

# Influence of Emotional Intelligence on Leadership

A. Sathya <sup>1</sup>, Dr.V.P.Velmurugan <sup>2</sup>

<sup>1</sup>Research Scholar, Department of Management Studies Noorul Islam Centre for Higher Education, Kumaracoil

<sup>2</sup>Faculty of Management Studies, Noorul Islam Centre for Higher Education, Kumaracoil

## Abstract

Leadership is described as the heart of every organization and it is a process of leading team. To get better outcome from the employees and to achieve the organizational goals, the leader should be able to understand the pulse of the employees and his or her own. The present paper is an attempt to examine the influence of emotional intelligence in leadership by review of the studies conducted in India and worldwide. The findings of the study revealed that emotional intelligence influenced the leadership behavior of an individual.

## Keywords:

Emotional Intelligence, Leadership

## Introduction

Leadership is the heart of every organization. It is a process of leading followers. It gives right direction to the organization and induces employees to work smarter for the sake of the organizational wellbeing. To get better outcome from the employees and to achieve the organizational goals, the leader should be able to understand the pulse of the employees and his or her own. Employees expect that others should understand their own feelings and respect them. Therefore the leader should be very careful in dealing with employees' emotions. Through a greater understanding of one's own emotions as well as the emotions of others, emotional intelligence allows leaders to positively affect their situation by creating an environment of open communication, improved trust and greater empathy. As organizations become increasingly aware of the importance of these essential skills that allow for a higher level of communication

within teams, emotional intelligence is coming into focus as an important characteristic for leaders to possess.

Emotional intelligence refers to the ability to recognize and regulate emotions in ourselves and others (Goleman, 2002). Peter Salovey and John Mayer initially defined emotional intelligence as a form of intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions. Later emotional intelligence is thus defined by these authors as the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions, and to regulate emotions to promote personal growth (Mayer & Salovey, 1997). Reuven Bar-On defines emotional intelligence as being concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings to be more successful in dealing with environmental demands (Bar-On, 1997).

Emotionally intelligent leaders are thought to be happier and more committed to their organization achieve greater success, perform better in the workplace, take advantage of and use positive emotions to foresee major improvements in organizational functioning and use emotions to improve their decision making and instill a sense of enthusiasm, trust and co-operation in other employees through interpersonal relationships. (Rosete and Ciarrochi, 2005)

### **Emotional Intelligence in Leadership**

- **Self awareness**

A leader must always know how he feels, and how he knows his emotions and how his actions can affect the people around him. Being self aware a person in a leadership position also means having a clear picture of his strength and weakness.

- **Self regulation**

Leaders who control themselves rarely verbally attack others, make rushed or emotional decisions, stereotype people, or compromise their values. Self regulation is all about staying in control.

- **Motivation**

Self motivated leaders work consistently toward their goals, and they have extremely high standards for the quality of their work.

- **Empathy**

Leaders with empathy have the ability to put themselves in someone else's situation. They help develop the people on their team, challenge others who are acting unfairly, give constructive feedback, and listen to those who need it.

- **Social Skills**

Leaders who have good social skills are also good at managing change and resolving conflicts diplomatically. They are rarely satisfied with leaving things as they are, but they did not sit back and make everyone else do the work: they set an example with their own behavior.

## **Review of Literature**

Emotional intelligence has gained popularity as a prospective underlying attribute of effective leadership (Sosik & Megerian, 1999). Furthermore, a growing body of research on effective leadership points to the idea that it takes more than just cognitive intelligence, but requires developing emotional intelligence (Greenockle, 2010). Fullan (2003) observed that “effective leaders combine a strong sense of moral purpose, an understanding of the dynamics of change, and great emotional intelligence as they build relationships”.

Marzano et al. (2005) indicated that effective leaders are aware of their emotions, know their strengths and weaknesses, and have a strong sense of self-worth. They further stated that effective leaders manage themselves with discipline, keeping a rein on negative emotions, being flexible, and behaving with integrity.

Goleman et al. (2002) linked emotional intelligence to effective leadership and indicated that emotional intelligence is twice as important as general intelligence and technical skills in job performance. Goleman (1998) found that the most effective leaders had a high degree of emotional intelligence. Moreover, his analysis of emotional intelligence showed that it plays an important role at the administrative levels of a company, and he argued that emotional

intelligence not only distinguishes outstanding leaders but it can also be linked to strong performance. He indicated that emotional intelligence is the essential condition of leadership.

George (2000) examined that emotional intelligence correlates with effective leadership. Earlier leadership approaches described certain leadership skills that may either be subsumed under or partially overlap with emotional intelligence. Ayiro (2009) also found that emotional intelligence was positively correlated to effective leadership. His study examined the relationship between emotional intelligence of school principals and their performance rating, and found that perceiving and using emotions had the greatest overall impact on performance ratings.

Maulding (2002) argued that a certain level of cognitive intelligence or general intelligence would get one the job, but emotional intelligence was crucial to becoming a successful leader. He examined that “the key to improving leadership lies in using both the general intelligence and emotional intelligence by learning how to utilize our emotions effectively or, in other words, by developing our emotional intelligence”.

Alon and Higgins (2005) revealed that with the current rise of globalization, both emotional and cultural intelligence has become important for cross-cultural leaders to excel. Global leaders can make the best use of emotional intelligence and maximize success when they understand and work within diverse foreign environments. This multiple intelligence framework helps to clarify adaptations to implement in leadership development programs of multinational firms.

A study conducted in Apollo Health City, Hyderabad to investigate the relationship of emotional intelligence with organizational leadership as well as the impact of emotional intelligence on leadership effectiveness. The findings suggested that management functions have undermined the importance of individual development, at the cost of technology and modernization. The study suggested that Apollo Hospital Group, Hyderabad, should specifically concentrate on improving the self-management and social awareness skills of the employees in order to maintain its position as the No 1 health care provider in India. (Bal Subramanian, Ghatala and Nair 2008)

Boyatzis and Ratti (2009) in their study identified competencies that distinguished effective managers and leaders. Performance measures were collected as nominations from superiors and subordinates. Results revealed that emotional, social and cognitive intelligence competencies predict performance.

Cooper and Sawaf (1997) cited that 7% of leadership success is attributable to intellect; 93% of success comes from trust, integrity, authenticity, honesty, creativity, presence and resilience. Leaders with high levels of emotional intelligence positively apply social skills to influence others, create strong relationships with clients and employees, and are effective motivators by controlling their emotions and understanding their weaknesses (Feldman, 1999; Noyes, 2001; Chastukhina, 2002).

Barling, Slater and Kelloway (2000) examined the relationship between emotional intelligence and transformational leadership. Their research findings showed that emotional intelligence is associated with three aspects of transformational leadership (namely, idealized influence, inspirational motivation, and individualized consideration), and contingent reward. In contrast, active and passive management by expectation, and laissez-faire management were not associated with emotional intelligence.

Dearborn (2002) suggested that managers with high emotional intelligence may be more capable of getting more output from less people and recognizing the nuances of dynamic situations while creating positive outcomes.

Elias, Arnold and Hussey (2003) claimed effective leadership is a combination of traditional intelligence (intelligence quotient) and emotional intelligence. They compare intelligence quotient to the raw material of knowledge and emotional quotient to the ability to turn knowledge into action. Those leaders who possess a strong set of interpersonal skills and can distinguish what approach is best to use for any given situation are most likely to be successful in their positions (Dyer, 2001).

Mandell and Pherwani (2003) examined the predictive relationship between emotional intelligence and transformational leadership style, the gender differences within each construct, and interaction effects between gender and emotional intelligence. The study established that

emotional intelligence significantly predicts transformational leadership style. A significant difference was also found between the emotional intelligence scores of male and female managers. Gender, however, did not predict a transformational leadership style over and above emotional intelligence. These results indicated that emotional intelligence can be used to identify leaders who demonstrate positive transformational leadership qualities.

A study examined the extent to which emotional intelligence is related to transformational leadership within mentoring relationships. One hundred and twelve faculty members responsible for mentoring doctoral students were assessed on the various dimensions of emotional intelligence. Transformational leadership ratings for each professor were provided by the doctoral students who were advised by him or her. The results indicated that emotional intelligence can predict several aspects of transformational leadership, including charisma and inspirational motivation. (Webb 2004)

Srivastva and Bharamanaikar (2004) examined the relationship of emotional intelligence with leadership excellence, success and job satisfaction. The results showed that emotional intelligence significantly correlates with transformational leadership and success. An emotionally intelligent person is more successful in all spheres than a person who possesses less emotional intelligence skills.

Leaders with higher emotional intelligence see changes as opportunities for betterment, and they cherish not stability but ongoing development of individual workers and of the organization itself. (Punia 2005)

A study established a link between emotional intelligence and workplace measures of leadership effectiveness, using an objective measure of performance and a 360 degree assessment tool. The results showed that executives higher on emotional intelligence are more likely to achieve organizational outcomes and be considered as effective leaders by their subordinates and direct manager. (Rosete and Ciarrochi 2005)

A study analyzed the relationship between leaders' emotional intelligence and creativity of their teams. A sample of 138 top and middle managers from 66 organizations operating in the European Union was analyzed. Emotional intelligence was assessed by a self-report scale

consisting of six dimensions: understanding one's emotions, self-control against criticism, self encouragement (use of emotions), emotional self-control (regulation of emotions), empathy and emotional contagion, understanding other people's emotions. The results revealed that emotionally intelligent leaders behave in ways that stimulate the creativity of their teams (Sousa, Cunha, Correia, and Saur 2007).

Singh investigated the relationship between emotional intelligence and leadership effectiveness among software professionals of a large company in India. Emotional intelligence was found to be positively and significantly related to organizational leadership for both genders. The results revealed no significant differences between male and female software professionals in terms of emotional intelligence and overall leadership effectiveness. The relationship management aspect of emotional intelligence was found to be the most important predictor of leadership. The study laid emphasis on employees to develop their relationship skills in order to become effective leaders (Singh 2007)

## **Conclusion**

From various studies, we can identify that Leadership is an important aspect of individual and organizational success. To develop the leadership skills, they need to focus on interpersonal and intrapersonal skills. Being an effective leader is about technical skill, strategic thinking and knowledge. Being a great leader also requires emotional intelligence. The skills that modern leaders require may be exactly those related to emotional intelligence. The findings of the study revealed that emotional intelligence highly influence the leadership behavior of an individual.

## **References:**

- Alon, I., and Higgins, J. M. (2005). "Global Leadership Success through Emotional and Cultural Intelligences", *Business Horizons*, Vol 48 (6), pp 501-512.
- Ayiro, L. (2009). An analysis of emotional intelligence and the performance of principals in selected schools in Kenya. *Advances in Developing Human Resources*, 11(6), 719-746.
- Balasubramanian, Madhan, Ghatala, M. Habeeb, and Nair, Sajitha (2008). The Role of Emotional Intelligence in Organisational Leadership, Sixth AIMS International Conference on Management.

- Barling, J., F. Slater, and Kelloway, E. K. (2000). "Transformational Leadership and Emotional Intelligence: An Exploratory Study", *Leadership and Organization Development Journal*, Vol 21, pp 157-161.
- Bar-On, R. (1997). *Bar-On Emotional Quotient Inventory: User's Manual*, Multi-Health Systems, New York, NY.
- Boyatzis, R. E., and Ratti, F. (2009). "Emotional, Social and Cognitive Intelligence Competencies Distinguishing Effective Italian Managers and Leaders in a Private Company and Cooperatives", *Journal of Management Development*, Vol 28 (9), 821-838.
- Cooper, R. K., and Sawaf, A. (1997). *Executive EQ: Emotional Intelligence in Leadership and Organizations*, Gosset, Putnam, New York.
- Dearborn, K. (2002). "Studies in Emotional Intelligence Redefine Our Approach to Leadership Development", *Public Personnel Management*, Vol 31 (4), pp 8- 11.
- Elias, M. J., Arnold, H., and Hussey, C. S. (2003). *EQ + IQ = Best leadership Practices for Caring and Successful Schools*, Corwin Press, Thousand Oaks, CA.
- Feldman, D. A. (1999). *The Handbook of Emotionally Intelligent Leadership: Inspiring Others to Achieve Results*, Leadership Performance Solutions Press, Falls Church, VA.
- Fullan, M. (2003). *Change forces with a vengeance*. New York: Rutledge, 93.
- George M (2000). Emotions and leadership: The role of emotional intelligence. *Human Relations* 53; 1027-1055
- Goleman, D. (1995). *Emotional intelligence: why it can matter more than IQ*. New York: Bantam Books
- Goleman, D. (2002). Leadership that gets results. *Harvard Business Review*, 78(2), 78- 90.
- Greenockle, K. M. (2010). The new face in leadership: Emotional intelligence. *Quest*, 62(3), 260-26
- Mandell, B., and Pherwani, S. (2003). "Relationship between Emotional Intelligence and Transformational Leadership Style: A Gender Comparison", *Journal of Business and Psychology*, Vol 17 (3), pp 387-404.



- Marzano, R. J., Waters, T., & McNulty, B. A. (2005). *School leadership that works: From research to results*. Alexandria, VA: ASCD.
- Maulding, W. (2002). Emotional intelligence and successful leadership. Paper presented at the Annual Meeting of the Southern Regional Council on Educational Administration, Kansas City, KS, 4-6 October. (ERIC Document Reproduction Service No. ED470793).
- Mayer, J.D., and Salovey, P. (1997), What is emotional intelligence? In Salovey, P. and Sluyter, Punia, B. K. (2005). "Impact of Demographic Variables on Emotional Intelligence and Leadership Behaviour of Corporate Executives", *Journal of Organizational Behaviour*, Vol 4, pp 7-22.
- Rego, A., Sousa, F., Cunha, M. P., Correia, A., and Saur, I. (2007). "Leader Self- Reported Emotional Intelligence and Perceived Employee Creativity: An Exploratory Study", *Creativity and Innovation Management Journal*, Vol 16 (3), pp 250-264.
- Rosete, D., and Ciarrochi, J. (2005). "Emotional Intelligence and its Relationship to Workplace Performance Outcomes of Leadership Effectiveness", *Leadership and Organization Development Journal*, Vol 26 (5), pp 388-399.
- Singh, S. K. (2007). "Emotional Intelligence and Organisational Leadership: A Gender Study in Indian Context", *International Journal of Indian Culture and Business Management*, Vol 1, pp 48-63.
- Sosik, J. J., & Megerian, L. E. (1999, September). Understanding leader emotional intelligence and performance: The role of self-other agreement on transformational leadership perceptions. *Group & Organization Management*, 24(3), 376-390.
- Srivastva, K. B. N., and Bharamanaikar, S. R. (2004). "EI and Effective Leadership Behaviour", *Psychological Studies*, Vol 49, pp 107-113.
- Webb, Shannon (2004). *Exploring the Relationship of Emotional Intelligence to Transformational Leadership within Mentoring Relationships*, PhD Thesis, University of South Florida.