

"Emotional Intelligence as a Key to Effective leadership in Tumkur District"

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ABSTRACT

The role of leadership in driving organizational success has evolved from traditional task-oriented management to a more psychologically driven approach. The aim of this paper is to reveal the impact of Emotional Intelligence (EI) on leadership effectiveness within the administrative and corporate sectors of Tumkur District. Research has been conducted via an empirical survey in the form of a structured questionnaire distributed to managers and supervisors across the district's diverse industrial landscape. The results showed a diverse pattern of leadership engagement, indicating that high levels of self-awareness and empathy significantly correlate with improved team performance and conflict resolution. This study suggests that for the sustainable growth of organizations in Tumkur, leaders must prioritize emotional competencies alongside technical skills.

INTRODUCTION:

Leadership services have always been an important or crucial part of an economy's organizational structure. Since these services ensure the efficient management of human capital, it is an important sector for the business sector as well for public administration. The leadership arena is a diverse field of numerous interpersonal interactions that provide the bridge between organizational goals and employee execution. Effective leadership enables economic development and growth, promotes a healthy work culture, helps minimize workplace friction, and maximizes human potential. Leadership is inherently people-oriented, implying that leaders are supposed to meet the psychological and professional needs of their teams, leading to the previously mentioned significance enabled by the management industry. Since workplace dynamics and employee expectations are changing constantly, so do the required competencies of leadership, placing Emotional Intelligence at the forefront of modern organizational success in regions like Tumkur District.

METHODOLOGY:

STATEMENT OF THE PROBLEM:

Emotional intelligence has become an essential component of effective leadership in modern organizations. Leaders are expected not only to possess technical and managerial skills but also to understand and manage emotions-both their own and those of their employees. In Tumkur district, many organizations face challenges such as low employee motivation, workplace conflicts, stress, and ineffective communication, which may arise due to a lack of emotional intelligence among leaders.

Objectives

1. To understand how Emotional intelligence helps leaders work better with people.
2. To know how emotional Intelligence helps in solving problems & conflicts.

Review of literature

Moon (2021) investigated the role of EI in leadership decision-making, particularly during difficult situations. The study found that leaders with high emotional intelligence can use empathy and self-regulation to foster a positive perception of their decisions among employees. This ability helps maintain a constructive workplace environment even when implementing decisions that are not universally popular, thereby mitigating negative impacts on morale and productivity.

Transformational Leadership: EI has been linked to transformational Leadership, a leadership style characterized by inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence. Leaders with high EI are often more adept at motivating and inspiring their teams, fostering creativity and innovation, and building

strong interpersonal relationships (Zhe, Riggio, & Reina, 2012).

situational factors in human resources and organizational behavioural literature. The most predominant leadership theory evolved over the last few decades has been the transformational leadership (TFL) theory proposed by Bass and Avolio (Chen, Bian and Ho 2015).

RESEARCH DESIGN

Sample size: 50 respondents

Tools for Data collection: primary data was collected by a questionnaire, The questionnaire focusing on emotional intelligence as a key effective leadership in Tumkur district.

Data Analysis, interpretation and suggestions

32 percentage of the Male and 68 percentage of the Female.

4 percent of the respondent of belong to the age group of below 18years, 86 percent the respondent of belong to the age group 18-25, 10 percent of belong to the age group above 25 years.

Managed Emotions and Leadership Outcomes

While 60% of participants either agree or strongly agree that managed emotions improve outcomes, the largest single group of respondents is neutral (36%). Disagreement is very low at 4%.

The majority believes in the positive impact of managing emotions on results, though a significant neutral block suggests some participants may believe other factors (like technical skill) are equally or more important.

Effectiveness without Emotional Intelligence

Slightly over half (54%) agree or strongly agree that leadership is less effective without EI. However, 38% remain neutral on this specific claim. While the prevailing view is that EI is necessary for full effectiveness, a large neutral segment indicates that some still believe leaders can be effective through other means.

Importance of EI in Decision-Making

60% of respondents believe EI is very or extremely important for decision-making. A significant 22% rate it as moderately important.

Most respondents believe that emotional factors and social awareness play a vital role in making sound leadership decisions.

EI and Conflict Resolution

56% of respondents agree or strongly agree that EI helps resolve conflicts, while 26% remain neutral.

While the majority supports EI as a conflict-resolution tool, the diverse spread of answers suggests some believe other methods (like policy or logic) are also critical.

HYPOTHESIS:

H0: Is emotional intelligence not necessary for successful leadership

H1: emotional intelligence necessary for successful leadership

SL. No	Factors	No of Respondents	O-E	(O-E) ²	(O-E) ² /E
1	Strongly agree	20	10	100	10
2	Agree	14	4	16	1.6
3	Neutral	10	0	0	0
4	Disagree	4	-6	-36	3.6
5	Strongly disagree	2	-8	-64	6.4
	Total	50			21.6

$$E=50/5=10$$

Degree of freedom = $[n-1]$

$[5-1]=4$

Critical values of the Chi-square distribution with d degrees of freedom							
Probability of exceeding the critical value							
d	0.05	0.01	0.001	d	0.05	0.01	0.001
1	3.841	6.635	10.828	11	19.675	24.725	31.264
2	5.991	9.210	13.816	12	21.026	26.217	32.910
3	7.815	11.345	16.266	13	22.362	27.688	34.528
4	9.488	13.277	18.467	14	23.685	29.141	36.123
5	11.070	15.086	20.515	15	24.996	30.578	37.697
6	12.592	16.812	22.458	16	26.296	32.000	39.252
7	14.067	18.475	24.322	17	27.587	33.409	40.790
8	15.507	20.090	26.125	18	28.869	34.805	42.312
9	16.919	21.666	27.877	19	30.144	36.191	43.820
10	18.307	23.209	29.588	20	31.410	37.566	45.315

For 4% degree of freedom, the value from the table at degree of freedom 4 is 13.277 and the value calculated is 60.39. Here calculated value is greater than the table value. Hence the null hypothesis formulated is rejected.

Suggestion

For enhancing leadership effectiveness in Tumkur District, organizations should systematically integrate emotional intelligence into leadership development frameworks. Structured training programs focusing on self-awareness, emotional regulation, empathy, and social skills should be implemented across managerial levels. Additionally, incorporating emotional intelligence competencies into leadership assessment, performance appraisal, and promotion criteria will encourage the adoption of emotionally responsive leadership practices, thereby strengthening employee engagement, reducing workplace conflicts, and improving overall organizational effectiveness.

SUMMARY & CONCLUSION:

The study establishes emotional intelligence as a critical determinant of effective leadership in Tumkur District. The findings indicate that leaders with higher emotional intelligence demonstrate superior interpersonal skills, emotional regulation, and empathy, which significantly contribute to improved communication, employee motivation, and organizational harmony. In conclusion, emotional intelligence emerges as an essential leadership competency in the contemporary organizational context, and its integration into leadership practices is vital for achieving sustainable organizational growth and long-term performance.

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