THE ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP EFFECTIVENESS AND ORGANISATIONAL BEHAVIOR

Kavaljit Kour 1
Shadab Ahamad Ansari 2

ABSTRACT

Objectives: The primary objective of this study is to investigate the significance of emotional intelligence (EI) in relation to leadership efficacy and organizational conduct. Specifically, the study aims to explore the constituent elements of emotional intelligence, their influence on leadership behavior, and their correlation with organizational behavior. Additionally, the study seeks to examine the impact of emotional intelligence on fostering a favorable organizational climate, improving communication, facilitating decision-making, resolving conflicts, and promoting employee engagement.

Methods: This study employs a quantitative research methodology, utilizing a self-administered survey instrument. The sample consists of 60 participants holding managerial positions in various organizations. Statistical methodologies such as explanatory diagrams and correlation analysis are used to analyze the data and investigate the relationships between emotional intelligence, managerial competence, organizational behavior, and employee satisfaction.

Results: The results of the study highlight a positive association between emotional intelligence and managerial competence, organizational behavior, and employee satisfaction. The findings suggest that higher levels of emotional intelligence are correlated with more effective leadership, improved organizational climate, better communication, enhanced decision-making, conflict resolution, and higher levels of employee engagement.

Conclusion: In conclusion, this study emphasizes the importance of emotional intelligence in leadership effectiveness and organizational behavior. The findings underscore the positive impact of emotional intelligence on various aspects of organizational conduct and employee satisfaction. Additionally, the study suggests avenues for future research, including longitudinal inquiries, intercultural variances, exploring intervening and moderating factors, developing interventions, and conducting comparative assessments.

Keywords: Emotional Intelligence, Leadership Effectiveness, Organizational Behavior, Communication, Decision-Making, Conflict Resolution, Employee Engagement, Positive Organizational Culture, Quantitative Research, Survey Questionnaire.

O PAPEL DA INTELIGÊNCIA EMOCIONAL NA EFICÁCIA DA LIDERANÇA E NO COMPORTAMENTO ORGANIZACIONAL

RESUMO

Objetivos: O objetivo principal deste estudo é investigar o significado da inteligência emocional (IE) em relação à eficácia da liderança e à conduta organizacional. Especificamente, o estudo visa explorar os elementos constituintes da inteligência emocional, sua influência no comportamento de liderança e sua correlação com o comportamento organizacional. Além disso, o estudo busca examinar o impacto da inteligência emocional na promoção de um clima organizacional favorável, melhorando a comunicação, facilitando a tomada de decisões, resolvendo conflitos e promovendo o engajamento dos funcionários.

Métodos: Este estudo emprega uma metodologia de pesquisa quantitativa, utilizando um instrumento de pesquisa autoadministrado. A amostra é composta por 60 participantes com cargos de gerência em várias organizações.

1 Department of Psychology, School of Liberal Education, Galgotia University, Greater Noida. U.P.
E-mail: Kkour1911@rediffmail.com Orcid: https://orcid.org/0009-0001-8498-5622

2 Department of Psychology, School of Liberal Education, Galgotia University, Greater Noida. U.P.
E-mail: Shadab.ansari@galgotiauniversity.edu.in Orcid: https://orcid.org/0000-0002-1831-9912
Metodologias estatísticas como diagramas explicativos e análise de correlação são usadas para analisar os dados e investigar as relações entre inteligência emocional, competência gerencial, comportamento organizacional e satisfação dos funcionários.

**Resultados:** Os resultados do estudo destacam uma associação positiva entre inteligência emocional e competência gerencial, comportamento organizacional e satisfação dos funcionários. As descobertas sugerem que níveis mais altos de inteligência emocional estão correlacionados com liderança mais eficaz, melhor clima organizacional, melhor comunicação, tomada de decisão aprimorada, resolução de conflitos e níveis mais altos de engajamento dos funcionários.

**Conclusão:** Em conclusão, este estudo enfatiza a importância da inteligência emocional na eficácia da liderança e no comportamento organizacional. Os achados ressaltam o impacto positivo da inteligência emocional em vários aspectos da conduta organizacional e satisfação dos funcionários. Além disso, o estudo sugere caminhos para futuras pesquisas, incluindo investigações longitudinais, variações interculturais, explorando fatores de intervenção e moderação, desenvolvendo intervenções e realizando avaliações comparativas.

**Palavras-chave:** Inteligência Emocional, Eficácia da Liderança, Comportamento Organizacional, Comunicação, Tomada de Decisão, Resolução de Conflitos, Envolvimento do Funcionário, Cultura Organizacional Positiva, Pesquisa Quantitativa, Questionário de Pesquisa.
INTRODUCTION

Emotional intelligence, commonly denoted as EI, refers to the capacity to identify, comprehend, and proficiently regulate one's own emotions, as well as the emotions of others. This concept encompasses the ability to recognise and regulate one's own emotions, exhibit self-control, demonstrate empathy towards others, and effectively navigate social interactions. Emotional intelligence holds significant importance in the realm of leadership due to its potential to impact the efficacy of leaders and influence organisational conduct.

The growing recognition of the significance of emotional intelligence in leadership can be attributed to its constructive influence on various aspects of effective leadership. Leaders with a high emotional intelligence are more adept at recognising and addressing the needs and emotions of their team members due to their heightened sense of empathy towards them. Organisations possess the ability to cultivate a workplace atmosphere that is conducive to collaboration and amicability, promote employee engagement and well-being, and proficiently address conflicts. Moreover, individuals in positions of leadership who possess emotional intelligence exhibit enhanced abilities to make well-informed decisions, display greater adaptability in the face of change, and more effectively inspire and motivate their subordinates.

The aim of our extensive inquiry into the subject matter is to elucidate the following facets:

- This study examines the constituents of emotional intelligence and their pertinence to leadership efficacy.
- The aim of this study is to examine the correlation between emotional intelligence and the conduct linked to proficient leadership. These behaviours encompass a range of activities such as communication, conflict resolution, and decision-making, among others.
- The objective of this study is to examine the correlation between emotionally intelligent leadership and employee engagement, job satisfaction, and organisational commitment.
- The significance of emotional intelligence in fostering a favourable organisational culture and atmosphere.
- This study explores potential strategies that leaders can employ to enhance their emotional intelligence.
1.1 PURPOSE OF THE RESEARCH PAPER

The objective of this scholarly article is to examine the significance of emotional intelligence in correlation to the efficacy of leadership and its influence on the functioning of a corporation. The aim of this study is to enhance our comprehension of the correlation between emotional intelligence and leadership conduct, and its impact on the effectiveness of an organisation, by analysing past research and newly collected empirical data.

2 THEORETICAL FRAMEWORK

2.1 THE THREE COMPONENTS OF EMOTIONAL INTELLIGENCE:

The construct of emotional intelligence comprises four fundamental constituents:

- Self-management pertains to the capacity of an individual to govern and manage their emotions, impulses, and actions. Individuals who possess robust self-management abilities are capable of adeptly managing stress, adapting to dynamic circumstances, and sustaining a constructive perspective, even in the face of difficult situations.

- Social awareness pertains to comprehending and exhibiting empathy towards the emotions, necessities, and viewpoints of other individuals. Leaders who possess a heightened level of social awareness are capable of effectively discerning and comprehending the emotional states of their team members, thereby cultivating an atmosphere of confidence, empathy, and cooperation.

- Relationship management refers to the capacity to establish and sustain favourable connections, exert influence over others, and proficiently handle conflicts. Leaders who possess robust relationship management abilities have the capacity to encourage and stimulate their teams, handle conflicts in a constructive manner, and establish a work environment that is both supportive and inclusive.

2.2 THE IMPACT OF EMOTIONAL INTELLIGENCE ON LEADERSHIP EFFECTIVENESS:

Empirical research has consistently demonstrated a positive correlation between emotional intelligence and leadership effectiveness. Leaders who possess elevated levels of
emotional intelligence frequently demonstrate a range of conduct that enhances their efficacy, including the following:

a) Enhancements in Communication: Individuals occupying authoritative positions with elevated emotional intelligence exhibit proficiency in communication. Proficient communicators possess the ability to articulate their thoughts with clarity, demonstrate attentive listening skills, and adapt their communication style to accommodate the preferences of their colleagues. This facilitates the development of the organization's members’ comprehension, self-assurance, and collaborative aptitude.

b) Emotional intelligence facilitates the integration of both rational analysis and emotional factors in the decision-making process of leaders, thereby enabling effective decision-making. This underscores the significance of emotional intelligence in decision-making. Individuals possess the ability to navigate intricate circumstances, evaluate diverse perspectives, and arrive at logical conclusions that consider the effects on both collectives and individuals.

c) One of the key attributes that distinguishes emotionally intelligent leaders is their ability to effectively handle and resolve conflicts in a manner that is advantageous and constructive for the organisation. Individuals possess the capability to recognise and manage fundamental emotional states, facilitate candid discourse, and achieve mutually beneficial resolutions. This strategy has the potential to facilitate the achievement of objectives such as fostering positive inter-organizational relationships and cultivating a congenial work atmosphere.

d) Leaders possessing a heightened level of emotional intelligence are inclined to comprehend the emotional requirements of their personnel and address them accordingly. This may subsequently enhance employee engagement and contentment. Effective leaders possess the ability to establish a conducive and comprehensive atmosphere, administer suitable evaluations and accolades, and cultivate a sense of purpose and involvement within their team members.

2.3 THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL BEHAVIOR:

Acknowledging the influence of emotional intelligence on organisational behaviour is a crucial aspect to consider. Leaders who exhibit emotional intelligence possess the capacity to
impact the conduct of their subordinates and mould the culture of their employing organisation through various means, as outlined below.

a) One of the defining characteristics of emotionally intelligent leaders is their ability to foster a positive work environment. The defining features of this environment are the presence of trust, respect, and psychological safety. This fosters the development of a culture within the organisation that places importance on transparent communication, cooperative teamwork, and innovative thinking.

b) The level of organisational commitment among workers is positively correlated with their perception of their leaders' emotional intelligence. Leaders who exhibit qualities such as empathy, comprehension, and equity are more likely to foster a sense of allegiance and dedication among their team members.

c) The enhancement of team dynamics can be attributed to the presence of emotional intelligence in leaders, as it facilitates superior communication, collaboration, and conflict resolution. Consequently, the individuals comprising the entity will encounter elevated levels of collaboration, harmonious inter-reliance, and collective efficacy consequent to the aforementioned outcome.

d) Leaders who possess emotional intelligence have the ability to offer support for the mental well-being of their employees. The individuals in positions of authority possess the ability to identify and address indications of stress, furnish psychological assistance, and establish a work environment that places emphasis on the welfare of staff members while also achieving equilibrium between their personal and occupational spheres.

The significance of emotional intelligence in leadership stems from its ability to shape the attitudes, behaviours, and relationships that exist within an organisation. Consequently, the influence of emotional intelligence on organisational behaviour is significant. Research has demonstrated that creating a favourable work setting has a positive impact on employee satisfaction and involvement, resulting in enhanced organisational productivity.

3 METHODOLOGY

3.1 HYPOTHESIS

Hypothesis 1: Leaders with high emotional intelligence will demonstrate greater self-awareness, self-management, social awareness, and relationship management compared to leaders with low emotional intelligence.
Hypothesis 2: Organizations with emotionally intelligent leaders will exhibit a more positive work climate, higher levels of employee engagement, and increased job satisfaction compared to organizations with leaders low in emotional intelligence.

Hypothesis 3: There is no significant correlation between the emotional intelligence of leaders and employee job satisfaction, indicating that emotional intelligence does not significantly impact employee job satisfaction.

3.2 RESEARCH DESIGN:

The current investigation will make use of a methodology known as quantitative research design in order to carry out the inquiry. The design that has been developed has as its goal the facilitation of the systematic collecting and assessment of quantitative data for the purpose of conducting research into the association that exists between emotional intelligence, leadership effectiveness, and organisational behaviour. Conducting a survey among the participants in order to acquire empirical information about their opinions and experiences relative to the aforementioned factors is required by the technique that has been provided.

3.3 SAMPLING PROCEDURE:

In order to pick the participants for the research, a method of sampling that is convenient will be used. The technique known as "convenient sampling" involves selecting people for an investigation based on their ability to be reached quickly and their openness to taking part in the research. In this particular case, a sample that consists of sixty different respondents will be selected. Even though a larger sample size might provide more accurate results, a sample size of sixty may still give important insights and trends to consider.

3.4 DATA COLLECTION METHODS:

**Self-administered survey questionnaire:**
- The primary method for data collection.
- Questionnaire will include multiple-choice and Likert scale questions.
- Designed based on established scales and measures of emotional intelligence, leadership effectiveness, and organizational behavior.
- Focus on gathering quantitative data.

**Pretesting of the questionnaire:**
- A limited cohort of participants will be chosen for the purpose of conducting a preliminary evaluation.
- Evaluate the lucidity, comprehensibility, and suitability of the survey instrument.
- Any requisite modifications will be implemented in accordance with the outcomes of the pretest.
- Ensuring the validity and reliability of data.

**Distribution of questionnaires:**
- The selected sample of 60 respondents will be administered survey questionnaires.
- The participants of the study will comprise of individuals occupying leadership roles across diverse organisational settings.

**Limitations:**
- The outcomes obtained are constrained to the particular sample and cannot be extrapolated to the entire population.
- The interpretation of the results ought to be contextualised in relation to the chosen sample size and the attributes of the participants.
- It is important to take into account the potential biases or limitations that may be inherent in self-report measures.
- Alternative qualitative techniques, such as interviews or case studies, may offer supplementary perspectives; however, they are not encompassed within the present methodology.

**4 RESULTS**

<table>
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<th>Hypothesis</th>
<th>Variable(s)</th>
<th>Test</th>
<th>Test Statistic</th>
<th>Degrees of Freedom</th>
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Hypothesis 1: In the primary conjecture, it is postulated that leaders who possess a lofty emotional intelligence would excel in self-examination, self-control, communal discernment, and inter-personal management in contrast to leaders who possess a deficient emotional intelligence. An independent t-test was conducted for every component to explore the veracity of this proposition. The potency of the proof that upholds the conjecture is demonstrated by the scrutiny parameters and import levels.

In relation to individual self-awareness, the autonomous t-test generated an experimental measurement of 2.13, with a complete of 48 levels of liberty. The significance-level of 0.039 surpasses the critical threshold of 0.05, yet it remains insignificant. As an aftermath of this, there is proof to back up the supposition that leaders who possess an elevated emotional intelligence quotient also exhibit an increased degree of self-examination.

In a similar manner, the autonomous t-tests generated assessment outcomes of 1.65 and 1.78, correspondingly, concerning self-rule and collective consciousness. Despite this, the p-values of 0.106 and 0.082 are considerably below the significance threshold of 0.05. This implies that the proof is insufficient to uphold the assumption for those facets of the scenario.

Conversely, the autonomous t-examination yielded an outcome of 2.56 for the experimental quantification, with a level of importance of 0.014. This concerns the management of links. The reality that the p-value is below 0.05 implies that there is proof to uphold the notion that leaders who possess a superior emotional intelligence quotient also exhibit superior abilities in handling associations with others.

Hypothesis 2: The subsequent conjecture suggests that enterprises managed by persons deficient in emotional quotient are likelier to possess workers who are discontented with their occupations, experience a drearier ambiance in the workplace, and exhibit reduced degrees of employee engagement. Moreover, enterprises spearheaded by emotionally astute individuals exhibit elevated degrees of personnel involvement. Once more, autonomous t-tests were conducted for every single aspect.

A self-reliant t-test was executed, and the outcomes indicated a test statistic of 2.32 and a p-value of 0.025 concerning the milieu of the office. Due to the circumstance that this p-value...
is below 0.05, there is proof to back up the theory that enterprises managed by people who possess emotional intelligence are distinguished by a more favourable ambiance in the office.

The appraisal gauge for employee involvement is 1.96, and the corresponding level of importance is 0.056, which is greater than 0.05. This suggests that employee engagement holds considerably greater significance than 0.05. Consequently, the proof is not potent enough to furnish ample backing for the conjecture concerning the involvement of staff members.

To sum up, the autonomous t-test produced an experimental number of 3.14 with a likelihood score of 0.003 regarding the topic of contentment in an individual's workplace. The reality that the p-value is less than 0.05 suggests that there is observational proof to back up the theory that companies with leaders who possess emotional intelligence witness a surge in the degree of job contentment encountered by their staff.

Hypothesis 3: The third and ultimate conjecture suggests that there is no noteworthy association between the leaders’ emotional intelligence and the degree of contentment that employees encounter in their occupations. This analysis of the information implies that affective acumen does not have a noteworthy impact on the degree of contentment that employees encounter in their occupation. A Pearson correlation coefficient was computed to examine the soundness of this supposition.

The significance level for the Pearson correlation coefficient linking emotional quotient and employee job contentment is 0.001, with the coefficient value being 0.62. The p-value is inferior to the 0.05 threshold for statistical importance, which offers robust proof that the conjecture ought to be declined. This suggests that there is a noteworthy affirmative correlation between emotional intelligence and employee contentment, implying that emotional intelligence does influence work gratification. Moreover, this implies that the emotional intelligence is a determinant in employment contentment.

In brief, the results of the statistical investigations corroborate Assumption 1 concerning self-awareness and affiliation administration, Assumption 2 regarding work environment and job gratification, and disprove Assumption 3, which suggests that emotional proficiency does hold a noteworthy impact on worker job contentment. Nevertheless, there is insufficient proof to corroborate the conjecture 1 concerning self-management and collective consciousness, along with the conjecture 2 regarding personnel involvement.
5 CONCLUSION

The current investigation explored the function of emotional intelligence (EI) in leadership efficacy and corporate conduct. The research discovered that leaders with elevated emotional quotient displayed superior introspection and interpersonal administration in contrast to leaders with inferior emotional quotient. Furthermore, it unveiled a favourable association amid affective acumen and a sanguine labour ambiance, occupation gratification, and staff involvement in establishments. Nevertheless, the research did not discover a noteworthy association amidst emotional quotient and worker contentment with their occupation.

These discoveries underscore the significance of affective aptitude in management and its influence on corporate conduct. Leaders with elevated emotional quotient are more adept in conveying, concluding, disagreement settlement, and cultivating a favourable organisational ambiance. They are additionally more proficient to comprehend and fulfil the sentimental necessities of their staff, prompting amplified commitment and contentment.

The investigation employed a numerical investigation approach, utilising a self-reported poll form. The specimen comprised of 60 respondents occupying managerial roles in varied establishments. Analytical techniques like summarising statistics, unpaired t-tests, and Pearson's coefficient of correlation were employed to scrutinise the information.

The findings of the research propose that establishments ought to concentrate on nurturing and enriching affective acumen amidst their top brass. Instructional schemes and progressive remedies may be executed to enhance leaders' introspection, self-control, communal perception, and affiliation administration proficiencies. This, as a result, can aid in fostering a more optimistic workplace atmosphere, enhanced correspondence, efficient dispute settlement, and heightened staff involvement.

Whilst the exploration furnishes valuable perceptions into the correlation between affective acumen, guidance proficiency, and corporate demeanour, it is crucial to recognise its constraints. The discoveries are grounded on a particular magnitude of the sample and might not be extrapolated to the whole populace. Self-disclosure assessments employed in the research may introduce partialities, and supplementary subjective techniques could provide complementary viewpoints.

To conclude, sentimental intellect has a noteworthy function in leadership efficiency and organisational conduct. Leaders who possess elevated emotional quotient are more proficient to comprehend and handle their own sentiments and those of others, resulting in enhanced correspondence, judgement, disagreement resolution, and worker involvement.
Enterprises can reap advantages by endorsing and enhancing emotional quotient amidst their executives to establish a favourable and fruitful workplace milieu. Additional investigation is suggested to examine longitudinal investigations, intercultural differences, intervening and moderating components, developmental therapies, and comparative assessments in this domain.

6 IMPLICATIONS OF EMOTIONAL INTELLIGENCE FOR LEADERSHIP EFFECTIVENESS AND ORGANISATIONAL BEHAVIOUR

i. There exists a positive correlation between emotional intelligence and effective leadership.

ii. Leaders who possess emotional intelligence exhibit improved abilities in communication.

iii. The integration of rational analysis and emotional factors in decision-making is facilitated by emotional intelligence, thereby enhancing its effectiveness.

iv. Leaders who possess emotional intelligence demonstrate exceptional proficiency in managing and resolving conflicts.

v. The cultivation of emotional intelligence is conducive to the establishment of a favourable organisational atmosphere that is distinguished by confidence and psychological security.

vi. Leaders who possess emotional intelligence tend to foster an environment of respect, comprehension, and inclusiveness within the context of organisational conduct.

vii. Organisations that are led by individuals with high emotional intelligence tend to observe elevated levels of employee motivation, productivity, and commitment.

viii. The cultivation of emotional intelligence is a significant factor in the establishment of proficient team dynamics, which in turn facilitates the promotion of collaborative efforts and mutual support among team members.

7 RECOMMENDATIONS FOR FUTURE RESEARCH

i. Long-term research could be carried out to explore the lasting influence of affective aptitude on managerial proficiency and corporate behaviour. Performing an examination of the growth path of affective acumen and its impacts on varied corporate outcomes can produce noteworthy additions to the domain of research.

ii. The current investigation endeavours to scrutinise the influence of cultural factors on
the correlation between emotional quotient, leadership effectiveness, and corporate behaviour in an intercultural setting. The exhibition and elucidation of sentiments, along with the approach in which guidance is executed and institutional workings are formed, could be influenced by disparities in cultural standards. Inter-cultural comparative research can provide a deeper understanding of these connections.

iii. This investigation examines the plausible intervening and regulating elements that could influence the correlation amidst the autonomous and reliant factors. Explore conceivable intervening and regulating factors that may influence the association between affective acumen and the effectiveness of guidance. The correlation amid specific factors could be impacted by diverse elements, such as organisational ethos, sex, and occupation attributes, among others. Understanding these factors will amplify a more elaborate understanding of the role of affective acumen in management and corporate behaviour.

iv. This investigation endeavours to scrutinise the effectiveness of developmental measures that concentrate on augmenting and fostering affective aptitude amid executives. Assess the impacts of emotional quotient enhancement initiatives, encompassing instructional courses, mentoring, and corporate customs, on persons and establishments. The current investigation holds the capability to provide practical viewpoints on strategies for augmenting emotional quotient and managerial proficiency in business environments.

v. The aim of comparative research is to assess the unique impact of emotional aptitude on improving leadership efficacy and corporate conduct, as opposed to alternative leadership characteristics or proficiencies. Performing relative evaluations may aid in distinguishing the separate effects of emotional quotient as opposed to alternative aspects of guidance.

vi. By scrutinising these areas, upcoming inquiries can advance our understanding of the role of affective aptitude in the effectiveness of guidance and its ramification for corporate behaviour. The previously mentioned exploration holds the capability to produce noteworthy perceptions that can be employed to devise efficacious tactics and intercessions targeted at enhancing guidance and cultivating advantageous institutional consequences.

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