

## Role of Emotional Intelligence in Leadership Effectiveness

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### Abstract

Management efficiency can be divided into two categories: actions and conduct. The present research article focuses on the impact of emotional intelligence in leadership effectiveness. Emotional intelligence leads to productive organizational leadership and awareness and control of moods and emotions in each other and others. In this present 21st century, leaders cannot afford to ignore emotions in the workplace, or even to avoid them. The concept of emotional leadership leads adherents to identify and control a variety of emotions and sentiments correctly and influence the consequence of their subsequent requirements. Four important facets are defined in emotional intelligence, emotion assessment and language, emotional use for improving cognitive procedures and making of decisions, emotional awareness and emotional management. Emotional intelligence affects the manager and his leadership skills in his self-development. Practice tasks supporting EI activity illuminate the positive results that increase efficiency can be observed and calculated. Their influence is evident in building positive relationships and in obtaining employees' emotional engagement.

**Keywords:** Management, emotional intelligence, leadership, social intelligence, organization.

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### Content

#### PURPOSE OF THE STUDY

To explain and comprehend the importance of emotional experiences in management efficiency

#### RESEARCH DESIGN and DATA COLLECTION METHODOLOGY

Descriptive analysis design was used for this study and secondary and tertiary data were collected.

#### LITERATURE REVIEW

Emotions have been part of literature of intelligence from the early 1920s, despite the broad misconception that emotion and intelligence are the two conflicting phenomena. Emotion-speaking people were frequently regarded negatively as emotions and logic were seen as conflicting concepts. Currently, emotionally involved individuals are often thought of as mentally unstable and counseling to alleviate their emotionality. Some researchers

accepted not until the early 1960s that emotions can direct our thoughts and behavior and concentrate our attention on problem solving. Many leading emotional intelligence scientists have contrasted the emotional intelligence structure to a historic intelligence structure labeled social intelligence. These two types of intelligences were used interchangeably in certain cases. Emotional intelligence is sometimes called societal intelligence. The definition of social intelligence was introduced by Thorndike (1920). He classified intelligence into three aspects- abstract intelligence (that is, ideas management and understanding), mechanical intelligence (that is, specific objects management and understanding), and social intelligence (i.e., how to manage and understand people). Social intelligence relates to the capability to interpret one's own actions and motivation in order to use the information effectively in social circumstances. Social intelligence requires the adaptation and use of social experience to respond similarly to social circumstances. Cantor and Kihlstrom (1987) called social intelligence knowledge and capacity to work

well with other people. One essential measure in determining a new intelligence is to decide if it differs from current intelligence types. The structure of social intelligence had many early criticisms because it couldn't easily be distinguished from other intellectuals. One explanation why the concept of social intelligence was too broad was the lack of discriminatory validity. In addition, few attempts have been made to quantify the social intelligence structure and many efforts have proven ineffective by relying more on self-identification measures. Many researchers thought it was not justified to study social intelligence because of the inability to describe the system correctly and to quantify it. The structure of intelligence does not suffer from the same issues as the structure of the collective intelligence. Emotional intelligence is more concerned with solving emotional problems than with social, political, or word-related elements of the structure of social intelligence. In his theory of multiple intelligences, relational intelligence is also alike with inter-personal and intra-personal brains. The interpersonal intelligence described by Gardner (1983) was the capability to realize others and the capacity to understand one another. The idea that emotions are one of the essential mental activities along with Emotional intelligence and Martialcommand motivation and comprehension leads the development of an emotional intelligence concept. Our emotions and sentiments serve as indications that respond to altering situations. Our feelings ultimately affect our behavioral responses to situational issues. The interaction of emotions and cognitions can contribute to emotional intelligence. For example, mood can have an impact on a person's positive or negative thinking and a lot of research has been examined upon mood's impact on successful making of decision. Emotionally intelligent people use their emotions to involve in smart thinking and often have the capability to intelligently ruminate over their emotions. Popular and scholastic eyes were drawn to emotional intelligence in the 1990s. In this time, bold statements about the potential of emotional intelligence to anticipate "success" in working and non-working sector were made. However, all of these arguments have been based on anecdotal accounts without any objective proof. Mayer, DiPaolo and Salovey (1990) and Salovey and Mayer used the word "emotional intelligence" (1990). The publicity of the book of Daniel Goleman titled 'Emotional Information' was not due to the growth of academic

work, but was the product of his succeeding book, exploring emotional intelligence in the study. In the year 1997, Bar-On presented the first published evaluation scale of self-reported emotional intelligence. The trend of emotional intelligence in the mainstream culture has been introduced by Bar-On (1997). When it comes to enhancing the effectiveness of the organization, management scientists and practitioners stress how important emotional intelligence is for a manager. What impact has emotional intelligence on the efficacy of a modern leader's decisions? There must be three principles to address this question: emotional intelligence, leadership skills, and successful decision-making. In the last decade a great deal of effort has been made to describe and evaluate the construction of emotional intelligence. However, the EI & military leadership concept and emotional intelligence assessment has not been achieved by researchers. In reality, multiple models for emotional intelligence with opposing views on the existence of this building have been proposed.

### Introduction

The ability to grasp and control your feelings and those of the people around you is emotional intelligence (EI). People who have great deal of emotional awareness, generally, are conscious what they feel, what does it mean and in what way other people's emotions will influence them. For leaders it is vital for success to have emotional intelligence. After all, who would excel more – a leader who yells in the team under tension or a leader who remains controlled and evaluates the situations calmly? There are five key elements of the emotional intelligence, says Daniel Goleman, a US psychologist who helped in making the concept of emotional intelligence widespread:

1. Autosensitivity.
2. Autostatization.
3. Motivating
4. Empathy
5. Social competences.

Supervision is the ability to grasp a feeling, carry out auto-assessments correctly and have faith. It is the secret to emotional comprehension (Goleman, 1995). The capacity to suppress destructive emotions and impulse (self-control) is self-management or self-regulation, to uphold expectations of fairness and integrity (trustworthiness), take charge of success (conscientiousness), manage change (activities) and be adjusted to new concepts and methods (innovations). Motivations are the emotional propensities that drive or promote the accomplishment of objectives. It comprises of driving success (achieving the excellence standards), engagement (aligning objectives with community or organisation), initiatives (actions to opportunity) and optimistic approaches (insistence on arriving destination in spite of obstacles).

Empathy is the consideration of others through being mindful of their desires, prospects, emotions and concerns. The emotional intelligence is based on social skills. They provide the ability to elicit desired responses by effectively using diplomacy to convince (influence); listening freely and sending persuasive messages (communication); encouraging and directing (leadership) groups and individuals; fostering instrumental connections (builder links). Collaborating with others against a common purpose (collaborations, cooperations); and building shared cohesion in joint action. The better you handle these fields as a leader, the higher your maturity emotionally. In order to grasp the following feelings, the leader must be empathic enough. Everyone appreciates the leader of this kind and he can develop his skills and performance. An emotional leader is an empathic person who knows his team members' emotions. The center of EI is self-awareness. This defines the ability to consider your feelings and effects on your success and on you and your team, not just your strengths and weaknesses.

According to the research carried out by organisational psychotherapist Tasha Eurich, 95% of people have belief that they understand their own selves, but only 10 to 15% really do. Working with non-self-aware colleagues can help significantly reduce the Team's performance and lead to increased tension and reduced motivation, according to research from Eurich. To make the best of others, you must make the best of yourself, the place where self-confidence comes into play. In the first place one

simple way to measure your knowledge is by getting 360° reviews, where you evaluate your success and then match it to your boss's, colleagues' and direct reports' opinions. Through this process, you can learn about your own actions and learn how your company is viewed. Self-management refers to your emotional capacity, especially in stressful conditions, and amid disruptions, maintains a positive outlook. Leaders who lack autonomy prefer to respond and keep their emotions under control for a longer period. A response is usually automatic. The more you are in touch with your emotional intelligence, the better you can change the answer. It's vital to remember to stop, respire, gather and do what you need to handle your emotions—whether it's to walk or call a friend—so that you can respond to stress and adversity more adequately and deliberately. Although understanding and managing your own emotions are essential, you must also learn how to read a space. Social awareness is about the capacity and dynamics in your company to understand the feelings of other people. Leaders who are excellent they practice empathy in social consciousness. You try to understand the feelings and experiences of your colleagues, which allow you to interact and collaborate with your colleagues more effectively. The global leadership development company DDI is ranked as the leading expertise in coach, engaging others, and taking decisions that leaders with empathies perform more than 40% higher. Researchers found in a separate study by the Center for Creative Leadership that managers who display greater concern for their direct reports are treated by their supervisor as performers. You will better help your team by engaging with empathy while enhancing your own results. Relation management refers to your ability and efficiently resolve conflicts to influence, coach and guide others. Some want to prevent conflicts, but when they occur it is necessary to deal with them properly. Research has revealed that any unresolved dispute could waste around 8 hours of business time in gossip and other unproductive activities, thereby reducing resources and moral standards. You have to have those difficult talks if you want to keep the team happy: 72 percent of workers at all levels consider respectful treatment to be the top factor in work satisfaction in a new study from the Society for Human Resources Management. Leaders set the organization's tone. If emotional intelligence is lacking, this may have wider implications, leading to a lower employee commitment and a higher turnover. Although you

may be technically excellent at your work, if you cannot interact efficiently with your team or work with others, you will overlook those technical abilities. You will further your career and company by mastering emotional intelligence.

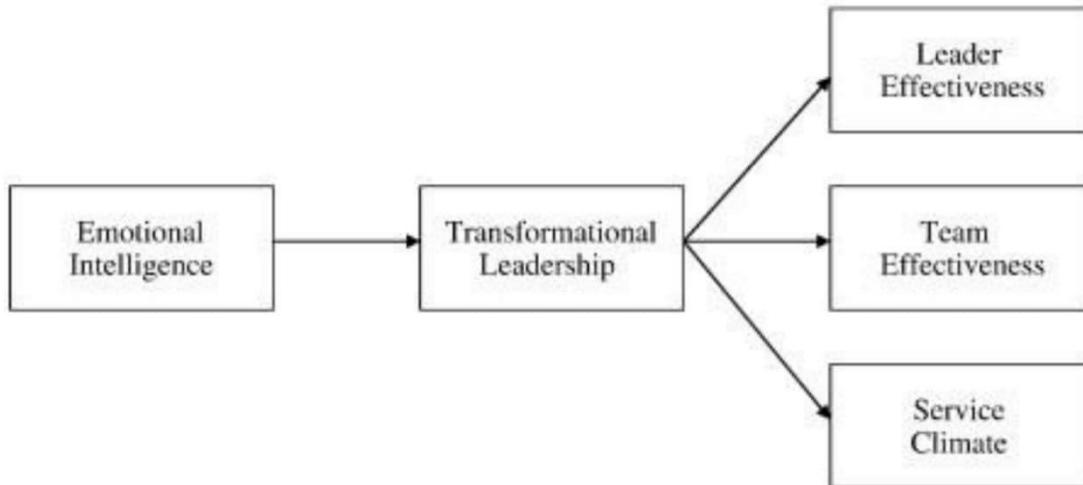
### **Correlation of Emotional Intelligence Leadership Effectiveness**

There is no question of doubts that emotions and thoughts play a vital role in assessing the efficacy of leadership. Besides IQ, the effectiveness of the leader is determined also by EI (emotional intelligence). The figure below shows different aspects of emotional intelligence. The above literature represents a much broader knowledge that impressions serve many purposes in human relations. As seen below, emotions are likely to play a significant leading role. Although George and Bettenhausen (1990) explored some of the possible valuable effects of leading positive moods, the efficacy of leadership is likely affected by a variety of sentiments (both emotion and mood). Negative mood, for instance, promotes efficient and diligent data analysis and can be beneficial when leaders are confronted with a complicated problem that involves high-risk errors. As another example, a leader's attention to a problem that is needed immediately may be drawn to a relatively strong negative emotion. For example, this emotional reaction may be of use to a leader who is angry at learning a type of clandestine sexual abuse in a department. The indignation communicated to the leader that he should divert his attention from the production of new products to confront the issue of sexual exploitation and improve the efforts of the company to prevent harassment. It can now be evident that situations in which managerial leaders are well serviced by a range of moods and emotions are not too difficult to build. In addition, situations can be developed in which the efficacy of a leader can be affected by the experiences of specific emotions and feelings. Leaders who also have rage will have a hard time establishing effective ties and trusting with employees. Likewise, a leader who is always optimistic at work will fail to recognize and address less than evident performance shortcomings. Thus, this investigation into the position of sentiments in management is not designed to determine correct or

efficient leadership moods and emotions. Clearly, the leaders are human beings with a wide spectrum of possible mood, feeling and emotion. In people's lives, positive as well as negative moods and feelings play a number of roles. Likewise, the cause of human dysfunctions can be both negative and positive mood and emotion. This paper aims to research therefore whether successful leaders possess certain emotional capacity and have certain cognitive skills, and whether the same mood and emotion could contribute to an convalescent or an defective efficiency, which depend on several points along with the efficacy index. In addition, research shows that people can and do control their moods and feelings and others Do those leaders have superior mood/emotion skills, so that they can take advantage of the diverse emotions on the job? May it also allow leaders to influence their followers and establish successful interpersonal links with them? The interpersonal relationships and powerful social impact are laden with moods and emotions.

Essentially, emotional abilities are three elements.

1. Expression of emotion.
2. Sensitivity to the Emotions
3. Emotional control In the following fields, higher levels of emotional intelligence are related to improved performance:
  - Participatory Management
  - Get people comfortable
  - Auto-consciousness
  - Balance between work and personal life
  - Simplicity and Composition
  - Relationships to build and reconcile
  - Doing something makes decision
  - Faced with the problem Management of employees change
  - The diagram below shows the importance of emotional understanding to improve leadership performance.



### Conclusion

Leadership skills differ by emotional intelligence level. Generally speaking employees tend to admire the ability of managers to suppress their emotions and frustration, to cope with negative incidents and unpleasant circumstances, to live happily and to be a cooperative participant. These leaders are also seen as participatory, self-confident, controlled, and poised. Research evidences have indicated that emotional and social adroitness are linked to leadership efficiency and can be strengthened through consensus preparation. An atmosphere of confidence and exposure through emotional leadership is created. More interestingly, they will double the profit of a corporation if you have a genuinely strong leader. Truly, it will double the income. Many of us think that emotional intelligence might be less important for the business but that the organization as a whole – range from employee happiness and commitment to sales and profit - would gain tremendously if you have a big leader with efficient emotional intelligence and just use it.

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