superior performance. And in this process, a leader has to wade through a variety of "emotional energies" both of his own and his team. It is how he manages this, creates and channelizes the positive emotions and resolves conflicts determines how effective his leadership style is.

Emotional intelligence comes with experience, sense of empathy, wider interactions and observations.

Literature Review:

1. Emotional Intelligence: An effective group leader,

a successful negotiator, an excellent team member, a high flier go- getter have one thing common among them. They have a higher level of Emotional Intelligence than their peers. —Dr. JM Ovasdi

Salovey and Mayer (1990) defined EI as "the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (p. 186). EI was subsequently promoted by Goleman (1995) in his book entitled, Emotional Intelligence. In his investigation, Goleman found that while it is true that the qualities conventionally associated with leadership, such as cognitive intelligence, decisiveness, determination, and vision are indeed a requisite for success, they are nevertheless inadequate by themselves. Real leaders, according to Goleman (1998), have a high degree of emotional intelligence which includes self-awareness, self-regulation, motivation, empathy, and social skill. Goleman (1998) observed that "The components of emotional intelligence - self-awareness, self-regulation, motivation, empathy, and social skill-can sound un-business like. But displaying emotional

intelligence at the workplace does not mean simply regulating your anger or becoming popular with people. Rather, it means understanding your own and other people's emotional makeup well enough to move people in the direction of accomplishing your company's goals." (p. 96)

2. Emotional Intelligence at Workplace

Empathy is a particularly important aspect of emotional intelligence, and researchers have known for years that it contributes to occupational success. Rosenthal and his colleagues at Harvard discovered that people who were best at identifying others emotions were more successful in their work as well as in their social lives [Rosenthal, 1977].

Cavallo & Brienza D (2002) worked on a larger sample wherein he conducted a study using Emotional Competency Inventory on three hundred and fifty-eight Managers across the Johnson & Johnson Consumer & Personal Care Group (JJC&PC Group) globally to assess if there are specific leadership competencies that distinguish high performers from average performers. Results showed that the highest performing managers have significantly more "emotional competence" than other managers.

Carmeli (2003) examined the extent to which senior managers with a high emotional intelligence employed in public sector organizations develop positive work attitudes, behaviours & outcomes. The result indicated that Emotional Intelligence augments positive work attitudes, altruistic behaviour & work outcomes and moderates the effect of work – family conflict on career commitment but not the effect on job satisfaction.

3. Leadership

Organizations in any industry will have sustainable existence especially in these changing environmental and organizational conditions only if they respond timely and appropriately to the competitive and technological pressure to incorporate the changes (Kerber & Buono, 2005). Leadership quality of

managers plays a pivotal role in every organization for its sustainable existence and its success or failure (Bass & Bass, 2008).

Leadership is a popular theme both in the industrial and academic world. Because of their unique characteristics, leaders influence the organization and the people in it. Leading people during this changing period is also a critical function for most managers today (Lewis, Goodman, & Fandt, 2004).

A number of authors defined leadership as a process but from different perspectives. Yukl (2006: 8) defined leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives". Rauch and Behling (1984: 46) exhibited leadership as "the process of influencing the activities of an organized group toward goal achievement".

4. Emotional Intelligence and Leadership

Goleman asserts "it is the level of a leaders understanding of the powerful role emotions play in the workplace that separates the best leaders from the rest. The higher one goes in an organization, technical skills and cognitive ability become less important while emotional intelligence becomes increasingly so. It is competence in emotional intelligence that distinguishes top performers in leadership (Goleman, 1998). Leaders that demonstrate more emotional intelligence than their peers outperform and advance quicker in their careers (Bar-On & Parker, 2000; Higgs & Rowland, 2002).

George (2000; 2006) deems not only are feelings an integral part of leadership, it is the multiplicity of mood and emotion that influences leadership effectiveness. He asserts there are five critical elements to effective leadership: Development of collective goals and objectives; instilling in others an appreciation of the importance of work activities; generating and maintaining enthusiasm, confidence, optimism, cooperation, and trust; encouraging flexibility in

decision making and change; and establishing and maintaining a meaningful identity for an organization. Rahim and Psenicka (2005) investigated the relationships of two components of emotional intelligence, empathy and social skills, to leader effectiveness. Results indicate that empathy was a mediator of the relationship between social skills and leader effectiveness in the United States. In order to improve their own effectiveness, managers must develop, use, and improve upon their social skills and empathy as a leader in the organization.

Objectives:

1. To study what is Emotional Intelligence and its impact on Leadership behaviour.

2. To find out the Emotional Intelligence in today's leadership in corporate world.

Hypothesis:

H0 – Today's Leaders are Emotionally Intelligent.

H1 –Today's Leaders are not Emotionally Intelligent.

Limitation of Study:

1. The Research survey is limited to category of working professionals in corporate sectors only.
2. The sample size is limited due to limited time to collect.
3. The mind-set of the respondents to this survey is not clearly known to ensure a correct response.

For the respondents, there is no clear benefit to filling out this survey.

Research Methodology:

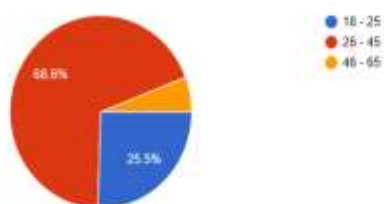
RESEARCH UNIVERSE	MUMBAI SUBURBS
SAMPLING METHOD	PURPOSIVE SAMPLING-WORKING PROFESSIONALS
SAMPLE SIZE	51
METHOD OF DATA COLLECTION	PRIMARY DATA & SECONDARY DATA
METHOD OF PRIMARY DATA COLLECTION	PRE-STRUCTURED QUESTIONNAIRE
METHOD OF SECONDARY DATA COLLECTION	MAGAZINES, ARTICLES, RESEARCH PAPERS, JOURNALS

Data Collection and Interpretation:

Key: 1= Never 2= Seldom 3= Occasionally 4= Often 5= Always

1. Age Group

51 responses

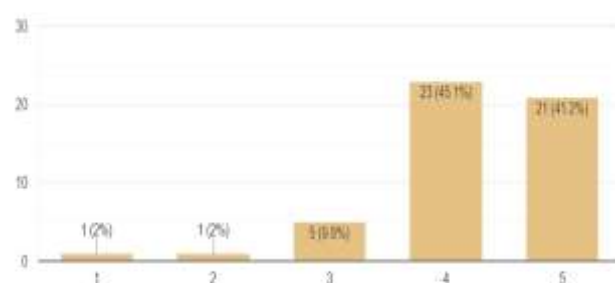


68.6% respondents fall in the age category of 26 to 45 years.

25.5% respondents fall in the category of 18 to 25 years.

2. My superior understands his or her subordinates goals, strengths, and weaknesses.

51 responses



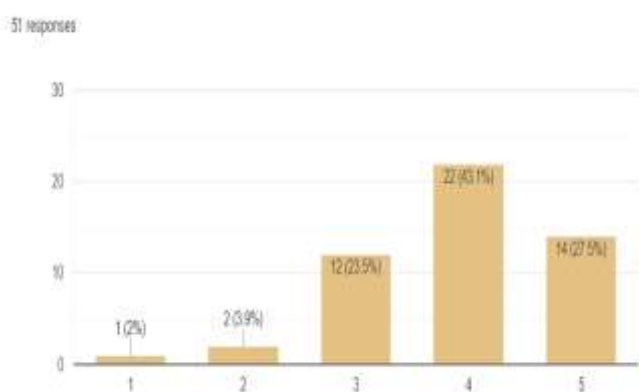
45.1% respondents believe that their superiors understands their subordinates goals, strength and weaknesses very often.



41.2% believe that their superior understands their subordinates goals, strength and weaknesses always.

9.8% believe that their superior understands their subordinate’s goals, strength and weaknesses occasionally.

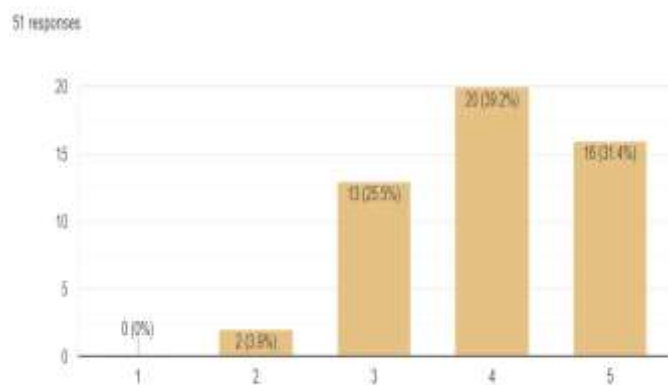
3. My superior is a good observer of others’ emotions.



43.1% believes that their superior are often good observer of other’s emotion.

27.5% believe that their superiors are always good observer of others emotion.

4. My superior is flexible in adapting to new challenges in working life.



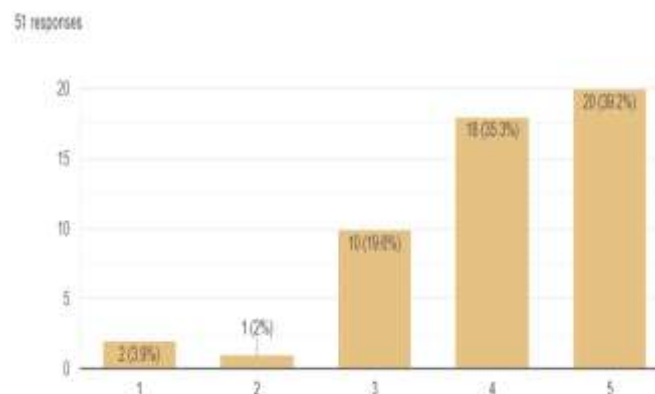
39.2% respondents believe their boss is flexible in adapting to new challenges in working life often.

31.4% respondents believe their boss is flexible in adapting to new challenges in working life always.

25.5% respondents believe their boss is flexible in

adapting to new challenges in working life occasionally.

5. My superior has high standards for his or her employees.

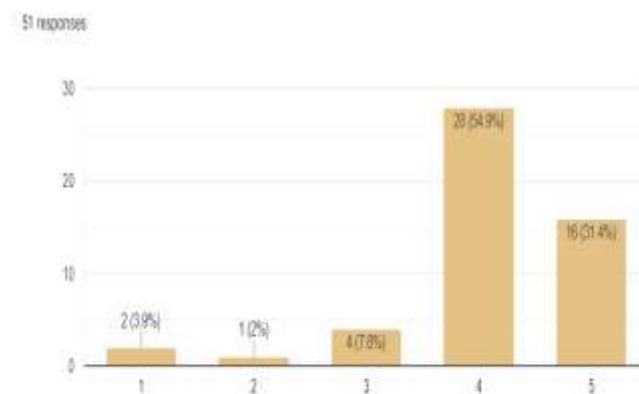


39.2% respondents said their superior has high standards for his or her employees always.

35.3% respondents said their superior has high standards for his or her employees often.

19.6% respondents said their superior has high standards for his or her employees occasionally.

6. My superior has high standards for him/herself.

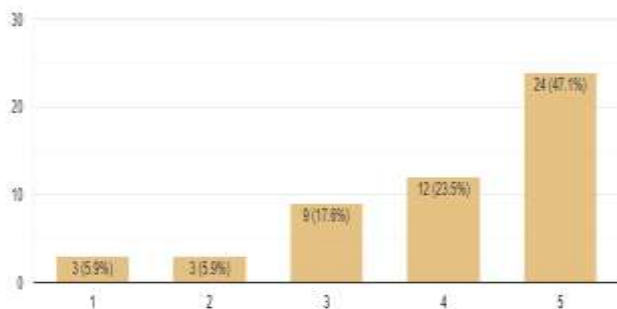


54.9% respondents say that their superior has high standards for him/herself often.

31.4% respondents say that their superior has high standards for him/herself often.

7. My superior welcomes constructive criticism and feedback.

51 responses



47.1% respondents say that their superior welcomes constructive criticism and feedback always.

23.5% respondents say that their superior welcomes constructive criticism and feedback often.

17.6% respondents say that their superior welcomes constructive criticism and feedback always.

Findings and Conclusion:

1. Survey findings shows that employees are satisfied with their work environment. They seem to display positive emotions such as joy and happiness which contribute to their productivity,
2. There does not seem a climate of fear in the organization as their leaders are often open to criticism.
3. The questionnaire has been found useful in measuring emotional dimensions such as emotional sensitivity, emotional maturity and emotional competency.
4. EI is viewed as a key determinant of effective leadership.
5. The emotional climate in an organization inevitably determines the emotional well-being of employees in their workplaces. The survey indicates today's Leaders exhibit Emotional Intelligence.

Scope of further Research:

1. We need further study to find out exact improvement in performance goals and competency.
2. We need to find out the negative aspects of

leadership in case of failure to display strong Emotional Quotient.

Suggestions:

1. Leadership is the single success mantra for attaining organizational success. To create organizational effectiveness and ensure sustainability, business leaders need to align their people, systems, structure and roles with the firm's strategy.
2. Firms must include emotional intelligence as an essential training module especially for the managerial population, considering its significance. This can help to increase engagement, build trust, develop effective teams, retain great executives and provide exceptional customer service.
3. Organisations should encourage employees to adopt the power of empathy. EQ acts as an important antecedent of leadership behaviour.
4. Leaders should always motivate and inspire employees by raising their awareness to perform and achieve organizational goals.

Declaration:

I hereby declare that the above research report is my own creation and has not been submitted anywhere else.

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