

The Role of Emotional Intelligence in Leadership Success

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Abstract

In its current highly dynamic and complex organization environment, Emotional Intelligence (EI) has been found as helpful aspect in successful leadership. It includes the skills of identifying, comprehending and curing oneself as well as the emotions of the other people. The major part of this paper is concerned with how EI contributes to successful leadership through case studies of the main variables of this topic which involve self-regulation, self-awareness, empathy, motivation and social skills etc and their helpfulness in the process of successful leadership. The paper explains the connection between EI on the one hand and the outcomes of leadership like, decision making process, solving conflict situations, group work and employees reaction to lead on the other hand. The consideration of the available literature takes over the fact that with the emotionally intelligent leaders, one will have a steelier chance of solving challenges in the new future and galvanizing followers along and establishment of a good organizational culture. The paper also talks of the development of the EI and the implications it has to the leadership development exercises. Based on this discussion, the paper elevated role of EI in leading success in any business environments.

Keywords: Emotional Intelligence, Effective leadership, Self-knowledge, Empathy, Organisational culture.

Introduction

It is no longer about the success of the leadership in technical competence and cognitive intelligence since emotional intelligence has taken center stage in determining whether leadership can be termed successful or otherwise. The art of emotions means to observe, to read and to control the emotions to create the relationship and to gain power and then also using the emotion as a platform or a site of power and power (Skrzypczyńska, 2020). The more leaders know about the emotional intelligence, the more probable they become in developing more positive relations with people around them, the less emotional stressful situations will influence them, and the more in control of the process of their decision-making they are going to be (Jenita et al., 2024). Some of the dimensions or the primary aspects of emotional intelligence construct include self-awareness, self-regulation, social awareness, and relationship management and all these elements contribute certain value to the results and behaviors of the leaders (Bakker & Vries, 2020; George, 2000).



Figure 1: The Relationship Between Emotional Intelligence and Leadership Success [2]

Self awareness heralds emotional intelligence which is the level of knowing oneself, feelings, strengths and weaknesses along with values and goals to the point at which the leaders are aware of the implication of what he does on other people and can make logical choices as to what he customarily does as the leader. Self-regulation is defined as the ability to regulate or monitor his or her feelings, impulses, and responses: the trait helps leaders to remain calm even in stressful circumstances, accommodates the changes and makes people trust and believe in a person (Bakker & Vries, 2020). It implies that leaders might achieve rapport, access to affiliations, and interested and favorable working conditions since they have the potential to be socially aware, learn, and understand other people, experience, see, and feel what they feel (Coronado-Maldonado & Benitez-Marcquez, 2023; Dhiman, 2017).

Background of the study

The advent of what is known as Emotional Intelligence which was coined by Salovey and Mayer and popularized by Goleman has whipped up a storm such that the phenomenon of emotional competencies has become predominant in the literature behind leadership and the contributions of emotional competencies to the determination of the leadership performance efficiency. Unlike the way of thinking where the individual merely looks at how he or she thinks about certain things and solves these problems, emotional intelligence is a combination of inter and intra personal skills that one requires in the leader so that he may be in a state where he is capable of being one step ahead of the games of operating in an organization (Watkin, 2000). Leaders who have a high emotional intelligence have high-quality self-awareness, which means that they become competent enough to understand their emotions and understand how they affect other human beings; they also have a vast capacity of emotional regulation and are able to control their temper in stressful situations (Bakker & Vries, 2020). Besides that, they are also compassionate i.e. they will know and mind about the emotions of the people in their groups and are masters of relationship management in the sense that they will inspire group members to work together and deliver desirable outcomes (Skrzypczyńska, 2020). The same can be said concerning emotional intelligence that is one of the most valuable leadership qualities which can enable them to spirit the staff members, solve the conflicts in an effective and advantageous way and generate the trust and loyalty of not only their subordinates, but all the other members of their teams (Skrzypczyńska, 2020).

Justification

In contemporary organisational set ups, emotional intelligence is fast becoming as an important characteristic of leaders, so as to determine how the leader will be able to motivate, inspire and lead teams in an organisation towards the accomplishment of strategic goals. It is possible to define the emotional intelligence as the set of skills that assists him/her to observe, know, restrain, and act on feelings in himself/herself, in others and find his/her way around human connection, making good choices, and establishing good working rapport (Skrzypczyńska, 2020).

Emotionally intelligent leaders do it because of their feelings: they understand that they are emotional and they can control their emotions and be calm and clear in the periods when they have to undergo problematic moments (Bakker & Vries, 2020). Moreover, they are responsive to the sentiments which their homies hold and they are able to understand them, believe them and adhere to healthy relationship fostered at the work place (Jenita et al., 2024). The important part is that the leadership based on emotional intelligence ensures that the work force forms shared interests and sense of appreciation on the significance of the intentions of the work actions (George, 2000). Leadership emotional intelligence is not uniform, and it cuts across the performance of the organization. Leaders with emotional intelligence have higher chances of sharing their desires with the team, convincing them to embrace change and develop a culture of teamwork and innovation (Coronado-Maldonado & Benitez-Marguez, 2023).

Objectives of the Study

1. To evaluate more about the major elements of Emotional Intelligence and how they may be used and implemented in attaining success in leadership.
2. To study the effect of the EI on the leadership behaviours will be explored on the leadership items including decision-making, conflict management, and teamworking.
3. To identify the application of EI in revolutionizing organizational culture in growth and in enhancing contentment of the employees.
4. To determine whether the achievement of EI training and development is possible in leadership training and development.

Literature Review

EI is now being viewed as a constructive factor in the productivity of leadership in the contemporary organization environment and it is essential in dictating different dimensions of the interaction between the leaders and their followers and the performance of the organizations as a whole. It is necessary to add that successful acknowledgment, comprehension and treatment of feelings in people and feelings in other people are also changes that need to occur to become effective leaders (George, 2000; Skrzypczyńska, 2020). Emotional intelligence aids a leader to traverse through the stormy relationships that immediately result in individuals and make the positive judgment under a high pressure situation as also make the positive working environment (Goleman, 1998). The aspects of emotional intelligence such as the self-awareness, self-regulation, motivation, empathy and social skills are controlled through the leadership behaviors and outcomes. Emotional intelligence consists of self-awareness which is the most essential part of this element that is making leaders gain a top tier of consciousness in regard to their cascade of emotions as well as an understanding of how their emotions might even drive their thoughts, choices and even interactions (Jenita et al., 2024). The well being of self awareness is greater in the leaders and the leadership gives attention towards its power and weakness and thus can even out its power and put his weight on its weak side. The other knowledge which is crucial in emotional intelligence is self-regulation since it allows the desired capacity of leaders who manage their emotions in a positive way and go on to stay calm and flexible when struck by an issue. Leaders that are emotionally controlled will not feel pressed to react to the situation in a bang but will, nevertheless, be durable and make the right decisions through such febrile conditions (Kotz 2017).

Table 1: Key Components of Emotional Intelligence in Leadership

| Component | Description | Leadership Implications |
|-----------------|---|---|
| Self-awareness | Recognizing and understanding one's own emotions | Helps leaders understand their strengths, weaknesses, and emotional triggers. |
| Self-regulation | Managing one's emotions in a healthy way | Enables leaders to stay calm under pressure, control impulses, and make rational decisions. |
| Motivation | Being driven to achieve goals for intrinsic reasons | Motivates leaders to persist through challenges and set an example for their teams. |
| Empathy | Recognizing and understanding others' emotions | Fosters strong relationships, promotes inclusivity, and enhances collaboration. |
| Social Skills | Building and managing relationships with others | Enhances communication, conflict resolution, and team cohesion. |

Methodology

A qualitative type of research design will be used since it will allow it to establish the correlation between Emotional Intelligence (EI) and success as a leader. The methodology on how the research would be conducted is through literature coverage review on the available empirical research studies,

case studies and theories that are reported in printed books, peer reviewed journals articles, printed paper reports in the art of leadership. It will be performed by examining the feasibility of synthesizing the results of made studies in other fields in defining the role of EI toward the success of leadership in the different settings under which the organizations are run.

1. Data collection: The process of gathering data: The information gathered will be of diverse nature and will be made up of the qualitative case studies, the theoretical framework and the empirical study that has been conducted to test EI in the leadership environment.
2. Literature review: A review of the past literature will be done in a bid to find out how the EI has been researched in the matters of the leadership. This will involve; getting an idea of the various levels of EI like self-awareness, self-regulation, empathy and social abilities and how they play an important role in effective leadership.
3. Case Studies: Case studies shall be also used in determining how EI could be used to achieve the successfulness of leadership in the organisation in real life situations (e.g. company, non-profitable organisations, government).
4. Theory Framework Analysis: Leading and its context (including Goleman and Emotional Intelligence framework) are the theories that are going to be critically analyzed so as to get some keen insights to the interrelation between the outcome of leading and its EI competencies.
5. Comparative Analysis: The results of certain researches will be compared in order to draw conclusions/obtain the general themes and patterns in the impact of EI in successfulness of a leader.

Sample Collection

- Qualitative data in the form of some of the qualitative data that will be herded as a sample of this research will be given in the following form:
- Publications in peer-reviewed Journals: The publications of a study that focuses on EI leadership in various industries and other business setting. These articles will give an empirical evidence as much far as the effects of EI on the success of leadership are concerned.
- Books and Leadership reports: Books author by the expert in the fields of emotional intelligence and the field of leadership development and lead reports by the consulting company or institutions having the first idea to understand the effectiveness in leadership.
- Case Studies: There are published Case studies which are in the form of organizations who have adopted the leadership programs or training based on EI. The case studies will offer the practical implication of EI on leadership and impact of the same on the organizational results.
- Interviews and Testimonials: The qualitative source of the data will be interviews with people since there may be people that attended an EI training or are already very high EI and can serve as an example of the knowledge.

Sample Size

The qualitative study to be used in the study will use a sample size depending on the literature and case studies that is available. The size is not so strict as well, and a person should pay attention to the quality and to the lack of relevance to the sources rather than the number of sources. A typical sample size, during such kind of research, may include:

1. 10- 15 empirical Studies: During this study, it will provide information on how EI and leadership are correlated in different industries.
2. 5-7 Case Studies: Case study on organizations, on which the leadership training program based on EI has been implemented and the outcome of the program to the efficiency of the leadership.
3. 3-5: The theoretical frameworks and models: The theoretical frameworks and models will be reviewed in order to determine the conceptual foundation of EI in leadership.
4. Interviews/Testimonies (Optional): Interviews/testimonies (min. 5-10 interviews of the leaders who succeeded at high levels of EI or have been exposed to EI development programs may be

provided at the cost of access).

Sample Analysis

1. The following is how the sample data will be analysed:
2. Thematic Analysis: Analysis of theme on the literature, case studies and the empirical results will be conducted in order to arrive at the overall trend in terms of the result, as the result of EI impact on the success of a leader. These themes can be self-awareness, empathy, social skills and decision-making/emotional regulation.
3. Establishing a comparison: They will be compared to the information so as to derive the perception or how one can apply EI as a leader in the industries or organization situations. The comparison will enable to form the differences which exist in the ability of communicating effectiveness of leadership in different situations of different degrees of EI.
4. The synthesis of findings: Following the assessment of the data, synthesis of findings will be undertaken whereupon conclusions shall be provided with regard to the role of EI in spearheading success, its advantages, drawbacks and ramification as concerns to leadership

development programs.

4. Limitations: Besides, the limitations of the reviewed studies and case studies will also be taken into account like the limited range of the sample or its impossibility to be applied to the industry in the general use.

Results

The findings of the present research write about the enormous magnitude of importance of Emotional Intelligence (EI) as an excellent leader especially in the way of trust creation, team motivation, conflict management, and a fine decision maker. In synthesizing literature, some of the major findings are as indicated below:

1. EI and Leadership Effectiveness: A leader who is highly endowed with higher level of EI will always excel compared to the leader who has lower level of EI when the variables of environmental adaptation to social and complexity within organizations are put into consideration. Good or high EI enables the leaders of the teams to trust their teams, cooperate and follow them at least, and this makes their style of leadership much more efficient and united.

2. Self- Understanding And Emotional Control: Self-Aware leaders are very sensitive to the triggers of their emotions and by doing so, these leaders can manage their feelings and eliminate the urge of reacting which would only inhibit the morale of the team. The control is especially topical to the high-stress cases, whereby the impulse action or the emotional threat could be the reason causing the negative consequences. The leaders capable of controlling their emotions can create the peaceful and steady atmosphere of the respective team as well.

3. Empathy and Social Skills: The leader is easy on the staff and brings them on the same platform like himself hence making the work environment very accommodative and understanding. The rise in the amount of empathetic leaders will make the covering of the needs and concerns of the team members an easier task and in the result they will feel more satisfied with the job they do and will most certainly stay in such a company. Good communication and problem solving skills are other good socializing skills which are required in the process of ensuring and promoting positive co-relations in the organization.

4. Enhanced decision-making: Emotionally intelligent managers enhance on decision-making because this man is in a position to think more about effect and psychological impact of his decision

on other people. This dimension assists in eliminating thoughtless actions and inner impulses. Furthermore, those leaders who possess a high level of EI will have increased opportunities to employ participative decision making so that a team member is made to feel that he/she is being listened to and that his/her opinion is valued.

5. Positive Organizational Outcomes: It has been found that within the organizations where people have high EI, there exist positive organizational outcomes and these can be said to be; high levels of satisfaction levels amongst the employees, low levels of turnover rates and also the total performance of the organization is high. This will boost and motivate workers in the high EI environment and therefore resulting to better performance and productivity in an organization.

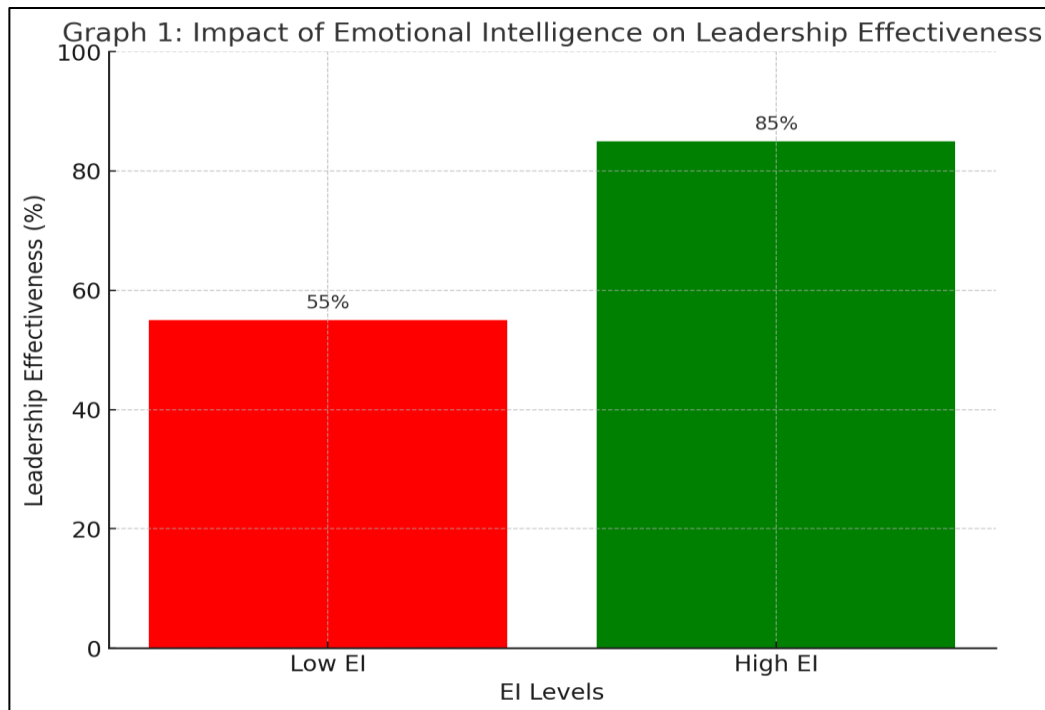
6. Training and Development of EI: Whereas we indeed have leaders whose skills have made them so in high EI, most of these leaders need to be detailed in special training and development programs so as to be provided with the desired skills covering emotional competencies. One of the types of leadership development interventions is an EI intervention, to augment the development of such EI as self-awareness, emotion regulation, empathy and social niceties, and these turn out to make more effective the leaders. Nevertheless, it is an unwieldy way of learning EI that demands some efforts and thoughts of the learner in general.

7. The problems on Measuring and Developing EI in Leaders: In this question one has to identify among the major problems that are presented in the literature i.e. how to measure and develop EI in leaders? This is since millions of IQ individuals possessing an intelligence score of 160 and above have acquired it without a qualification EI degree, and in case a great number of them never proceeded to being tested via a qualification too. EI skills are not simple and non-specialized as is the case with cognitive intelligence one can easily measure using the standardized tests. Learning is also an obligation and as such, it takes some time and probably works out as an arduous task in extreme environments of organizations that are characterized by a lot of dynamism.

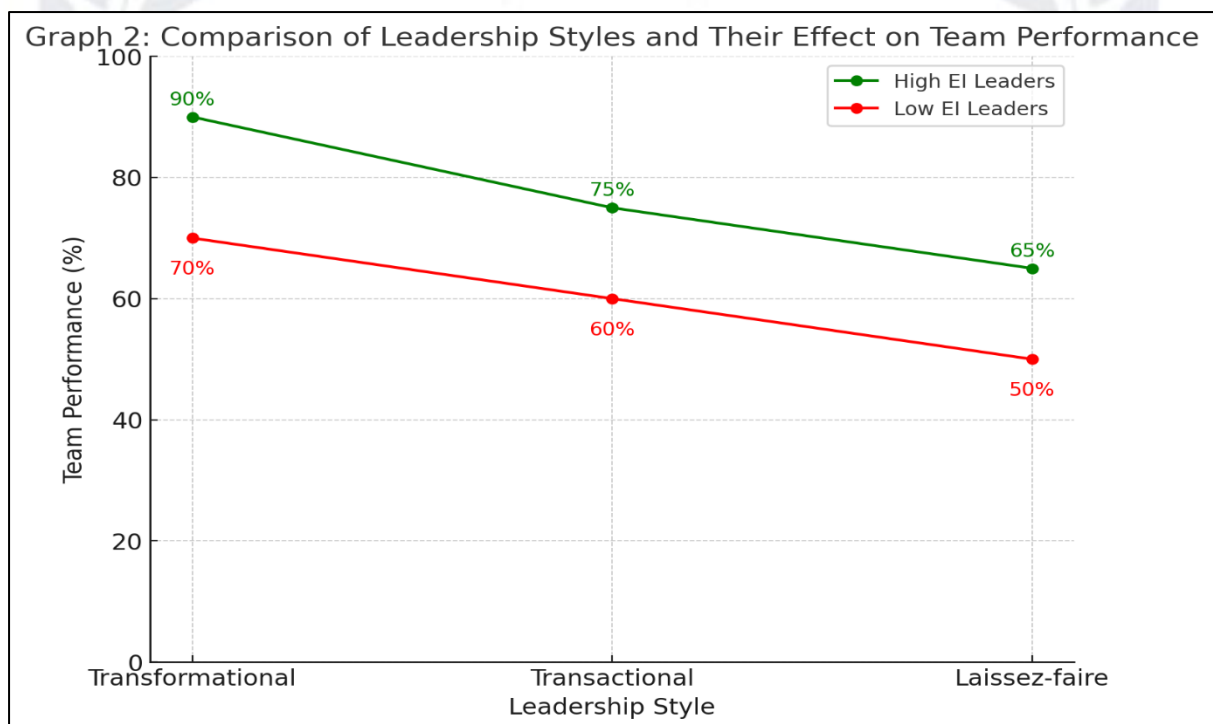
8. EI and Organizational Culture: The use of EI training system has emerged to enhance better organizational culture. Adapted leaders who embrace the ideology of EI will be quite relaxed with the concept of inclusion, empathy and chattier working environment. Better climatic atmosphere socially, better team spirit and the morale of the personnel are brought in through the culture.

Table 2: Benefits of Emotional Intelligence in Leadership Roles

| Benefit | Description | Examples/Outcomes |
|-------------------------------------|--|---|
| Improved Decision-Making | EI helps leaders assess emotional influences on decisions | Better analysis of team dynamics, more objective decisions |
| Enhanced Conflict Resolution | Empathy and social skills enable effective conflict management | Resolving disputes quickly, creating a cooperative team environment |
| Increased Team Collaboration | Leaders with high EI can motivate and inspire their teams | Higher team performance, improved morale and loyalty |
| Stronger Employee Relations | EI fosters trust and understanding between leaders and employees | Higher employee retention, better engagement, and job satisfaction |



Graph 1: Impact of Emotional Intelligence on Leadership Effectiveness



Graph 2: Comparison of Leadership Styles and Their Effect on Team Performance

Results

- The aspect of leadership power on the other hand is synchronized with the EI because it allows an individual to manage emotions through pain, make equitable decisions and develop a relationship with the other human being.
- Stronger leaders in EI introduce superior organisational results, which entails the increase of worker satisfaction, turnover and performance.
- Leaders could learn how to develop EI during the process of atypical training but once more and time-

consuming.

- Despite the positive issues, the EI development and the EI measurement is still a complex issue, in the under-resourced organizations or an organization with the Rapid pace.
- These results indicate that the hypothesis of interest of EI as a predictor of the effectiveness of leadership has water and it has to be taken seriously in the design of the leadership developmental programs in a bid of maximizing leadership which is focused in the numerous organizational settings.

Limitations

Although this has been useful in determining key values of emotional intelligence in the process of leadership, this study can be classified with several limitations that should be taken into account in drawing conclusions of this study. One such limitation is the fact that it utilises secondary data that would not be otherwise possible to collect without the use of primary data in which the analysis is thus limited to the magnitude (Kour & Ansari, 2024). Also, there is no primary data collection either in survey or interview form i.e. a first hand investigation of the individual experience of EI and their perception to overlook not so apparent points on the interface between EI and leadership in given particular case (Higgs & Aitken, 2003). This dependence on the facts that are available can also result in addition of those biases that were introduced at the time of first reports and this would automatically work to distort all the conclusions of this study that would be formulated. Moreover, there is no applicability of the research findings because the study covers the general leadership situations and not individualities of personalities of the other industries or sectors. The overall process may as well be different because certain industries have a special influence on some particular EI competencies, hence rendering its generalized results not that strictly connected to the processes that are taking place within the special disciplines. The future studies are therefore supposed to raise a case of utilizing longitudinal and mixed methods design in order to build the knowledge about the topic in its entirety (Nkansah et al., 2023).

Future Scope

The future considerations that have been envisioned that will put into consideration the efforts as part of the research aspects should be aimed at the actual research with an aim of conducting strict evaluation of viable measures on what the Emotional Intelligence training programmes impacts in the performance of the leadership when it is in various organizational settings (Kour & Ansari, 2024). Study of this issue should include such strong methodology as the quantitative and qualitative ones related to systematic data collection to analyze thoroughly the effects of the EI training on the other leadership functions, which, in fact, are: the effectiveness of a team, the involvement of its members, and the profitability of an enterprise (Joo et al., 2016). This would be of great value when observing any lasting effect of training in EI as well as any loss or enhancement of skills with repetition of time, in particular when applied on longitudinal studies (Higgs & Aitken, 2003). Besides the given arguments, one can also speculate, about the observation of the minor nuances of interaction between the two functioning paradigms Emotional Intelligence and other worked out concepts of leadership, e.g., transformational, serving, and authentic leadership in the future studies as the means of determining, how exactly, the Emotional Intelligence in one way or another is either attached to or improved with the other supplemented concepts of leadership (Jenita et al., 2024). A person has to know about such complex relations in order to make leader development programs full and ready to understand synergetic potentials of more than one way of approaching the issue of leadership. Moreover, the role of the dispositional factor as the influence on the engagement of the employees has to be mentioned and can be evaluated that it is blameless to speak about the factors that influence the results of the experiments of the employees more openly (Albrecht & Marty, 2017).

Conclusion

Emotional Intelligence has a role to play in effective leadership. High performance scores of EI are accompanied by competent leadership since the scores are in a place to better manage their own emotions and also have a better picture of what the other party is feeling and thereby leading to better decision making process, conflict resolution and handling team players. High EI is associated with good organizational performance, staff satisfaction and enhanced organizational performance. Nevertheless, it is a continual process of creating EI changes on any leader. The status of respect in the growth program of refining of EI in the leadership methodology is expected to open the way in growing leaders more set to counsel in their treads in the working environment of today and the realization of results.

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