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Emotional Intelligence and its Relationship with Leadership Effectiveness Among The Executives

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ABSTRACT

Emotional intelligence is a set of acquired skills and competencies that predict positive outcomes at home with one's family, in school, and at work. People who possess these are healthier, less depressed, more productive at work, and have better relationships. The researcher has intended to study the level of emotional intelligence and its relationship with leadership effectiveness among the executives of Dharangadhara Chemical Works Private Limited at Sahupuram in Tuticorin District. The study also analyzed various aspects of the emotional intelligence and its association with effective communication and conflict resolution skills. For the purpose of the study, the researcher has selected Dharangadhara Chemical Works Private Limited at Sahupuram which is one of the leading Chemical Industries located in Tuticorin District. The total workforce of DCW is 1275, which include 500 workers come under workmen's category, 175 workers come under Manager's category and remaining 600 workers come under Executives category. Hence, the universe of the present study includes 600 executives of this industry. They were selected through Stratified Proportionate Random Sampling Technique. Finally sample taken for the analysis consists of 300 executives of DCW Industry. From the study it was observed that more than one-fifths of the executives have had high level of Emotional Intelligence and leadership effectiveness. The correlation matrix shows that emotional intelligence and leadership effectiveness are significantly correlated. It means that who have had higher level of perception on emotional intelligence lead to have higher level of perception on leadership effectiveness.

KEYWORDS: Emotional Intelligence, organizational commitment, work performance, coping with stress skills, conflict resolution skills and effective communication

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INTRODUCTION

Emotional Intelligence is the innate potential to feel, use, communicate, recognize, remember, describe, identify, learn from, manage, understand and explain emotions. Each baby is born with a certain unique potential for emotional sensitivity, emotional memory, emotional processing and emotional learning ability. The emotionally intelligent person actively monitors his or her emotions, uses them to guide his or her behavior. Emotional intelligence also involves understanding others emotions, recognizing what others are feeling, their motivation, and feeling empathy on them and using formation to work effectively and cooperatively with others¹. Emotional intelligence as the single most important variable influences personal achievement, career success, and physical health. Some of the immediate benefits of emotional intelligence are: increasing productivity; speeding up adoption to change; developing leadership skill; stimulating creativity; cooperation; responding effectively to competition; innovative thinking about work environment; reducing stress level and frustration and developing sense of competence². Emotional intelligence is increasingly relevant to organizational development and developing executives, because the Emotional Intelligence principles provide a new way to understand and assess the potential³.

An executive is a person who has to manage the mood of their organizations. The most gifted corporate leaders accomplish that by using a mysterious blend of psychological abilities known as emotional intelligence⁴. They are self-aware and empathetic. They can read and regulate their own emotions while intuitively grasping how others feel and gauging their organization's emotional state. Intelligence has been recently validated with major skill areas that can influence your career and create abilities that improve your worth at work. Emotional Intelligence can help in increasing productivity, speeding up adaptation to change, developing leadership skills, stimulating creativity and cooperation, responding effectively to competition, encouraging innovating thinking and improving retention of key employees⁵. It can also help create an enthusiastic work environment, improve the way employees feel about themselves and how they relate to others, reduce stress levels and resolve emotional issues, help employees attain emotional power, enable employees to experience greater fulfillment. In work situations, Emotional Intelligence can facilitate in resolving past issues, help employees attain emotional power, accomplish their goals at all levels--physical, mental, emotional and spiritual and improve their mental abilities such as memory, clarity of thinking and decision – making or coordinating the work of their subordinates⁶.

The Effective leaders manage and steer their own feelings, acknowledge subordinates feelings about their work situation, and intervene effectively to enhance morale. The Leadership effectiveness depends on many factors such as emotional intelligence, integrity, drive, self-confidence, intelligence, and knowledge of the selective discipline⁷. The study indicated a positive

correlation between Emotional Intelligence and Managerial Innovation and Managerial Effectiveness implying that with the help of emotional intelligence, one could successfully complete the activities of his position and achieve desired result, also an emotionally intelligent manager could also undertake activities of developing his or her potential further which would lead to the development of the organization. Hence emotional intelligence should be an integral part of an organization's recruitment and development process⁸. The study helps to understand various factors that influence the Emotional Intelligence and leadership effectiveness of the Executives in this Industry and to provide better suggestions for the further development of Emotional Intelligence among the executives. Thus, the present study has a vast scope of utilization in framing policy in industrial areas for the improvement of executives and action towards the Emotional Intelligence issues of executives.

OBJECTIVES OF THE STUDY

- 1) To find out levels of Emotional Intelligence and Leadership Effectiveness among the executives.
- 2) To assess the association between effective communication and conflict resolution skill on various dimensions of emotional intelligence.
- 3) To analyze the relationship between emotional intelligence and leadership effectiveness among the executives.
- 4) To suggest suitable measures for enhancing emotional intelligence and leadership effectiveness among the executives.

METHODS AND METARIALS

For the purpose of the study, the researcher has selected Dharangadhara Chemical Works Private Limited at Sahupuram which is one of the leading Chemical Industries located in Tuticorin District. The total workforce of DCW is 1275, which include 500 workers come under workmen's category, 175 workers come under Manager's category and remaining 600 workers come under Executives category. Hence, the universe of the present study includes 600 executives of Dharangadhara Chemical Works Private Limited at Sahupuram in Tuticorin District. These 600 executives are in 6 departments of this industry such as Civil and Mechanical, Production, Human Resource, Stores and Sales, Electrical, and Marketing. From this sampling frame, the researcher selected 50 percent of the executives from each department through Stratified Proportionate Random Sampling Technique. Finally sample taken for the analysis consists of 300 executives of DCW Industry. Hence, for this research descriptive design has been adopted.

RESULTS AND DISCUSSION

Emotional Intelligence

Table No: 1 Level of Emotional Intelligence

S. No.	Overall level of Emotional Intelligence	No. of Respondents (n :300)	Percentage
1	Low	136	45.3
2	Moderate	80	26.7
3	High	84	28.0

The Table No 1 clearly shows the Overall level of executives Emotional Intelligence, more than one-fifths (28.0 Percent) of the respondents have had high level of executives Emotional Intelligence, two-fifths (26.7 Percent) of the respondents have had moderate level of executives Emotional Intelligence and nearly half (45.3 Percent) of the respondents have had low level of executives Emotional Intelligence. Emotional intelligence has gained much popularity as an absolute necessity for effective leadership and predicted that executives with greater emotional intelligence will be more effective executives. The role emotions and emotional intelligence play in the organization through change efforts, leadership effectiveness, training and organizational performance.^(9,10,11)

Table No: 2 Perception towards various dimensions of Leadership Effectiveness

S. No.	Leadership Effectiveness	No. of Respondents (n :300)	Percentage
1	Communicator		
	Low	151	50.3
	Moderate	47	15.7
2	Mutual Rewarder		
	Low	142	47.3
	Moderate	69	23.0
3	Power Figure		
	Low	152	50.7
	Moderate	51	17.0
4	Decision Maker		
	Low	171	57.0
	Moderate	40	13.3
5	Positive Force		
	Low	89	29.7
	Moderate	89	29.7
6	Overall Level of Leadership Effectiveness		
	Low	153	51.0
	Moderate	64	21.3
	High		
	Low	83	27.7
	Moderate	142	47.4
	High		
	Moderate	85	28.3
	High	73	24.3

The Table No 2 clearly shows the executives perception towards various dimensions of Leadership effectiveness. Half (50.3 percent) of the respondents were low level of communicators, mutual rewarders (47.3 percent), Power figures (50.7 percent) decision makers (57 percent), positive forces (51 percent), leadership effectiveness (47.4 percent). The finding of the studies revealed that higher emotional intelligence was associated with higher leadership effectiveness. Transformational leadership positively correlated to emotional intelligence and leadership effectiveness. The result indicates that the relationship between leadership effectiveness and Emotional Intelligence is positive and significant.^(12,13,14)

Table No: 3 Opinion on Effective Communication Skills and their relationship with Emotional Intelligence and Executives

S. No.	Effective Communication Skills	No. of Respondents (n :300)	Percentage
1	Positive	236	78.7
2	Negative	64	21.3

It is evident from the Table No 3 that majority (78.7 percent) of the respondents were positive about their effective communication skills and its relationship with emotional intelligence and one-fifths (21.3 percent) of the respondents were negative about their effective communication skills and their relationship with emotional intelligence. This finding was in line with the study of Thamhain, (2007)¹⁵ he illustrated that effective communication can connect the employees, strengthen shared ideas, and develop teamwork and decision making in the organizations. Effective communication mechanisms improve the executive’s knowledge and understanding ability. If, it is lacking them the organization may redound to miscommunication, frustration, employee turnover, lack of communication, insufficient communication or ineffective communication causing disorder and failure to achieve goals in organizations.^(16,17)

Table No: 4 Opinion on Conflict Resolution Skills and their relationship with Emotional Intelligence among the Executives

S. No.	Conflict Resolution Skills	No. of Respondents (n :300)	Percentage
1	Positive	226	75.3
2	Negative	74	24.7

The Table No 4 reveals that majority (75.3 percent) of the respondents were positive about their ability in conflict resolution skills in their work place and its relationship with emotional intelligence and one-fifths (24.7 percent) of the respondents were negative about their ability in conflict resolution skills in their work place and their relationship with emotional intelligence. The researcher has concluded that conflict resolution skills have direct relationship with emotional intelligence. These findings were in corroborate with study of Afzalur and Clement, (2008)¹⁸ he revealed that motivation, one of the dimensions of emotional intelligence, is positively related with effective problem solving style. The results showed that emotional intelligence correlates very poor

with organizational conflict management and moderately contributes to organizational conflict management.¹⁹

Table No: 5 A Multiple Stepwise Regression Analysis

Independent Variables: Years of working experience, Educational Qualification, Working Department, Marital Status, Monthly Income, Age

Dependent Variable: Overall level of Leadership Effectiveness

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.397 ^a	.157	.537	21.93120

Table No: 5 B ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26234.110	7	3747.730	7.792	.000 ^a
	Residual	140445.420	292	480.977		
	Total	166679.530	299			

a. Predictors: (Constant), Years of working experience, Educational Qualification, Working Department, Marital Status, Monthly Income, Age

b. Dependent Variable: Overall level of Leadership Effectiveness

Table No: 5 C

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	159.772	14.333		11.147	.000
Age	0.605	.212	0.212	2.859	.005
Marital Status	10.041	3.442	0.190	2.917	.004
Educational Qualification	0.185	1.302	0.008	0.142	.887
Working Department	2.987	.791	0.209	3.775	.000
Monthly Income	0.000	.000	0.265	4.122	.000
Years of Working Experience	0.573	.147	0.254	3.892	.000

a. Dependent Variable: Overall Level of Leadership Effectiveness

The results of regression analysis for the dependent variable Leadership effectiveness are presented in table 3A. In the column labeled R are the values of multi-correlation coefficient between the predictors and the outcome. When group of predictors is used, this is the correlation between the leadership effectiveness and predictors (0.397). The next column gives us a value of adjusted R², which is a measure of how much of the variability in the outcome, is accounted for by the predictors. In this model value is 0.537, which means that group of predictor's accounts for 53 percent of the variation on leadership effectiveness is explained by five underlying variables of Years of Working Experience, Educational Qualification, Working Department, Marital Status, Monthly Income and Age.

It can be seen from table 3 B, the next part of the output contains an analysis of variance (ANOVA) that tests whether the model is significantly better at predicting the outcome using the mean. Specifically, the F-ratio represents the ratio of the improvement in prediction of results from fitting the model. For the initial model the F - ratio is 7.792, which is highly significant ($p < 0.000$), it means that group of predictors have positively influenced the executive's leadership effectiveness.

It can be seen from table 3 C years of experience, working department, marital status, monthly income and age of the respondents have positively related with the level of leadership effectiveness of executives in DCW Pvt. Ltd., Age of the respondents having highest beta coefficient of 0.212 and t value of 2.859, $p < 0.005$ is statistically significant at 1 percent level. Marital status of the respondents having highest beta coefficient of 0.190 and t value of 2.917, $p < 0.004$ is statistically significant at 1 percent level. Working Department have highest beta coefficient of 0.209 and t value of 3.775, $p < 0.000$ is statistically significant at 1 percent. Monthly income is positively correlated with the leadership effectiveness and statistically found to be significant at 1 percent level (Beta value=0.265, $t=4.122$ $p < 0.000$). Years of working experience is an important factor has significantly affected on leadership effectiveness and makes statistically difference at 5 percent level (Beta value=0.254, $t=3.892$, $p < 0.000$). The result shows that the regression analysis accepted years of working experience, working department, marital status, monthly income and age of the respondents are the significant predictors of leadership effectiveness. In Overall both the predictors contributed Multiple R of 0.397. The F ratio computed for the significance of multiple R is 7.792, which is significant at 1 percent probability level. The researcher concluded from the table that among the various predictors monthly income of the respondents plays a dominant role in determining their level of leadership effectiveness. The researcher concluded from the table that the years of working experience, working department, marital status, monthly income and age of the respondents have been broadly linked with determination of leadership effectiveness.

Inter-correlation matrix shows the relationship between various dimensions of Emotional Intelligence and Leadership Effectiveness

With regard to relationship between leadership effectiveness and emotional intelligence, executives who have had higher level of perception towards various dimensions of emotional intelligence such as life Events (correlations coefficient value is $r = -0.365$, negatively significant at 1 percent), work pressures (correlations coefficient value is $r = -0.122$, negatively significant at 5 percent), personal pressures (correlations coefficient value is $r = -0.529$, negatively significant at 1 percent) and Emotional Self-Awareness (correlations coefficient value is $r = -0.163$, negatively significant at 1 percent) have lower level of perception towards leadership effectiveness. The study

also reflects the relationship between leadership effectiveness and emotional intelligence that executives who have had higher level of perception towards various dimensions of emotional intelligence such as Emotional Expression (correlations coefficient value is $r = 0.521$, positively significant at 1 percent), Emotional Awareness of Others (correlations coefficient value is $r = 0.748$, positively significant at 1 percent), Creativity (correlations coefficient value is $r = 0.698$, positively significant at 1 percent), Compassion (correlations coefficient value is $r = 0.766$, positively significant at 1 percent), Integrity (correlations coefficient value is $r = 0.694$, positively significant at 1 percent), General Health (Physical symptoms) (correlations coefficient value is $r = 0.668$, positively significant at 1 percent), General Health (Behavioural symptoms) (correlations coefficient value is $r = 0.433$, positively significant at 1 percent), General Health (Emotional symptoms) (correlations coefficient value is $r = 0.396$, positively significant at 1 percent), Quality of Life (correlations coefficient value is $r = 0.729$, positively significant at 1 percent), and Optimal Performance (correlations coefficient value is $r = 0.716$, positively significant at 1 percent). It means that who have had higher level of perception towards Emotional intelligence in the above mentioned variables would lead to increase their level of perception towards leadership effectiveness and their level of leadership effectiveness was high.

The correlation matrix shows that emotional intelligence and leadership effectiveness are significantly correlated (correlations coefficient value is $r = 0.752$, positively significant at 1 percent). It means that who have had higher level of perception on emotional intelligence lead to have higher level of perception on leadership effectiveness. These findings were corroborated with the study of Singh and Singh,²⁰ revealed that the relationship management aspect of emotional intelligence was found to be the most important predictor of leadership effectiveness. The study laid emphasis on employees to develop their relationship skills in order to become effective leaders. The other study by Singh and Lean,²¹ who found out that Emotional Intelligence has significant correlation with the effectiveness of the leadership.

SOCIAL WORK INTERVENTIONS

From the research study it is seen that a majority (72 percent) of the respondents' emotional intelligence was low and moderate. If this is allowed unattended, it can lead to many complicated issues in the functions of industry. It may affect their emotional intelligence in terms of managing emotions, understanding emotions, applying emotions, perceiving emotions and effects of emotions. It may also lead to lack in their leadership effectiveness in professional life in the industry.

Added to this, this will lead to physical and mental health problems which may ultimately lead to reduction in organizational commitment, effectiveness communication skills, coping with

stress skills, conflict resolution skills and work performance. So as to meet out with this challenging situation, the organization may think of appointing and making available social work counsellors in the workplace. This is likely to improve their level of emotional intelligence of the executives. Further, the management may examine the root causes of the low level of emotional intelligence and suitably modify the work conditions to reduce the same. The human resource manager may prepare the training manual based on the level of executive's emotional intelligence and leadership effectiveness. This will help the management to organize the training sessions to enhance their level of emotional intelligence and leadership effectiveness. The industrial social worker plays a vital role in assessment of workers emotional level and preparation of effective training modalities. Further, the executives may be given job rotation in a systematic way to prevent boredom and also to develop their emotional skill as they will be interacting with new customers and people when they move from one department to another.

SUGGESTIONS TO THE MANAGEMENT

- ❖ The Management shall organize Emotional Intelligence and Leadership Effectiveness programmes to build organizational capacity for bringing out the best in people and forming powerful workplace relationships. This may help to increase engagement, trust and integrity to build more effective teams, retain great executives, provide exceptional customer care and effective change in the management.
- ❖ Management shall focus on the development of skills like communication skills, logical skills, comprehension skills, creative skills and management skills.
- ❖ Emotional intelligence test may be used in workplace for giving promotions, staff reviews and Recruitment.
- ❖ Management shall motivate the executives to participate in the management process very effectively.
- ❖ Management shall encourage the executives in decision making in order to reduce industrial disputes.
- ❖ Management shall provide more information about the welfare measures available to the executives.
- ❖ Management shall give more chance for the executives to express their views
- ❖ Management shall concentrate in solving executives' grievances.
- ❖ Management shall motivate the executives to communicate their expectation to the management.

- ❖ The management shall consider emotional Intelligence is an important consideration in human resources planning, job profiling, recruitment interviewing, selection, management development, customer relations and customer service.

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