

The Role of Emotional Intelligence in Leadership Effectiveness

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Abstract

The aim of this study is to emphasize the role that emotional intelligence plays in leadership. The ability to focus on one's own emotional state as well as the emotional signals that others are displaying in the dynamic context of an interaction is known as emotional intelligence. Keeping an eye on other people's and your own emotions during a heated discussion helps you handle that specific circumstance well. Mutual understanding is the best kind of relationship that people can have, and it happens most quickly when one is still conscious of the dynamics of emotional intelligence. The benefits that emotionally intelligent leaders provide to their followers and organisations will be examined in this study. Emotional skills can be used to manipulate other human beings in different situations. Emotional intelligence and leadership are related to each, the extent to which leadership is impacted by emotional intelligence, with the help of extensive theoretical and empirical review of literature. This paper will help to understand the different perspectives of emotional intelligence along with related components and to study the relationship between emotional intelligence and leadership.

Keywords: emotional intelligence, leadership, self-awareness, self-management, social, awareness, relationship management

Introduction

Emotional Intelligence

The ability to identify, comprehend, and manage your own emotions as well as those of those around you is known as emotional intelligence, or EI. High emotional intelligence individuals are aware of their feelings, what they signify, and how they may influence other people. Emotional intelligence is essential for success for leaders. Consider this: who is more likely to succeed in moving the organisation forward, a leader who yells at their staff under pressure or one who maintains emotional control and observes the situation with composure? Emotional intelligence (EI) is the set of skills required to recognize, comprehend, regulate, and evaluate one's own and other people's feelings. This concept was first given by the team of Salovey and Mayer in 1990.

Aristotle and other Greek philosophers used the term intelligence to refer to cognitive abilities like memory. As he dissected the common phenomenon of intelligence level, Thorndike (1920) identified three forms of intelligence: abstract, social, and mechanical. He also noted that different types of intelligence exist in people at different levels. In the 1920s, he was the first to coin the phrase "emotional intelligence" (EI) and associated it with social intelligence. Additionally, he described social

intelligence as standing with and relating to others on a social level. The author made a connection between it and human connections, namely how men and women may manage and understand children to help them behave sensibly. In 1975, Howard Gardner developed the theory of multiple intelligence. He created a system/model of seven different intelligences later in 1983: musical, logical-mathematical, intrapersonal, visual-spatial, body-kinesthetic, and naturalistic. The American psychologist Daniel Goleman, who contributed to the popularization of emotional intelligence, identified five essential components:

1. Self-awareness.
2. Self-regulation.
3. Motivation.
4. Empathy, and
5. Social skills.

The more a leader manages each of these areas, the higher their emotional intelligence.



Self-awareness : Conscious awareness of one's own personality, emotions, motivations, and desires is the definition of self-awareness. What connection exists between self-awareness and leadership? It has been said that self-awareness lies at the core of both management and human behavior. According to Showry and Manasa (2014), "self-awareness generally refers to the subjective and accurate knowledge of one's inner self, including mental state, emotions, sensations, beliefs, desires, and personality." Organizational psychologist and author Dr. Tasha Eurich studied hundreds of people over several years in a scientific

research to learn more about "what self-awareness is, why leaders need it, and how they can increase it." She found that whereas 95% of people believe they are self-aware, only 10% to 15% truly are. Since it sets the bar for so many of the abilities we need to succeed in the modern world, self-awareness is what she refers to as "the meta-skill of the 21st century." Items like cooperation, influence, communication, and emotional intelligence (Jastzabski, 2020). Developing emotional self-awareness is an essential first step towards becoming an effective leader because it establishes the foundation for developing emotional and social intelligence. Leaders that possess emotional self-awareness are also better able to connect their feelings to how well they engage with others (Jastzabski, 2020).

Self-regulation/Management: Since they are the ones who establish the standards for those they are guiding, leaders must control their behavior. Simply said, self-management is the ability to regulate your feelings. According to Goleman, the aim of self-management is to be able to identify these emotions as hijacks and reset the brain to focus on the work at hand and mental clarity. It's critical to develop coping mechanisms that let your brain process information before reacting to unpleasant feelings (Goleman, 1995). Since leaders serve as role models for others, emotional regulation is essential for those in leadership roles. Self-management entails accepting accountability for one's own actions and well-being (Decker & Cangemi, 2018). According to Bradberry and Greaves (2009), people can take charge in challenging circumstances. "When you react, you let others control you," stated Dr. Bohdi Sanders. You are in charge when you react.

The term "interpersonal emotion regulation" (IER) describes the intentional and methodical behaviors that an individual uses to either enhance or decrease the expression, strength, or duration of another's emotional impact. Holman, Totterdell, and Niven (2009). In 2020, Vasquez, Niven, and Madrid carried out a multisource survey study in collaboration with a Chilean retail organisation. Workers rated both their own effect and the IER of their leader in response to a survey. According to their findings, followers' affect was significantly impacted by a leader's IER. Additionally, their findings suggested that the follower's task performance was influenced by a more distant factor. "The positive affect of followers was positively correlated with leader affect improving IER, and followers' task performance was positively correlated with this as well." Madrid, Niven, and Vasquez (2020). Conversely, followers' negative emotions were positively correlated with the leader's worsening IER. They did not discover a connection between the task performance of followers and their bad effect, nevertheless.

Motivation: Employee motivation is a complex and crucial aspect of human resource management. It encompasses various factors that influence an individual's willingness to exert effort and contribute to the achievement of organizational goals. Recognition and rewards play a significant role, as employees who feel acknowledged for their contributions tend to be more motivated. The design and enrichment of jobs are equally important. Providing challenging and meaningful tasks, along with opportunities for skill development, fosters a sense of purpose and motivation. A positive work environment, characterized by effective communication, work-life balance, and a supportive culture, contributes to overall employee well-being and motivation.

Leadership plays a crucial role in motivating employees. Effective leaders inspire and guide their teams, providing clear direction and a vision for the future. Career development opportunities within the

organization also contribute to employee motivation, as they see a path for professional growth and advancement.

Empathy: A definition of empathy was provided by Bellet PS and Maloney MJ in October 1991. Empathy is described as the capacity to comprehend and experience what another individual is going through and the experiences they are having from their perspective or frame of reference, without passing judgment on the other individual. According to Mersino (2007), empathy is described as the capacity to make other people feel important, to increase the level of trust, and to improve relationships. When you have empathy, you are able to put yourself in the shoes of other people and take into consideration the distinctive points of view they have. When it comes to successfully leading a group or organisation, this is not something that should be overlooked.

A leader that possesses empathy is one who actively supports the professional and personal development of their team members, provides constructive criticism without being overly critical of the recipient, and often solicits input from their staff. These kinds of leaders are what are required to push employees to accomplish above and beyond what is expected of them.

Social skills: When it comes to getting their team excited about a new project or target, leaders that have strong social skills are excellent communicators. This comes in very helpful due to the fact that they are able to communicate effectively.

It is because of their emotional intelligence that they are able to receive both positive and negative news with the same clarity of mind. As a result, their subordinates are able to feel confident enough to provide them with updates on anything.

In addition to being excellent at planning, implementing, and supervising significant changes in the workplace, leaders who possess strong social skills are also excellent at resolving any disagreements that may arise in a fair and timely manner.

Leadership

Jia Lin, in his commentary on Sun Tzu, stated that leadership is a combination of intelligence, honesty, humaneness, courage, and discipline. He also stated that a leader cannot rely solely on a single aspect, and that if they did rely solely on a single factor, it would have certain consequences. Art of War. Individuals who rely solely on intelligence, humaneness, fixation on trust, dependency on strength, and excessive discipline are more likely to engage in defiance, weakness, foolishness, violence, and cruelty, respectively. These five characteristics, when combined, will result in the creation of a true leader. "The ability to decide what is to be done, and then to get others to want to do it," was the definition of leadership that Dwight D. Eisenhower, the 34th President of the United States, offered regarding the concept of leadership.

For the purposes of academic contexts in the United States, leadership is defined as a process of collective influence in which an individual commits to providing assistance and assistance to others in the accomplishment of tasks that are shared by all. 1997 publication by Chemers, M.; 2015 publication by Chin, Roger.

According to Radu and Ramona (2014), leadership is described as the capacity of an individual to secure the participation of other individuals in a specific manner. This is accomplished via the utilization of communication and convictions, which orient certain individuals in a manner that generates and cultivates trust among the individuals to follow the same direction.

According to Ganta and Manukonda (2014), leadership is a synonym for power, which is defined as the capacity of one person or individual to exert influence, control, and bring about a change in the value, belief, and attitude system of another individual. In the present economic environment of such a rapid pace, leadership can be proven to be a most critical and life-changing aspect for an organization to maintain their business (Cabeza-Erikson, Edwards, and Van Brabant, 2008). A company's ability to sustain its business is important.

According to Chemers (2000), leadership is defined as "the process of social influence in which one can get the assistance and support of others to achieve a common objective." It is the leaders of an organization who are responsible for controlling and managing the activities of the organization. Effective leaders are not only able to establish some optimal objectives or goals, but they also play equally important roles in the operations of the organization with regard to the completion of the task or the achievement of the objective with the assistance of strategies that are feasible. According to Hao (2015), effective leaders have the ability to influence and drive people in a favorable way by the creation of a positive organizational culture and by the implementation of a variety of employee benefit programs. Wise leaders used to take responsibility to guide and help the organisation to look forward towards an uncertain future, they will have to use their skills and abilities in an effective and efficient manner to deal with that uncertainty, they also have the responsibility to create a secured environment for employees to decrease the feeling of insecurity among their employees related to uncertainty of their future and of the organisation as well. By utilizing this capacity, the leader is able to persuade employees to motivate themselves in their various domains, which ultimately contributes to the overall success of the organization. The leader possesses the ability to comprehend and acknowledge the entire potential of their followers. Yukl (2013) defined leadership as the process of influencing and facilitating individuals and groups of people to comprehend and realize what is to be done and how to attain the objectives in a collective manner. They also defined leadership as the ability to influence and facilitate others. In order to demonstrate the leader's respect and worth for the organization, it is a straightforward and straightforward way to demonstrate that the leader is willing to make personal sacrifices (Jacobson and House, 2001).

Effective Leadership

A definition of Grint (2007) They are effective leaders who gain the trust of their employees as a result of the good results and achievements of the objective of that leader and change the values, beliefs, and behaviors of their employees. It is possible for a person who possesses great leadership abilities to serve as a good source, example, or role model for their employees. This argument was confirmed by Northhouse (2009), who noted that an effective leader will contribute to the accomplishment of the aims and objectives of the organization. It was also affirmed by Wasim and Imran (2010) that a successful leader is one who affects people in the proper direction and directs them to work together in a collective manner in order to accomplish the organization's goal.

There is a strong correlation between the effectiveness of leaders and a variety of organizational variables, as well as intrapersonal and interpersonal behaviors. It is possible to evaluate the effectiveness of leadership based on the accomplishments of the organization. Employees can be inspired if a leader helps them to connect their activities and actions to the organizational goals as well as their own personal goals and this will have some optimistic and positive impact on their followers and on the society as well (Avolio, and Locke,2002; Choi, and Mai- Dalton, 1999; Yorges et al.,1999).

According to Atkinson (2015), ineffective leaders are those that are not flexible and do not support change within the organization. As a result, effective leadership may be evaluated based on how well the organization manages change inside the organization.

Factors of Leadership that focus on change:

- Trust
- Organizational culture
- Teamwork and communication
- learning

EMOTIONAL INTELLIGENCE AND EFFECTIVE LEADERSHIP

The transactional leadership style is consistently seen as a more effective leadership style than the transactional leadership style. It is consistently determined to be more effective than the transactional leadership style, and it consistently supports superior organizational performance (Lowe and Kroeck, 1996).

Druskat (1994) provided an explanation for the beneficial co-relationship that exists between the incentive component of transactional leadership and the ability to monitor and control one's own emotions as well as the emotions of others. The positive relationship in contingent reward and transformational leadership, which includes components such as idealized influences, inspirational motivation, individual concern, and inspirational motivation, has also been proven to have beneficial relationships with them. This was discovered through research.

It has been discovered that the ability to monitor, manage, and control one's emotions is significantly related to the ability to exercise individualized thoughtfulness, which is one of the components of transformative leadership. Individualized concern can be regarded as leaders who give specific attention to the requirements of their subordinates and followers, as well as the success and continual progress (Development) of their followers. According to Yammarino et al. (1993), this distinguishes the leader from every other leader, and it also improves the perception that employees have of the leader.

The authors Palmer et al. (2001) examined the substantial links that exist between certain aspects of change, such as individualized consideration and inspiring motivation, as well as EI sub-scales. The ability to recognize, monitor, manage, and exert control over one's own and other people's feelings is facilitated by these two components for the leader. In addition to being able to control and manage their own emotions, leaders who are high in inspirational motivation (those who motivate subordinates to work

towards collective goals) also reported being able to control and manage the emotions of others. In a similar vein, and in accordance with the customized consideration, individuals who are most likely to monitor and manage their emotions as well as those of others are also the most likely to do so.

A model of transformational leadership and emotional intelligence was established by Salovey in 1997. According to this study, creative thinking and flexible planning are both important. Intellectual stimulation is influenced by emotional intelligence (EI), and it is highly likely that there are linkages between these two characteristics. These two factors are closely related to intellectual stimulation, which is one of the components of transformational leadership.

This new world demanded flexibility, more viability with technology, as well as the changing mental status status and mental health needs to be emphasized in order to focus emotional intelligence. As the world has changed, the countries are becoming more and more democratic in comparison to the past, when it was the responsibility of the flowers to obey their leaders. However, times have changed, and this new world has demanded that these things be emphasized. The requirements have been elucidated by Batool (2013):

- Consultation and involvement with the subordinates.
- Autonomy and freedom to the subordinates to act.
- Opportunities for growth.
- Teamwork and inclusion.

It was discovered in recent research that leaders who are able to effectively control and manage their own emotions with the assistance of self-regulation techniques are able to develop the abilities necessary to adapt to the requirements of their followers. (2013) According to Rogelberget al. In a similar vein, Howard, and Irving (2014) highlighted that self-awareness and emotional intelligence are factors that influence and influence leadership. According to the findings of Chen and other researchers, leaders have the potential to exert an emotional influence on the feelings of their subordinates or followers. They said that the majority of the research on leadership and emotional intelligence was conducted in western countries. There is a need for additional research on this topic in countries that are not western. According to the findings of the study, there is a connection between leadership and emotional intelligence (EI). Additionally, the study discovered that different cultures have different interpretations of the same expressions and behaviors due to cultural differences. et al. (2015) Chen et al.

According to the findings of McDermott and colleagues (2011), the most important factors for effective leadership are emotional components. A similar explanation was provided by Amagoh (2009), who stated that emotional intelligence is directly tied to an individual's aptitude for leadership. In their study, Howard and Irving (2013) discovered that self-awareness and emotional intelligence are the fundamental components of effective leadership.

According to Kerr et al. (2016), a higher EI score indicates and is directly related to high effectiveness in leadership. This is due to the fact that emotional intelligence will assist the leader in comprehending the

feelings of the subordinates, which will allow them to be affected by the job. EI also assists the leader in recognizing these feelings, which enables the leader to act in a manner that is appropriate.

How can the emotional intelligence be used for leadership effectiveness:

- To improve self-awareness
- Keep a journal.
- Slow down
- To improve self- regulation
- Know your values.
- Hold yourself accountable.
- Practice being calm
- To improve self-motivation
- Re examine
- Know where you stand
- Be hopeful and find something good
- To improve empathy
- Put yourself on someone else's position
- Pay attention to your body language
- Respond to feelings
- To improve social skills
- Learn the conflict resolution
- Improve your communication skills
- Learn to praise others

CONCLUSION:

The findings of this study were entirely focused on the relationship between emotional intelligence and successful leadership, as well as the relationship between these two categories of characteristics. In addition, the findings of this study indicate that strong leadership can play a crucial role in the accomplishment of any job or target in today's highly competitive environment. When it comes to leadership, emotional intelligence can serve as a fuel that propels the leadership to be successful and compassionate in a manner that pushes the subordinate in the proper direction. Due to the fact that emotional intelligence enables the leader to think not only objectively but also emotionally, it enables the leader to make decisions that are in accordance with the will of the subordinates. It is possible to establish, through a review of the relevant literature, that emotional intelligence is one of the most important components of effective leadership. This is because it enables the leader to comprehend the fact that in order for employees to perform with optimism, they must be free from emotional burdens, and

these emotional burdens can be identified and controlled by the ability of emotional intelligence. The notion that emotional intelligence can also have an effect on the degree to which an organization is successful in achieving its goals has been demonstrated by a great number of research. While leaders are required to make a variety of decisions in accordance with the objectives, they are also responsible for formulating strategies, and the execution of these strategies is entirely dependent on the talents and skills of the employees. In order to make use of these capabilities, the leader will need to possess emotional intelligence.

Following a review of the relevant literature, this study concluded that emotional intelligence can be utilized as an excellent instrument for effective leadership, and that it has the potential to bring about a significant shift in the degree to which goals are accomplished. An individual's beliefs, behaviors, and attitudes are all influenced by their emotional intelligence (EI). There is a combination of cognitive ability and emotional ability or social competence that makes for an excellent leader. Therefore, it is imperative that the emotional talents not be overlooked under any circumstances.

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