



## STUDYING ABOUT THE LEADERSHIP STYLE & EMOTIONAL INTELLIGENCE TOWARDS EMPLOYEE

**BHUPENDRA SINGH**

RESEARCH SCHOLAR SUNRISE UNIVERSITY ALWAR

**DR. DIKSHA VISHAVAKARMA**

ASSISTANT PROFESSOR SUNRISE UNIVERSITY ALWAR

### ABSTRACT

*Emotional intelligence has become increasingly popular as a measure for identifying potentially effective leaders, and as a tool for developing effective leadership skills. Despite this popularity, however, there is little empirical research that substantiates the efficacy of emotional intelligence in these areas. The aim of the present paper was to explore the relationship between emotional intelligence and effective leadership. Effective leaders were identified as those who displayed a transformational rather than transactional leadership style as measured by the multifactor leadership questionnaire.*

**Keywords:** - Leadership, Emotional Intelligence, Effective leadership, Leadership style, Organization.

### 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 and prepare themselves to sacrifice personal interest to large extent 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 as well. Generally people in the organizations 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, enhanced trust and greater empathy. As organizations become increasingly aware of the importance of these vital skills that allow for a higher level of communication within teams, with customers and suppliers and all stakeholders, emotional intelligence is coming into focus as an important characteristic for leaders to possess. Emotional intelligence (E.I.) One variable that has recently gained much popularity as a potential underlying attribute of effective leadership is the construct of emotional intelligence (EI) (Sosik and Megerian, 1999). EI is described as a set of abilities that refer in part to how effectively one deals with emotions both within oneself and others (Salovey and Mayer, 1990). It has been proposed that in leadership, dealing effectively with emotions may contribute to how one handles the needs of individuals, how one effectively motivates employees, and makes them "feel" at work (Goleman, 1998b). Today's effective leadership skills have been described to depend, in part, on the understanding of emotions and the abilities associated with EI (Cooper and Sawaf, 1997; Goleman, 1998a; Ryback, 1998).



The emotional intelligence of modern concepts that have a clear impact and is important in the life of every person and his way of thinking, relationships and emotions, cooperation exists between feeling and thought, or between the mind and heart highlights the role of emotion in the influential thinking, both in making wise decisions, or in giving us the opportunity to think clearly, this has a major impact in improving the performance and solve problems and increase productivity at the level of individuals and institutions.

## **I. EMOTIONAL INTELLIGENCE**

Meyer and Salovi in 1990 used the concept of emotional intelligence to describe the emotional characteristics of individuals to achieve success and these emotional characteristics include empathy, and control conflicts, and to achieve the love of others, perseverance and compassion, and express their feelings, and independence, and adaptability, and problem-solving among the people, and the affection and respect, and it was the use of this concept, which in turn began to spread after the first among those interested. Knew (Abraham, 2000) emotional intelligence as a set of skills that are attributable to the accuracy of estimating and correcting feelings of self-discovery and emotional features of the others, and use it for motivation and achievement in the life of the individual. He (Furnham, 2003) to emotional intelligence as the ability to perceive, understand and address the emotions and regulate emotions so that the individual can affect the feelings of others

The emotional intelligence is a set of elements of social intelligence include the ability to do the individual to control his emotions and feelings of others is discrimination among them, and use this information to guide his thinking and his work and his actions.

The Emotional Intelligence concept of modern talk, but found him a clear impact on the course of the conduct of human life, an important influence on his way of thinking and relationships and emotions, there is a common denominator between emotions and thinking, between the mind and the heart, and there is cooperation among themselves to provide the opportunity for everyone to make the right decisions and thinking properly. A person who is suffering from an emotional disorder or lack of emotional equilibrium cannot control his emotions or control Panevaalath even if a high level of intelligence.

## **II. LEADERSHIP STYLE**

The study of leadership has evolved over time. Zaccaro (2007) noted that the analysis of leadership dates back to Galton's (1869) Hereditary Genius. He emphasized two basic concepts that became very popular (McCleskey, 2014). The first is that "leadership is a characteristic ability of extraordinary individuals whose decisions, therefore, are capable of altering the course of our history" (Zaccaro, 2007, p.7). The second concept, called the Great Many theories, ties the special attributes of the individuals to their genetic make-up. According to this concept, "The qualities that define effective leadership were naturally endowed and passed from generation to generation" (Zaccaro, 2007, p.7). Leadership is also defined as a process of social interaction, where the leader has a high influence on the behaviour of his/her followers, strongly influencing their performance (Humphrey, 2002; Pirola-Merlo et al, 2002; McCleskey, 2014).



Moreover, Humphrey (2002) describes leadership as an emotional process where the leader recognizes, manages, and evokes emotions in his/her followers. Goleman defined leadership as “the art of persuading people to work towards a common goal” (Goleman, 1998, p.12). Thus, leadership refers to the ability to motivate, influence and enable other people to contribute to the success and effectiveness of the organization (Anand&Udaya-Suriyan, 2010).

In addition, Burns (1978) was the first scholar to distinguish between a transactional and a transformational leadership style. According to him, transactional leaders motivate their followers by appealing to their self-interest whereas transformational “leaders and followers raise one another to higher levels of morality and motivation” (Burns, 1978, p.20). Moreover, Bass (1985) described transactional leadership as an exchange of reward for compliances, whereas the transformational leader lets followers feel admiration, trust and loyalty, and are thus motivated to do more than what is expected from them (Vrba, 2007). The transformational leadership style is based more on emotional than transactional leadership (Palmer, Wallis, Burgess, &Stough, 2001). This is why in most organizations, transformational leadership style is desirable because it leads to higher employee satisfaction, trust and commitments (Vrba, 2007, Cavazotte, Moreno & Hickman, 2012). Therefore, many scholars discuss the fact that transformational leadership promotes better and greater organizational performance.

### **III. SIGNIFICANCE OF EMOTIONAL INTELLIGENCE AND LEADERSHIP FOR EMPLOYEES**

“Non-cognitive emotional intelligence could potentially contribute to a more holistic understanding of interpersonal influence and leadership” (Brown &Moshavi, 2005, p.867). Leadership plays an important role in the success or failure of organizations and around 90% of successful leadership is due to EI (Chen, Jacobs & Spencer, 1998). Moreover, successful leaders can manage their own emotions and be responsive to others’ emotions. They can stimulate and motivate employees since they have good social skills, and feel with them due to their empathy. Moreover, they regulate their emotions and the emotions of the employees, due to their high self-regulation and self-awareness skills (Goleman, 2000).

On one hand, leadership is defined as an “emotion laden process” (George, 2000, p.1046) and therefore for effective leadership, EI matters. Many scholars have studied the relationship between EI and leadership effectiveness in different fields, and report that there is a positive correlation between leadership effectiveness and EI (Lopes et al, 2006; Rosete&Ciarrochi, 2005; Gardner &Strough, 2003; Wolff et al, 2002; Wong & Law, 2002). On the other hand, EI helps employees understand specific leadership behaviour and leadership effectiveness (Walter et al., 2011).

### **IV. CONCLUSION**

EI and its various factors are significantly correlated with leadership effectiveness and that more successful principals have higher levels of EI and further leadership abilities vary according to perspective of principals and level of emotional intelligence. In general, teachers seem to appreciate principals’ abilities to control their impulses and anger, to with stand adverse events and stressful situations, to be happy with life, and to be a cooperative member of the group.



The managerial implications of the above results can be summed up as follows. First, the higher the EI of the employees and leaders, the better their respective communication, performance, stability and tenure, and thereby the lower the turnover. Second, the higher the EI of employees and leaders, the better the social relationships within the work-setting, higher empathy and higher levels of norming. Third, the high levels of EI generate higher levels of feelings of responsibility as well as warmth and support, affecting both employees and leaders' effectiveness in decision-making, commitment and efficiency.

Finally, higher EI allows leaders to find out-of-the-box reward incentives that actually work. Thus, human resource managers need to provide for improving the EI of their teams. They can do so through the different techniques of coaching, training and workshops. Managers who attempt to build on the improvement of the EI of their employees and leaders will first decrease their organizational turnover, decrease the costs of recruitment, training, and adaptation of the new human assets. Second, they will speed the team cohesiveness processes moving their teams forward through the team-formation process rather than going back to square one of team forming. The research question and hypotheses were necessary in addressing the current knowledge elucidated in the literature review. The results obtained by analysing the data collected shed light about the relationship between emotional intelligence flexibility subscale and the transformational style. A requirement of successful organizational performance involves managers' ability to understand the impact of change initiatives in employees' affective behaviour. The role of the flexibility subscale is significant in addressing organizational performance because managers are expected to deliver optimum results. Therefore, the flexibility subscale merited examination in context of organizational performance and change initiatives.

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