

Leadership and Emotional Intelligence

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ABSTRACT

The goal of this research is to measure the is to determine Emotional Intelligence (EI) impacts on leadership style in the senior and Junior professors of Colleges and Universities in Greater Noida . First of all one needs to understand EI and leadership separately and then their effectiveness if both the competencies are pitched in together while taking a call / decision. Some common sense questions comes in people's mind . Are these two interrelated in delivering an effective leader? Is there any positive impact which is worth deliberating? These are the questions which needs to be answered through this research paper ? Questionnaire and interview methodology can be adopted for analysis purpose. Primary and secondary data can be useful in its findings. Past research papers and articles are another source of Primary data collection . The sample to be considered are : 1. Dean / VC and Professors / Associate professors of colleges and Universities .

Finding , Practical Implication , Research design

Key Words: Emotional Intelligence, Leadership Qualities, Colleges and Universities, Positive impact

INTRODUCTION

Let the research paper explains the leadership Qualities and Emotional Intelligence (EI) separately and thereafter the paper will explain how do both impact either ways in the Organisation . Are the leaders with EI fare well and proved to be a better leader or it is just a myth. Further this paper will explain the leadership traits of earlier times which had no influence of Empathy and EI and leadership now which has influence of EI.

LEADERSHIP

Leadership role is very important for any organisation. The role is meant to take organisation from one Level to the next . (Indira, 2018)According to Ken "effective leadership is the ability to successfully integrate and maximize available resources within internal and external environment for attainment of organisation and societal cause."Leadership role is to influence employees to achieve organisational goal . Their responsibilities are to show the big picture while taking full responsibility of team's performance and diligently working towards achieving goals set by the organisation. Leaders are man of men. They are good communicator, influencer ,demonstratewalk the Talk , resilient and protect the team . Calling spade a spade should be their natural competency. There are many other qualities that they should have to be called as a good leader. They are like captain of the ship,cool and composed. Different leadership philosophies have been recognised and the same is taught in the management books. They are (Gamage & Dhanalala, 2013)

1. Authoritarian or autocratic Leadership : In this leadership individual has total control over his decision and very little inputs from the team members . He has full power and absolute control over his subordinates
2. Participative or democratic leadership :Members of the group participate in the decision-making process under shared leadership.It is collaborative approach of decision making .
3. Delegates or Laizzes faire leadership : They delegate powers to their team and subordinate and do not micro manage things . They have faith in others leadership style which motivate others to work (Gamage & Dhanalala, 2013)

Leadership Competencies required used to be always result oriented, change leadership and leadership of Individual . Intelligent Quotients (IQ) were used most of the time. Those were also good leadership style but it was more of direct action depending on the kind of leadership style that an individual followed. There is nothing wrong in it but it was more of fast and quick decision making rather than informed problem solving. Since there was no emotion involved it was decision making only. Those decisions were situation and authority based.

Thought decisions once made need to be respected and adhered to. This is the era of involved decision making which can only be displayed by having Emotional Quotient (EQ) factor into it. Here leaders display a sense of self awareness, empathy and special skills to solve the problem. They understand the overall issues and the circumstances before taking decision. Again this point can be debated at the same time. Now most of the leaders get into the other person's shoes and take decision and these decisions are informed and taken with empathetic thoughts into it. These decisions will stand to the test of time.

EMOTIONAL INTELLIGENCE

Off late researchers have found that emotional intelligence play a very significant role in demonstrating leadership style. Of course authoritarian leadership style works with emotions only but have a bit of harsh connotation. They show authority to do any work while personal touch is kept aside and work with one thought in their mind. Like other leaders they also for bigger picture in mind but in a dominant way. They only need followers to obey. In fact all leadership styles display emotions of different types but there is research yet to find which can speak on this. The rise of emotional intelligence in leadership is introduced by Goldman in the year 1995. According to him emotional intelligence is the capacity to recognise our own feelings and those of others. This will help to motivate the leaders and others in the process of leadership style.

Great leaders work with positive emotions and do wonders. In this ever-changing environment positive emotions play a very important role in delivering leadership traits. In earlier leadership styles emotions were there but used in different ways to get the work done as per the leadership style mentioned earlier. Therefore the basic camaraderie and relationship were missing a bit, though the work was still done following all the requirements and protocol. People were forced to do the work. No one was motivated, everyone were doing their work without thrill and motivation. Positive emotions in leadership make people work with positive frame of mind and intent. Here work is done properly and people are motivated to do more to. Happy people will be much more effective than otherwise. Leadership with emotional intelligence can give a tremendous result. Emotional leaders gel with people quickly and sort out the difficult problems quickly. Emotions connect with people and create bonding. Everyone looked forward to have leadership like this. In the war of talent emotional intelligence can give leaders a competitive edge. In the recent pandemic outburst when all of us including leaders saw a huge shift in the working regime. People started working from home. No one can meet personally, only zoom meeting was possible. The leaders faced lots of challenges as they cannot meet and it is not feasible to call everyone at all time to see how were they doing. Here emotions and empathy played a very significant role. The importance of emotional intelligence gained ground. The leaders who changed themselves and gave vent to the emotions to handle the team became very successful leaders. The leaders who could not adopt to the situations are very less in number.

Intelligent quotient (IQ) used to be the game changer once upon a time. I.Q. is important but again they prefer to call a shot from intelligence quotient level only and solve all the issues from that perspective. The problem is solved and the leader is happy and may be the management too. Don't you think something is missing! You are dealing with human beings. You are at the decision making table, cannot you be a bit empathetic while taking decision. This does not mean that you are going to take a wrong decision by being emotional. Is that the end of everything? Researchers have found that this kind of leadership also successfully exists without giving personal touch. These leadership traits may not last long and they may not be respected by the team over the period of time. These leaders do not emotionally connect with either themselves nor with the team. They only want work to be done like a robot without any emotional connect. Leaders with emotional quotient ignite passion and inspire best in people. Emotional intelligence is defined as the subset of social 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 once thinking and action.

Some authors have defined emotional Intelligence concisely that it connects feeling and thinking. "It is thinking about feeling and feeling about thinking". EI Emotional intelligence helps deal with the interpersonal and intrapersonal complexities characteristic of organizational contexts changing crisis. Maulding et al. has defined as "a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them," and to deploy the information gathered to guide one's actions and thinking. (Aguilar Yuste, 2021)

Emotional intelligence is often understood to be the capacity to recognise, evaluate, and control one's own emotions as well as those of others in order to successfully accomplish one's goals and those of the group. Emotional intelligence, according to Glossop and Mitchell, "involves the capacity to perceive accurately, evaluate, and express emotion; the capacity to access and/or generate feelings when they facilitate thought; the capacity to understand emotion and emotional knowledge; and the capacity to regulate emotions to promote emotional and intellectual growth." With the above detailing of leadership and Emotional Intelligence, it is observed over the period of time Leadership along with EI leads to better decision.

In today's increasingly hostile environment, many universities and organisations are seeking for ways to increase their competitive advantage. Businesses require reasonable solutions that will have a beneficial effect on the bottom line due to the economic climate uncertainties and rising competition. The improvement of employees' emotional intelligence is one strategy that has been shown to yield significant benefits yet has typically gone unnoticed in many firms. The term "emotional intelligence" (EI) describes the capacity to recognise, manage, and assess emotions. While some academics contend that emotional intelligence is an inborn trait, others contend that it can be learnt and increased.

LEADERSHIP AND EMOTIONAL INTELLIGENCE

As the Industrial Revolution evolved, so did the leadership philosophies. Now that everything will be done in real time, we are in the era of industry 5.0. Consider EQ's function in boosting motivation and productivity. Because of the real-time data, you cannot afford to miss anything. Your EQ is what will keep you going for so long.

In order to become a resilient provider of prosperity, Industry 5.0 recognises the power of industry in achieving societal goals beyond employment and growth. This is done by directing production in a way that respects the limits of our planet and centres the production process around the well-being of the workforce. Unlike Industry 4.0 trends, which emphasised technology, dehumanisation, technical advancement, and innovative best practises. Industry 5.0 will reorient itself to help people. This industrial revolution will make emotional intelligence more visible than ever at work. The time has come to evaluate how EI (Soft Skills) can improve workforce capabilities and get them ready for Industry 5.0. The impact of emotional intelligence on improving the workforce for Industry 5.0 should be the focus of the study. Performance is more affected by emotional awareness and expressiveness. Organizations have begun to spend in training and development as the idea of emotional intelligence has gained importance. Emotional intelligence (EQ) proponents contend that it may play a larger role in predicting leadership success than IQ.

Many scholars feel that EI is a crucial element of successful leadership. According to George, leaders that score highly on EI are able to identify, evaluate, foresee, and control emotions in a way that enables them to collaborate with and inspire team members. EI is "essential to effective team interaction and productivity," according to Prati, Douglas, Eerris, Ammeter, and Buckley, and the team leader's emotional intelligence "is important to the effective Public Personnel Management functioning of the team. The leader serves as a motivator toward collective action, facilitates supportive relationships among team members, and also provides a transformational influence over there (Kerr et al., 2006)

RESEARCH METHODOLOGY

The study will look into Primary and secondary data of education industries and also some of the service sectors like IT and banking which work in the similar echo system. I will have questionnaire methodologies which will be divided into three sections :

1. Dean and above
2. Professors and associate professors
3. Other support staff

Sample size of 200 divided into 20:50:30 ratios followed by analysis

GAP

Following are some of the gaps which were observed from other research papers which is required to be further explored in my research. Researchers said this topic has been understudied. Emotions is an individual attributes and flows in different ways which could be negative and positive therefore results will also vary. (Pastor, 2014)(M.Y et al., 2017)

1. Little evidence is seen on the effect EI of leaders on subordinates.
2. Accurate measurement is lacking to ascertain this through psychological and practical perspective of EI
3. Leaders can dominate through their social Abilities & EI and manipulate them while guiding them to a wrong path. (Indira, 2018)(M.Y et al., 2017)
4. The subordinates or the team mates also have their own EI which may or may not gel with the seniors emotions . the result will be very different then .

After that some of the studies in IT sectors have proved that EI does help in performance of the individuals. With the change in the eco system, the need and importance of EI in the leadership traits have become the need of the hour . The performance does have positive impact and leaders have to honestly display this otherwise they will end up loosing the face. (Caruso & Wolfe, 2004)

FINDINGS

Despite most of the scholars and researchers have agreed that in this kind of Industrial scenario leadership with EI can be more effective and useful. Still there are some who think otherwise. Let me try and put those thoughts in perspective which is the gap in support of Leadership with EI. The same can be analysed going forward

Similar to any other set of traits or skills, emotional intelligence (EQ) contains both positive and negative aspects. A person can use their strong emotional intelligence and social skills for prosocial behavior or they might misuse them to manipulate others for selfish ends.

CONCLUSION

My literature review focusses on emotional intelligence, an evolving area in Leadership development. My aim is to provide an overview of the literature that pertains to EI and leadership. The paper defines and identifies the Elmodel of leadership as follow :

1. The relationship between leadership and EI
2. The components of EI integration with current leadership style / practices and identifies key activities for developing EI competencies among Professors and Deans of the colleges and Universities.
3. EI shows some important links to leadership. Though there have been many for and against debates on this.

Numerous studies have shown that emotional intelligence (EI) and its many components are significantly correlated with effective leadership, that more successful principals have higher levels of emotional intelligence, and that leadership skills also vary depending on the perspective of principals and level of emotional intelligence. The performance of leaders, professors, and deans is affected by a variety of fundamental factors, according to an increasing number of researchers in recent years. Although some studies have demonstrated that subordinates are encouraged to work harder, there is limited data on how emotional intelligence of leaders and followers affects work outcomes.

My goal is to learn more about emotional intelligence in leaders and to build some strategies for gathering evidence to support this claim. By analysing the intercorrelations matrix in two levels, which may be the best predictor of professional performance, we also wanted to conduct a study on the degree of association, both in leaders and subordinates, between the level of emotional intelligence and professional performance or professional satisfaction. Overall, I can state that in the age of Industrialization 5, EI and empathy will be highly crucial in keeping employees, motivating them to work hard, and producing results. The majority of academics and experts concur that EI does aid in boosting team morale and motivating employees. It speaks highly of leaders who make decisions based on their emotional intelligence. The significance of EI has been further reinforced by recent corona pandemics. In order to maintain the attention of their team members and employees, the leaders were compelled to alter their management style and become more sympathetic and compassionate in their interactions.

IMPLICATION FOR FUTURE

As I mentioned earlier, we are in Industrialisation 5.0 where working regime has changed completely and everyone is aware of this. Added to 5.0 Industrialisation, we had faced Corona Pandemic where people's bent of mind changed completely and gave rise to EI ways of working if everyone has to perform and Organisation needs to prosper. The Leaders have to change their mindset completely and give ways to their emotions. the EI way of working will give results. Leadership with emotions is the way every organisation will run in these VUCA days. Things are changing and adoption to the new change is the way of life. Therefore, for positive implication

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