

A STUDY ON THE ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP EFFECTIVENESS

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Abstract *Emotional intelligence has become a buzzword in the business world. It is the ability to recognize, understand, and manage our own emotions as well as the emotions of others. In this comprehensive study, we will explore the components of EI, relationship between Emotional Intelligence and Leadership, its profound impact on leadership effectiveness, strategies for developing EI, the benefits of EI in a leadership role, and real-life examples of successful leaders who exemplify high emotional intelligence.*

Finding a good leader is a dream achievement for any organisation. Success of any organisation is based on the leaders at every levels of authority. Many organisations invest a lot of time and money in shaping a good leader. However, with changing times the employees mentality keeps changing, that is a major challenge for any leader in an organisation. The study aims to find the factor behind that distinguishes successful leaders from ordinary people.

This study aims to observe the relationship between leadership and emotional intelligence. Along with, the study analyses the components of EI including self-awareness, self-regulation, motivation, empathy and social skills the major contributing factors towards a leadership efficacy. Furthermore, the study delves in exploring the strategies for development and enhancing emotional intelligence skills for aspiring and current leaders. To illustrate this point, the study emphasizes real-life examples of successful leaders with high emotional intelligence.

Research on emotional intelligence in leadership consistently reveals its positive impact. Leaders with high EI tends to create healthier work environment, improvement in communication and collaboration, increase in employee engagement, strengthening of team effectiveness, leadership effectiveness becomes conspicuous in the organization leading to recognition as well as harmony in the organization.

The study concluded that by practising Emotional Intelligence, leaders and individuals are able to reduce negative emotions, stay cool and manage stress, power to bounce back from adversity, resilient in staying proactive and not reactive and practice empathy and compassion towards other people holding close personal relationship.

Keywords *Emotional Intelligence, Leadership Effectiveness, Successful Leader, Qualities of (Placeholder1) a Leader*

INTRODUCTION

Indeed, the modern world is experiencing a profound and dynamic transformation driven by various factors, including technological advancements, shifting demographics, and evolving socio-economic trends. The emphasis on flexibility, adaptability and a diverse workforce reflects the evolving nature of challenging traditional structures and encouraging innovative approaches to leadership, communication and employee engagement.

In context to leadership, the concept of emotional intelligence has emerged as a crucial factor in understanding what makes a leader truly effective. Emotional intelligence encompasses the ability to recognise, understand and manage one's own emotions while also being attuned to the emotions of others. It has become increasingly evident, that leaders who have high levels of emotional intelligence are better equipped to navigate the complex landscape of interpersonal

relationships, foster employee engagement and ultimately drive organisational success.

The objective of this study is to examine the existing knowledge and research findings that shed light on importance of emotional intelligence on leadership effectiveness. Peer reviewed literature insists the components of EI-self-awareness, self-regulation, motivation empathy and social skills and how each factor contributes to the leadership efficacy.

Leaders and organisations encounter a variety of challenges such as change management, engaging employees, managing the talents through recruiting the right persons, rapid technological advancements, making ethical decision and constant pressure of results for leaders which can be stressful and demanding.

Eventually, through a detailed analysis of real-world applications, the paper adds multi-faceted nature of EI

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in leadership. It delves into various leadership styles team dynamics, organisational change and organisational outcomes impacted by leaders. Thereby providing strategies to overcome the challenges and enhancing emotional intelligence skills for aspiring and current leaders. To sum up, integration of EI in leadership development programmes and practises, enhances the leaders providing EI as a success factor in the ever evolving and emotional intelligent landscape of the contemporary workplace.

Leaders in the present world face challenges such as navigating rapid un-certainty, fostering diverse and inclusive environments, addressing the ongoing impact of technological disruptions on business strategies. As leaders, the team expects to provide inspiration, develop employees talents, leading changes, handling different perspectives of work please conflicts. In the Context of competency, making hard decisions, managing resources delegating tasks by entrusting the team.

As individuals, leaders greatest challenge is staying positive in negative environments wanting to be liked, decision fatigue, work-life balance issues and pressure to meet high expectations. Consequences may include burnout, decreased team morale and potential negative impacts on organisational performance. Hence the study explored the strategies successful leaders adopted to overcome the challenges faced by them. Studies have shown that leaders with high emotional intelligence have more effective communication stronger relationships with their teams and better decision-making abilities. Emotional intelligence in leadership can create a positive and productive work environment hence through a detailed analysis of real-world applications, the paper adds multi- faceted nature of EI in leadership. It delves into various leadership styles team dynamics, organisational change and organisational outcomes impacted by leaders EI.

EMOTIONAL INTELLIGENCE

Emotional intelligence (EI) refers to the ability to recognise, understand and manage one's own emotions as well as the emotions of others. A person with high EI can handle situations that require tact and sensitivity with ease and fineness. EI encompasses a range of skills that can be developed and honed. Emotional intelligence was recognised in the 1980s by psychologists Peter Salovey and John Mayer. However it was Daniel Goleman who popularised the term with his book "Emotional intelligence" the concept of EI gained the acceptance overtime and it is now a critical factor in job performance especially for leadership positions. Effective leaders use EI to connect with their team members, understand their needs, and create a positive work culture.

The components of emotional intelligence there are 5 key components of emotional intelligence, which are as:

Self-Awareness

Self-awareness is the ability to recognize and understand one's emotions. It involves being introspective and reflective, and it helps leaders to better understand their own strengths and weaknesses. Leaders who possess self-awareness can manage their emotional responses and can identify their impact on others.

Self-Regulation

Self-regulation is the ability to control one's emotions and behaviour. Leaders with self-regulation can respond to situations in a calm and composed manner, even in high-pressure situations. They are also able to adapt to changing circumstances and demonstrate flexibility in their approach.

Motivation

Motivation is the ability to channel one's emotions toward a goal. Leaders with high motivation can inspire and encourage their team members, even during challenging times. They are also able to maintain a positive attitude and keep their team members motivated.

Empathy

Empathy is the ability to understand and respond to the emotions of others. Leaders who possess empathy can relate to their team members and understand their needs. This helps them to create a positive work environment and foster strong relationships with their team.

Social Skills

Social skills refer to the ability to communicate effectively and build relationships with others. Leaders who possess social skills can inspire trust in their team and leverage their strengths to achieve common goals. They are also able to manage conflicts and provide constructive feedback.

THE IMPORTANCE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP

Effective leaders who possess high EI can inspire and motivate their team members, foster collaboration, establish open communication, and drive innovation. Leaders with low EI, on the other hand, are at risk of creating a negative work culture, which can lead to high turnover rates and decreased productivity.

HOW EMOTIONAL INTELLIGENCE IMPACTS LEADERSHIP EFFECTIVENESS

Leaders with high emotional intelligence are better equipped to handle difficult situations, manage conflicts, and maintain a positive work environment. They are also better at building strong relationships with their team members and creating an environment of open communication. Effective leaders understand the importance of EI and leverage it to drive success.

ATTRIBUTES OF EMOTIONAL INTELLIGENCE IN LEADERSHIP

Self-Awareness

It is the ability to understand one's own emotions, their strengths and weaknesses and its impact on its performance and relationship. Furthermore, being self-aware makes a leader control their emotion, which helps them understand complex emotions that affect their team members.

Self-awareness has two components. It involves being aware of how others perceive on an individual, second it involves being aware of how others perceive. To evaluate whether an individual is self-aware or not, getting frequent feedback's helps them to understand their emotional quotient level. Adding to it, one should be conscious of his own behaviour to prove that he is self-aware.

Self-Awareness and its Impact in Leadership

Successful leadership often surfaces people who:

- Become aware of critical personal experiences in their life.
- Understand the driving forces.
- Respond by re-thinking about self.
- Redirecting their moves.
- Reshaping their actions.

Stanford rates self-awareness as the pillar on effective leadership and managerial effectiveness. It also suggests that IQ and technical skills are far more less important to leadership success than self-awareness.

Self-Management

Self-management is the second pillar of emotional intelligence.

It is the behaviour or attribute that allows one to control and regulate their responses based on situations and people in order to avoid outburst and rash decisions, it also allows to exhibit a calming behaviour to the colleagues. Let's discuss some reasons on why good leader need excellent self management skills

- No snap judgements.
- Great evaluatory skills.
- Improved leadership.

Self-Management and its Impact in Leadership

Leaders with strong self-management skills can navigate challenging situations and maintain focus, level-headedness, and intention. They are an anchor to their team and a source of positivity and encouragement. Self-Management consists of:

Self-Control

The first step in having emotional self-control is recognising our emotions and how they impact us. They are easy to recognise and share in different cultures, but each person experiences them in a unique way based on their background.

Leaders who want to increase the ethical leadership of the teams must increase their personal self-control. The researchers found when leaders had high self-control that teams perceived them to be more ethical leaders.

Trustworthiness

Trustworthiness refers to the likelihood of undesirable events, which defines people's predisposition to engage in a trusting relationship with a person or object while assuming the perceived risks. Trust, on the other hand, taking risks on the behaviour of the other party based on a positive expectation of reciprocity.

Conscientiousness

Conscientiousness consists of openness, conscientiousness, extraversion, agreeableness, neuroticism that is used in HR to support people decisions. A person scoring high in conscientiousness in a personality test, for example, usually has a high level of self-discipline, they are highly perseverant.

Leaders who are trustworthy and conscientious are reliable and have high ethical standards. They are also prepared to confront those who act unethically, and they are not afraid to make unpopular decisions if they believe it is the right thing to do.

Therefore, self-management is an imperative and inevitable part of a leadership style. It equips a leader with ways to tackle a difficult situation. In addition, it teaches them how to react in a predicament, emphasizing mental peace and a calm attitude.

Social-Awareness

Social Awareness is one of the key components of emotional intelligence. It is a skill that allows us to understand how another person is feeling, empathise with them, and take a different perspective on a situation.

Social Awareness and its Impact on Leadership

Empathy

Empathetic leadership is a style of leadership that focuses on understanding from others point of view. They take a special interest in people around them and find ways to give some solution to their problems by assisting them. They take a special interest in people around them and find ways to give some solution to their problems by assisting them. They are a type of people who find the root cause of the reason behind their behaviour and provide ways of solution to come out of that situation. This differentiates them from other leaders and makes them successful.

Organisational Awareness

It also refers to a leader's capability to understand and manage the emotions of people acting inside an organization. Communication is one primary element of organizational awareness. Another is the ability to take a systems and process view of the organization. The effective leader is able, on a day-to-day level, to resolve issues by focusing on their causes. Leaders skilled at organizational awareness have a greater sense of the bigger picture.

They see issues in the context of the complex interactions among departments, individuals and competing values in play.

Experts say Someone with strong Organisational Awareness abilities offers multiple perspectives on an idea.

Relationship Management

Relationship management helps in resolving conflicts, influencing, and coaching their team members.

Maintaining peace between all parties of the organization is one of the main functions of a leader.

As the name suggests, relationship management is the art of managing the relations in your life. It essentially means maintaining excellent and positive relationships between the

organisation and its clients in a purely business sense. And yet, relationship management goes even further. It envelops maintaining positive relationships with everyone in your life.

THE ROLE OF RELATIONSHIP MANAGEMENT IN LEADERSHIP

Relationships play a crucial role in leadership. Any great leader will use connections to work together and influence others to achieve business goals. Without fostering proper relationships, a leader won't be able to build a shared vision together.

Relationship management is an essential aspect of team building. Without being able to communicate and gain the trust of the team, a leader won't be able to build an effective unit.

Here are some essential relationship management skills that can help leaders:

Assertive Communication

An important aspect of relationship management is assertive communication. It is the ability to communicate and express your thoughts, feelings, and opinions. For a leader to effectively lead their team, assertive communications become indispensable. And often, what separates a good leader from a great one is the ability to get their point across without putting down the other person's feelings and opinions.

Decision-Making

Effective decision-making remains synonymous with both – efficient relationship management, and effective leadership. Incorrect, or haphazardly taken decisions can negatively affect a relationship. Similarly, poor decision-making can lead teams towards disastrous results.

No matter what you try to do, it's difficult to please everyone. And a crucial aspect of decision-making is winning people over when it comes to decisions they don't agree with. Conversely, those good at relationship management can make effective decisions, that translate into outstanding leadership. Thus, effective decision-making and leadership go hand in hand.

Adaptability

A crucial relationship management skill is adaptability. Of course, relationships aren't always smooth sailing. There's

bound to be ups and downs. And that's where adaptability comes into the equation. Being able to adapt to different people and knowing how to get the best out of them, is crucial to effective relationship management.

It's essential for leaders to be able to adapt to different situations and personalities, as well. From external vendors, stakeholders. To the diverse voices within a team – a leader must manage multiple voices. And adaptability is a must have leadership skill.

Problem-Solving

Relationships aren't without their problems, and a vital part of relationship management is problem-solving. Problem-solving requires analytical skills that are also an essential component of leadership.

Influence

The way leaders make decisions can impact employee behaviour. Involving employees in the decision-making process like participative leadership can influence a sense of ownership and responsibility leading to more positive behaviour.

Coach and Mentor

Effective leaders provide regular feedback and keep on identify their strengths and weakness. Constructive feedback helps the employees the area they need to improve.

Recognition for a well-done job can boost the employee morale and encourage positive behaviour and improvement at overall performance in the organisation.

Teamwork

An efficient leaders realise that only with the help of teams, achievement of visions and goals is possible.

HOW TO INCREASE OUR EMOTIONAL INTELLIGENCE AND LEADERSHIP EFFECTIVENESS?

Building our emotional intelligence skills can have a positive impact on our life. In addition to helping become more aware of our own feelings, these skills can help us build stronger relationships and succeed in social situations. To be more empathetic, and to drive higher engagement in the workplace, we shall increase our emotional intelligence

quotient. Taking the following actions will help build our emotional intelligence and leadership effectiveness.

- Listening closely and withholding judgement.
- Connection with employees on a personal level.
- Unlocking motivations.
- Seeking to understand more about others and ourself.

How to Improve Self-Awareness

- Goal setting
- Pursuing our passions
- Learning new skills
- Paying attention to our thoughts and emotions
- Positive self-talk
- Meditation
- Practice mindfulness
- Reflecting on our experiences
- Work on building a growth mindset
- Asking for constructive feedback
- Keeping a journal

How to Improve Self-Regulation

- Being mindful on our thoughts and feelings
- Practicing communication skills
- Building distress tolerance skills
- Recognize that we have a choice in how we respond
- Finding ways to manage difficult emotions
- Looking at challenges as opportunities
- Using cognitive reframe to change thought patterns and emotional responses
- Work on accepting your emotions

How to Improve Social Skills

- Showing interest in others
- Noticing other people's social skills
- Practicing good eye contact
- Practicing active listening
- Watching our body language
- Practicing our social skills
- Using icebreakers to help start conversations

How to Build Empathy

- Talk to new people
- Listen to other people
- Be willing to share your feelings
- Try to imagine yourself in someone else's place
- Practice loving-kindness meditation
- Engage in a cause, such as a community project

How to Improve Motivation

- Introducing challenges to keep things interesting
- Focusing on setting small, measurable goals
- Setting goals to help build intrinsic motivation
- By Avoiding overuse of extrinsic rewards
- Celebrating the results

Even if we have high emotional intelligence and leadership effectiveness, it's not easy to get to know every employee below the surface. It's challenging to see the world as others see it and to accept a variety of perspectives in a non-judgmental way.

The effectiveness of a leader is based on how profoundly they understand themselves their knowledge on how others perceive them, and their talents on navigating results in interactions. Psychology today suggested some of the advantages of practising emotional intelligence from:

- The ability to reduce negative emotions.
- The ability to stay cool and manage stress.
- The ability to be assertive and express difficult emotions when necessary.
- The ability to bounce back from adversity.
- The ability to remain proactive, without reacting in the face of a difficult person.
- The ability of expressing intimate emotions with close, personal relationship.

SUCCESS STORIES

Leaders with high EI make thoughtful decisions considering the emotions and needs of their team members, leading to better outcomes. History is replete with examples of leaders whose interpersonal and intrapersonal skills best served their companies, their cause or their countries. Let's discuss about few examples of efficient leaders who adopted the traits of emotional intelligence:

Howard Schultz of Starbucks - Away from Starbucks for eight years, Schultz says that the main reason he came back was 'love' for the company and its people; Starbucks is noted for its general health care benefits, a philosophy inspired by Schultz's father losing his health insurance when Schultz was a child.

Indra Nooyi of Pepsico - With a philosophy of performance with purpose Nooyi has held more employees from a day job to living a calling. She's known for singing in the hallways or walking barefoot in the office

Princess Diana evinces the apex of emotional intelligence in our modern era. Nobody would have faulted her for slipping into the comfort of royalty. Instead she reached to HIV and AIDS patients. More than comfort, she provided a much

needed spotlight. Some celebrities with high EQ can be the conscience of the country.

Abraham Lincoln-Arguably the epitome of the emotionally intelligent President of the United States, Lincoln pressed on with monumental changes using his own internal compass, even when all advisers pointed in other directions.

CONCLUSIONS

As seen above, Emotional intelligence is not just a desirable trait, but a critical skill for effective leadership. By understanding and managing emotions, leaders can influence and inspire others, create harmonious work environments, and drive exceptional results. Emotional intelligence (EI) helps leaders to interrogate complex interpersonal dynamic characters in people and fostering employee engagement by creating a good working environment. It is very likely to add to the leadership qualities charisma/inspirational and individual consideration.

As individuals, leaders greatest challenge is staying positive in negative environments, wanting to be liked, decision fatigue, work-life balance issues and pressure to meet high expectations. Consequences may include burnout, decreased team morale and potential negative impacts on organisational performance. Based on this purely secondary research one can conclude that component factors of Emotional Intelligence which proved to be the success factor in Efficient leadership assists individual and leaders to handle any situation in apposite mindset. Effective leaders understand the essence of EI and leverage it to drive success. The study recognised that, Self-awareness in leaders helped them to become aware of critical personal experience in their life, understand and respond by re-thinking, redirecting, and reshaping their actions. Experts believe that Leaders with strong self-management skills (i.e.) self-control, trustworthiness, consciousness, adaptability, achievement, orientation, and initiative traits, navigate challenging situations and maintain focus, level-headedness and intention; Researchers observed that empathetic leaders took a genuine interest in the people around them- what inspires them and what the way they feel. These leaders are effective and influential because they understand human behaviour and cognition. They also add that someone with strong organisational awareness abilities offers multiple perspectives on an idea. The study insisted the importance of relationship management a factor of EI, as it plays an active role in resolving conflicts and miscommunication at a bare minimum, maintaining peace between all parties -one of the main functions of a successful leader. In relevance to the previous literatures, the paper suggested few tips to build emotional intelligence, such as setting goals to pursue one's passions, practicing mindfulness and work towards growth mindset. Practising communication skills and learning to manage difficult

situations, observing other's social skills, and enhancing our body language helps one to stay proactive, not reactive in the face of a difficult situation. Practising loving-kindness and trying to imagine oneself in someone's place helps to become an empathetic leader having the ability to express intimate emotions in close, personal relationship with the team members.

While it's true that steely determination and even greed often drive performance and profits, it's an approach that no longer fits in most modern workplaces. Emotional intelligence characterizes the most successful and human organizations. The success stories of business leaders adopted Emotional Intelligence as their advantage, earning respect within their companies and expanding their business. It also states that an effective leader must be able to set a context where people can excel — this requires balancing organizational and individual needs, strategy and operations. Great leaders have a remarkable mix of vision and practical skill; they have unique insight, but perhaps even more important, the ability to be flexible based on changing circumstances will likely result in improvement in communication and collaboration, increase in employee engagement, strengthening of team effectiveness, leadership effectiveness becomes conspicuous in the organization leading to recognition.

What differentiates executives apart is a level of disciplined self-awareness and persistence in practising emotional intelligence factors help them develop as leaders knowing how to put together a complementary team around them. Though most of the leaders are aware of achieving EI is the only one key to success in any business, it is become a dream as they forego in practising it daily. Persistence and resilience in practising EI help them reach, great heights.

Hence integration of EI in leadership development programmes and practises, enhances the leaders, providing EI as a success factor in the ever evolving and emotional intelligent landscape of the contemporary workplace.

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