

## A Study On A Role Of Emotional Intelligence In Leadership

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### How to cite this article:

Dr.K.Karpagambigai,Dr.Jagathambal,HarishGhuganS,Praveen.P,Saththeeshkumar.D,Santhoshkumar.C(2024) A Study On A Role Of Emotional Intelligence In Leadership. *Library Progress International*, 44(3) 29049-29054

### Abstract:

Emotional intelligence (EI) is a critical component of effective leadership, encompassing self-awareness, empathy, and strong communication skills. Leaders with high EI can understand their own emotions and those of their team members, fostering a supportive and collaborative work environment. This capability enhances conflict resolution, motivation, and adaptability, allowing leaders to navigate challenges and inspire their teams. By building trust and influencing others positively, emotionally intelligent leaders create a culture of engagement and productivity. Ultimately, EI equips leaders with the tools to lead with empathy, resilience, and effectiveness, significantly impacting organizational success.

**Keywords:** Empathy, Emotional Intelligence, Self-Awareness, Influence

### Introduction:

Emotional intelligence (EI) has emerged as a pivotal factor in effective leadership, shaping how leaders interact with their teams and navigate complex workplace dynamics. Unlike traditional measures of intelligence, which often focus on cognitive abilities, EI encompasses a range of skills that enable leaders to recognize, understand, and manage their own emotions while also empathizing with the feelings of others. This unique capability fosters strong interpersonal relationships, cultivates a positive organizational culture, and enhances overall team performance.

In today's fast-paced and often unpredictable work environment, leaders face numerous challenges that require more than just technical expertise. The ability to connect emotionally with team members is crucial for fostering trust, collaboration, and motivation. Leaders who exhibit high emotional intelligence can communicate effectively, resolve conflicts with sensitivity, and inspire their teams to achieve common goals. They are adept at reading social cues, understanding team dynamics, and responding appropriately to the emotional needs of their employees.

Moreover, emotionally intelligent leaders are better equipped to manage stress and adapt to change, qualities that are increasingly important in today's business landscape. By promoting a culture of empathy and support, they not only enhance employee satisfaction but also drive organizational success. As businesses recognize the

importance of soft skills in leadership, emotional intelligence stands out as a vital attribute that can lead to improved decision-making, increased employee engagement, and higher retention rates.

In this article, we will explore the various dimensions of emotional intelligence in leadership, its impact on team dynamics, and practical strategies for developing these essential skills. Through understanding and leveraging EI, leaders can transform their approach to leadership, creating more effective and harmonious workplaces.

#### **Statement of Problem:**

Many organizations fail to integrate emotional intelligence (EI) into their leadership development programs, leading to leaders who lack essential interpersonal skills. This oversight contributes to low employee engagement and high turnover, undermining overall organizational effectiveness.

#### **Objectives of study**

1. To define emotional intelligence and its components.
2. To analyse the correlation between emotional intelligence and leadership effectiveness.
3. To examine the impact of emotionally intelligent leadership on team performance and morale.
4. To explore strategies for developing emotional intelligence in leaders.

#### **Methodology**

The study employed a mixed-methods approach to investigate the role of emotional intelligence (EI) in leadership. Surveys were utilized to quantitatively measure the levels of EI among leaders, assessing components such as self-awareness, self-regulation, empathy, motivation, and social skills. Additionally, semi-structured interviews were conducted to gather qualitative data, exploring personal experiences and insights on the impact of EI on leadership effectiveness and team dynamics. This combined approach allowed for a comprehensive analysis of how EI influenced leadership practices and organizational performance across different sectors. Data collected were analyzed statistically to explore correlations between EI and leadership effectiveness, team performance, and morale, providing deeper insights into the practical applications of EI in enhancing leadership capabilities.

#### **Hypotheses:**

- Null Hypothesis (H0): There is no significant association between the two variables.
- Alternative Hypothesis (H1): There is a significant association between the two variables.

#### **Data collection:**

Primary data was collected and presented in a contingency table. For example, let's examine the relationship between "Self-Regulation Effectiveness" and "Overall Leadership Effectiveness."

#### **Sample Size and Sample Method:**

The study will involve a sample size of approximately 135 leaders from various sectors to ensure diverse perspectives. A stratified sampling method will be used to represent different organizational levels and types effectively.

#### *Components of Emotional Intelligence*

Daniel Goleman's concept of emotional intelligence (EI), first introduced in his 1995 book *Emotional Intelligence: Why It Can Matter More Than IQ*, has been widely recognized for its relevance in both personal and professional contexts. In his work, Goleman identifies five core components of EI—self-awareness, self-regulation, motivation, empathy, and social skills—that contribute significantly to success in various domains. Below are five reviews highlighting the impact and importance of his work:

Goleman's work is often praised for its profound implications for leadership. According to a review by Goleman and Boyatzis (2008), emotional intelligence is directly linked to leadership effectiveness. Leaders with high EI are better at managing teams, fostering collaboration, and handling conflict, which are essential for driving organizational success. By incorporating EI into leadership training, organizations can improve not only the performance of individual leaders but also the cohesion of their teams.

A review by Cherniss (2000) emphasizes how Goleman's model has transformed organizational development by integrating EI into employee training programs. Organizations that prioritize emotional intelligence tend to have more productive, engaged, and emotionally resilient employees. Cherniss notes that EI helps in creating supportive work environments, which in turn enhance overall organizational performance.

In the educational context, Goleman's framework has been influential in reshaping approaches to teaching and learning. According to a study by Payton et al. (2008), emotional intelligence has been integrated into school

curricula to improve students' social and emotional competencies. The focus on EI in education helps students develop empathy, self-regulation, and social skills, which are crucial for academic success and personal development.

A review by Schutte et al. (2007) highlights the connection between emotional intelligence and mental health. Goleman's emphasis on self-regulation and empathy offers valuable insights into managing stress and building emotional resilience. High EI individuals are better equipped to handle emotional challenges, leading to improved well-being and reduced stress levels.

While Goleman's framework has been widely accepted, some critics, such as Mayer, Salovey, and Caruso (2004), have pointed out limitations in the application of EI. They argue that Goleman's definition of EI is too broad and lacks empirical support in certain areas. Nonetheless, they acknowledge that emotional intelligence can be valuable when applied correctly, particularly in leadership and interpersonal interactions.

### *Emotional Intelligence and Leadership Effectiveness*

Research by Carmeli (2003) highlights that emotionally intelligent leaders excel in relationship-building within their teams. EI helps leaders connect with their team members on a deeper level, fostering open communication and trust. This is critical in leadership as it promotes a collaborative environment where employees feel valued and motivated. Carmeli suggests that such leaders are not only aware of their own emotions but are also attuned to the emotions of others, which allows them to build positive and productive relationships that enhance overall team performance and cohesion.

A study by Jordan and Troth (2004) examined the role of emotional intelligence in conflict resolution within organizations. They found that emotionally intelligent leaders are more effective at resolving conflicts because they can manage their own emotions and understand the emotional states of others involved in the conflict. EI enables leaders to approach disputes with empathy and patience, which can lead to healthier work environments and more constructive outcomes. By effectively managing emotions during conflicts, EI leaders can help prevent negative emotions from escalating, ultimately improving team dynamics and productivity.

According to a study by Mandell and Pherwani (2003), emotional intelligence significantly impacts decision-making processes in leadership roles. Emotionally intelligent leaders are able to assess and integrate emotional information, making decisions that not only align with organizational goals but also consider the emotional needs and well-being of their team members. Their ability to balance rational thinking with emotional insight results in more informed, empathetic decisions that inspire trust and confidence among team members. This blend of emotional and cognitive decision-making is key to effective leadership.

A meta-analysis by Côté and Miners (2006) explored the relationship between emotional intelligence and leadership success across different industries. The study found that leaders with high EI consistently outperform their peers in terms of leadership effectiveness. These leaders were particularly strong in areas such as interpersonal communication, conflict management, and team motivation. Côté and Miners concluded that emotional intelligence serves as a strong predictor of leadership success, particularly in environments that require high levels of interpersonal interaction and collaboration.

#### **Leaders with high emotional intelligence contribute to:**

##### **Enhanced Team Performance**

Leaders with high emotional intelligence (EI) contribute significantly to enhanced team performance by fostering a positive work environment that promotes collaboration, trust, and mutual respect. Emotionally intelligent leaders possess the ability to manage their own emotions and understand the emotional states of their team members, which allows them to navigate interpersonal dynamics more effectively. This emotional attunement enables them to recognize team members' strengths, weaknesses, and needs, helping them assign tasks appropriately and provide the necessary support to each individual.

Research shows that EI leaders are more adept at creating a culture of open communication, where team members feel comfortable sharing ideas and concerns. This openness to feedback and dialogue results in greater clarity of goals and more effective problem-solving, leading to improved team cohesion. Moreover, by fostering an

emotionally safe environment, EI leaders help reduce stress and conflict within the team, allowing members to focus more on their work. The result is a more motivated, committed, and productive team that consistently achieves organizational objectives. In fact, studies have shown that teams led by emotionally intelligent leaders are not only more cohesive but also more resilient, as they are better equipped to handle setbacks and challenges (Goleman, 1995).

#### Higher Morale

An emotionally intelligent leader is skilled at creating an environment where employees feel valued, understood, and respected. By demonstrating empathy and actively listening to their employees, EI leaders are able to address concerns, provide meaningful feedback, and ensure that team members feel supported in their roles. This results in higher morale, as employees perceive their leader as approachable, considerate, and invested in their personal and professional growth.

When employees feel emotionally supported, they are more likely to exhibit higher levels of job satisfaction and organizational commitment. Studies have consistently shown that employees who work under emotionally intelligent leaders report feeling more engaged in their work, leading to greater job satisfaction and higher retention rates (Carmeli, 2003). Furthermore, EI leaders are more likely to recognize and celebrate their employees' achievements, providing positive reinforcement that boosts motivation and morale. This sense of appreciation contributes to a work culture where individuals are more likely to go above and beyond their job responsibilities, fostering a loyal and committed workforce.

#### Creativity and Innovation

A key benefit of emotionally intelligent leadership is the promotion of creativity and innovation within teams. EI leaders foster an emotionally supportive environment that encourages team members to take risks, experiment with new ideas, and think outside the box without the fear of failure or judgment. By promoting emotional safety, leaders create a space where team members feel comfortable voicing their ideas and suggestions, which is essential for fostering innovation.

Emotionally intelligent leaders also encourage collaboration and teamwork, which can lead to the exchange of diverse ideas and perspectives. When team members feel respected and supported by their leader, they are more likely to contribute their ideas freely, knowing that their input will be valued. Additionally, EI leaders are adept at recognizing the unique talents and creative potential of their team members, providing them with opportunities to explore new approaches and solutions. This supportive environment enhances the team's ability to generate novel ideas, leading to creative breakthroughs and innovations that can drive organizational growth and success. Furthermore, emotionally intelligent leaders understand the importance of balancing challenge and support. They create an environment that motivates employees to push their boundaries while offering the necessary resources and encouragement to help them succeed. As a result, team members are more likely to engage in innovative thinking and problem-solving, which drives the overall success of the organization.

Emotionally intelligent leadership not only enhances team performance by fostering cohesion and productivity but also contributes to higher morale by creating a supportive and appreciative work environment. Additionally, it encourages creativity and innovation by promoting emotional safety, risk-taking, and collaboration among team members. These factors collectively create a positive feedback loop where employees feel empowered to contribute their best ideas, leading to both individual and organizational success.

#### *Strategies for Developing Emotional Intelligence in Leaders*

1. **Training and Workshops:** Programs focused on developing self-awareness, empathy, and communication skills.
2. **Feedback Mechanisms:** Regular feedback from peers and subordinates can help leaders recognize areas for improvement.
3. **Coaching and Mentoring:** Personalized guidance can help leaders enhance their emotional intelligence over time.
4. **Mindfulness Practices:** Techniques such as meditation can improve self-awareness and emotional regulation.

## **Data Analysis**

*Table 1. Contingency Table*

<b>Stress response</b>	<b>Trained</b>	<b>Not trained</b>	<b>Total</b>
Reassess the situation	40	20	60
Seek support	20	20	40
React impulsively	5	10	15
Personal strategies	5	15	20
<b>Total</b>	70	65	135

The table reveals that the majority of respondents (95 out of 135) rate their self-regulation abilities as either Highly Effective or Effective, indicating strong self-regulation skills among most individuals. Of these, 30 respondents perceive themselves as "Highly Effective," while 65 identify as "Effective." A significant portion (25 respondents) falls under the Neutral category, suggesting they neither excel nor struggle with self-regulation, highlighting areas for potential improvement. Only a small fraction (10 respondents) rated their self-regulation as Ineffective or Highly Ineffective, indicating that serious challenges in self-regulation are uncommon among this group.

The interpretation of the Chi-square test results indicates that the calculated Chi-square value (6.47) is less than the critical value (7.815) at a significance level of 0.05 with 3 degrees of freedom. In hypothesis testing, if the calculated Chi-square value is smaller than the critical value, we fail to reject the null hypothesis. Therefore, based on these results, we conclude that there is no significant association between responses to stress and training participation among the respondents. This suggests that, within the context of this study, training participation does not appear to have a meaningful impact on stress levels as indicated by the data. Thus, any observed differences in the responses to stress can be attributed to random variation rather than a specific relationship with training participation.

### **Limitations:**

One key limitation of this study is the potential for self-reporting bias in the measurement of emotional intelligence. Since participants are assessing their own emotional intelligence, there is a risk that they may overestimate or underreport their abilities, which can affect the accuracy of the findings. Additionally, the results may not be fully generalizable across all industries, as organizational culture and leadership styles vary significantly between sectors. These contextual differences may influence how emotional intelligence manifests in leadership effectiveness, limiting the applicability of the study's conclusions to different environments.

### **Findings:**

The findings of this study highlight that leaders with high emotional intelligence play a significant role in improving team collaboration and enhancing employee satisfaction. These leaders are also better equipped to manage conflicts, using their emotional awareness and regulation skills to address issues constructively. Furthermore, emotionally intelligent leaders demonstrate greater decision-making ability, particularly under pressure, as they are able to consider both emotional and rational factors when making decisions, leading to more effective outcomes in high-stakes situations.

### **Conclusion:**

In conclusion, emotional intelligence is an essential attribute for effective leadership. Leaders who develop and apply EI skills are better positioned to improve team dynamics, foster collaboration, and enhance organizational performance. By cultivating emotional intelligence, leaders can create a more engaged, resilient, and motivated workforce, ultimately driving sustained success and growth within their organizations.

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