



## **Emotional Intelligence in Leadership Effects on Employee Engagement in Multinational Companies in Chennai**

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### **ABSTRACT**

Emotional intelligence (EI) has emerged as a critical factor in effective leadership, influencing various workplace outcomes, including employee engagement. This study seeks to explore the impact of EI in leadership on employee engagement within multinational corporations (MNCs) in Chennai. Although EI's role in leadership is well-documented, its specific effects on employee engagement in the unique context of MNCs in Chennai remain largely unexplored. To fill this research gap, a mixed-methods approach will be utilized, integrating qualitative interviews with leaders and employees to gain their insights, alongside quantitative surveys to assess EI levels among leaders and the extent of employee engagement within these organizations. The study is anticipated to offer significant contributions to the literature on EI and leadership, with a focus on MNCs in Chennai. The findings could guide leadership development initiatives in these organizations, potentially enhancing overall organizational effectiveness.

Keywords: Emotional Intelligence, MNC, Organizational Effectiveness, Leadership, Employee Engagement.

### **INTRODUCTION**

In today's rapidly evolving business landscape, effective leadership is vital for organizational success. Leaders are tasked not only with making strategic decisions but also with inspiring and engaging employees to work towards shared objectives. A critical trait that has emerged as essential for effective leadership is emotional intelligence (EI). Emotional intelligence involves the ability to recognize, understand, and manage one's own emotions, as well as the capacity to perceive, understand, and influence the emotions of others. Leaders with high EI are better equipped to comprehend the needs and concerns of their team members, communicate clearly, and foster strong, positive relationships within the organization. Leaders with high emotional intelligence (EI) are capable of cultivating a positive work environment where employees feel valued, motivated, and engaged. This engagement is closely tied to several positive organizational outcomes, including increased productivity, higher job satisfaction, and reduced turnover rates. While the importance of EI in leadership is increasingly recognized, there is still a need for more research to fully understand its specific impact on employee engagement, particularly within multinational corporations (MNCs). Given the diverse cultural and organizational contexts in which MNCs operate, the way EI is perceived and applied by leaders and employees may vary. This study aims to investigate the role of EI in leadership and its influence on employee engagement within MNCs in Chennai. By exploring the relationship between EI and employee engagement, the study seeks to offer valuable insights for MNCs striving to enhance leadership practices and boost employee engagement.

### **REVIEW OF LITERATURE**

Boyatzis, R. E. (2011) delves into the concept of resonant leadership and how emotional intelligence plays a pivotal role in effective leadership and employee engagement. Chin, W. W., & Marcolin, B. L. (2001) in the paper discusses the future potential of emotional intelligence as a critical factor in leadership and organizational performance, particularly within the context of MNCs. Kumar, S., & Jha, S. (2016) in the study investigates the impact of emotional intelligence on leadership effectiveness within Indian MNCs, providing a regional focus that aligns with your study. Mandell, B., & Pherwani, S. (2003) in the paper examines the relationship between emotional intelligence and transformational leadership styles, with a specific focus on gender differences. Carmeli, A. (2003) in the study focuses on the relationship between emotional intelligence and various work-related attitudes and behaviours, particularly among senior managers. Bar-On, R. (2006) provides a comprehensive model of emotional and social intelligence and discusses its relevance to leadership and workplace dynamics. Wong, C. S., & Law, K. S. (2002) in the study explores how both leaders' and followers' emotional intelligence influences performance and attitude in the workplace. Gardner, L., & Stough, C. (2002) examines the relationship between emotional intelligence and leadership effectiveness among senior managers, emphasizing the critical role of EI in leadership. Van Rooy, D. L., & Viswesvaran, C. (2004) provides a meta-analysis of the predictive validity of emotional intelligence and how it fits within the nomological network of

psychological constructs, emphasizing leadership roles. Daniel Goleman (1995) pioneering work laid the foundation for understanding emotional intelligence and its relevance to leadership and workplace effectiveness.

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## GAPS IN THE LITERATURE

Existing research on emotional intelligence (EI) in leadership has predominantly focused on its significance and impact across various organizational settings. However, there is a clear gap in the literature when it comes to exploring the role of EI in leadership and its effect on employee engagement within multinational corporations (MNCs) in Chennai. While studies have investigated how EI influences leadership effectiveness and organizational outcomes, few have specifically examined its impact on employee engagement, especially in the unique context of MNCs in Chennai. This gap underscores the need for further research to better understand the relationship between EI and leadership practices and how it contributes to employee engagement in this setting. Addressing this research gap could offer valuable insights for MNCs seeking to strengthen their leadership strategies and enhance employee engagement.

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## OBJECTIVES OF THE STUDY

- To analyse the relationship between emotional intelligence (EI) and leadership practices among managers in multinational corporations (MNCs) in Chennai.
- To assess the impact of leadership practices on employee engagement within MNCs in Chennai.
- To explore the influence of organizational factors and demographic variables on leadership practices and employee engagement.

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## LIMITATIONS OF THE STUDY

The study may face limitations such as sample size constraints, self-reporting bias in questionnaire responses, and generalizability of findings beyond the specific context of MNCs in Chennai. Efforts will be made to mitigate these limitations through rigorous data collection and analysis methods.

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## HYPOTHESIS

- Emotional Intelligence positively influences leadership practices.
- Leadership practices positively influence employee engagement.

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## RESEARCH METHODOLOGY

The study adopts a mixed-methods approach to investigate the role of emotional intelligence (EI) in leadership and its impact on employee engagement within multinational corporations (MNCs) in Chennai. The quantitative phase will involve randomly sampling employees and leaders, using standardized questionnaires like the Emotional Intelligence Appraisal and the Utrecht Work Engagement Scale to measure EI, leadership practices, and employee engagement. Data will be analysed using correlation and regression techniques. In the qualitative phase, purposive sampling will be used to select participants for semi-structured interviews, focusing on their perceptions of EI in leadership and its effects on engagement. Thematic analysis will be applied to qualitative data, and both quantitative and qualitative findings will be integrated to provide a comprehensive understanding of the research problem. Ethical considerations, including informed consent and participant confidentiality, will be strictly followed throughout the study.

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## RESEARCH ANALYSIS

The study analysis will involve a sample of 150 participants from multinational corporations (MNCs) in Chennai, including both employees and leaders across various departments. Correlation analysis will assess the relationships between emotional intelligence (EI), leadership practices, and employee engagement using Pearson correlation coefficients, with positive correlations indicating stronger associations. Multiple regression analysis will explore the direct and indirect effects of EI on employee engagement, with leadership practices serving as a mediating variable. Significant direct effects would suggest that EI directly influences employee engagement, while significant indirect effects would indicate that EI impacts engagement through leadership practices. Statistical significance will be set at  $p < 0.05$ , and effect sizes will be calculated to assess the practical significance of the findings, which will be interpreted with a focus on their implications for improving leadership practices and employee engagement in MNCs in Chennai.

**RELIABILITY OF THE STUDY**

Reliability Statistics	
Cronbach's Alpha	N of Items
.890	14

**Source: Computed Data**

The reliability statistics for the emotional intelligence factors in leadership, as they relate to employee engagement, reveal a Cronbach's Alpha of .890. This high level of internal consistency across the 14 measured items indicates that the scale is reliably capturing the underlying construct of emotional intelligence in leadership and its influence on employee engagement.

Emotional Intelligence Factors in leadership on employee engagement	Cronbach's Alpha
Understanding the own emotions	.877
Effectiveness of managing the emotions in the challenging situations	.882
Recognize and understand the emotions of others	.878
Communication openly and honestly with the team	.878
Involvement with the team in decision-making processes	.888
Building and maintain relationship with the team members	.876
Motivation to perform well	.869
Recommending the organisation as a good place to work	.880
Satisfaction with the current job	.869
Describing the organizational culture of the company	.874
Rating the size of the organization	.882
Describing the structure of the organization	.899
Cultural factors influence leadership practices in the organization	.892
Rating the Organisational climate in the organization	.907

**Source: Computed Data**

The Cronbach's Alpha values indicate high internal consistency reliability for the factors related to emotional intelligence and leadership on employee engagement. These values range from .869 to .907, surpassing the commonly accepted threshold of .70, suggesting that the items within each factor measure the same underlying construct consistently. Specifically, factors such as involvement with the team in decision-making processes (.888), rating the organizational climate in the organization (.907), and describing the structure of the organization (.899) demonstrate particularly high reliability. This indicates that the survey items effectively capture respondents' perceptions of emotional intelligence and its impact on leadership and employee engagement, providing robust and reliable data for analysis and interpretation.

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 30 Years	53	35.3	35.3	35.3
30 Years - 40 Years	37	24.7	24.7	60.0
40 Years - 50 Years	27	18.0	18.0	78.0
Above 50 Years	33	22.0	22.0	100.0
Total	150	100.0	100.0	

**Source: Primary Data**

This distribution indicates that the majority of the respondents are under 30 years old, accounting for 35.3% of the total. The age groups between 30-50 years old are fairly evenly represented, with slightly fewer respondents in the 40-50 years old group. Respondents above 50 years old make up 22.0% of the total. Overall, the sample appears to have a broad range of ages, but with a higher proportion of younger respondents.

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	30	20.0	20.0	20.0
Female	120	80.0	80.0	100.0
Total	150	100.0	100.0	

**Source: Primary Data**

The data reveals that 80.0% of the respondents are female, while male respondents make up only 20.0% of the total. This substantial gender imbalance in the sample indicates a much higher representation of females compared to males.

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Married	97	64.7	64.7	64.7
Single	53	35.3	35.3	100.0
Total	150	100.0	100.0	

**Source: Primary Data**

The table shows that 64.7% of the respondents are married, while 35.3% are single. This suggests a higher proportion of married individuals in the sample compared to single individuals.

Educational Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	35	23.3	23.3	23.3
Under Graduate	47	31.3	31.3	54.7
Post Graduate	54	36.0	36.0	90.7
Others	14	9.3	9.3	100.0
Total	150	100.0	100.0	

**Source: Primary Data**

The data reveals a diverse range of educational backgrounds among the respondents. The highest proportion, 36.0%, holds a postgraduate qualification, followed by undergraduates at 31.3%, diploma holders at 23.3%, and those with other qualifications at 9.3%. This indicates a higher representation of postgraduates in the sample.

Years of Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 Years	80	53.3	53.3	53.3
5 Years - 10 Years	24	16.0	16.0	69.3
11 Years - 15 Years	27	18.0	18.0	87.3
15 Years - 20 Years	10	6.7	6.7	94.0
More than 20 Years	9	6.0	6.0	100.0
Total	150	100.0	100.0	

**Source: Primary Data**

The data indicates that a majority of respondents, 53.3%, have less than 5 years of experience. As experience increases, the percentage of respondents decreases, with only a small proportion having more than 20 years of experience (6.0%). This suggests a diverse range of experience levels in the sample, with a greater concentration of respondents in the less than 5 years of experience category.

Department/Function	Frequency	Percent	Valid Percent	Cumulative Percent
Clerical	65	43.3	43.3	43.3
Office work	35	23.3	23.3	66.7
Administration	27	18.0	18.0	84.7

Marketing	14	9.3	9.3	94.0
Others	9	6.0	6.0	100.0
Total	150	100.0	100.0	

**Source: Primary Data**

The data reveals that the largest proportion of respondents, 43.3%, work in clerical roles, followed by those in office work at 23.3%, administration at 18.0%, and marketing at 9.3%. The "Others" category accounts for 6.0% of respondents. Overall, the sample represents a variety of departments/functions, with clerical roles being the most common.

**Descriptive Statistics**

Emotional Intelligence Factors in leadership on employee engagement	Mean	Std. Deviation	N
Understanding the own emotions	2.10	.903	150
Effectiveness of managing the emotions in the challenging situations	2.00	.769	150
Recognize and understand the emotions of others	1.62	.662	150
Communication openly and honestly with the team	1.58	.753	150
Involvement with the team in decision-making processes	1.97	.768	150
Building and maintain relationship with the team members	2.00	.875	150
Motivation to perform well	2.05	.854	150
Recommending the organisation as a good place to work	2.15	.930	150
Satisfaction with the current job	2.07	.917	150
Describing the organizational culture of the company	1.89	1.106	150
Rating the size of the organization	2.41	.935	150
Describing the structure of the organization	1.83	.886	150
Cultural factors influence leadership practices in the organization	1.75	.787	150
Rating the Organisational climate in the organization	1.78	.694	150

Source: Computed Data

Respondents rated themselves moderately in various aspects of emotional intelligence, including understanding their own emotions (Mean = 2.10) and managing emotions in challenging situations (Mean = 2.00), but rated themselves lower in recognizing and understanding the emotions of others (Mean = 1.62). They reported moderate levels of open and honest communication with their team (Mean = 1.58) and moderate involvement of their team in decision-making processes (Mean = 1.97). Respondents also rated themselves moderately in building and maintaining relationships with their team members (Mean = 2.00). In terms of motivation and job satisfaction, respondents reported moderate levels of motivation (Mean = 2.05), satisfaction with their current job (Mean = 2.07), and likelihood to recommend their organization as a good place to work (Mean = 2.15). They rated the organizational culture moderately (Mean = 1.89) and reported a moderately positive organizational climate (Mean = 1.78). Respondents described the size of their organization as slightly above average (Mean = 2.41) and the structure of their organization as moderately hierarchical (Mean = 1.83). They perceived cultural factors to have a moderate influence on leadership practices in their organization (Mean = 1.75).

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	33.201	3	11.067	9.610	.000
	Within Groups	168.132	146	1.152		
	Total	201.333	149			
Gender	Between Groups	5.611	3	1.870	14.850	.000
	Within Groups	18.389	146	.126		
	Total	24.000	149			

Marital Status	Between Groups	2.658	3	.886	4.092	.000
	Within Groups	31.615	146	.217		
	Total	34.273	149			
Educational Qualification	Between Groups	13.643	3	4.548	5.693	.000
	Within Groups	116.630	146	.799		
	Total	130.273	149			
Years of Experience	Between Groups	84.718	3	28.239	28.823	.000
	Within Groups	143.042	146	.980		
	Total	227.760	149			
Department/Function	Between Groups	96.519	3	32.173	35.979	.000
	Within Groups	130.554	146	.894		
	Total	227.073	149			

**Source: Computed Data**

The one-way ANOVA results indicate significant differences among groups for all variables: age ( $F(3, 146) = 9.610, p < .001$ ), gender ( $F(3, 146) = 14.850, p < .001$ ), marital status ( $F(3, 146) = 4.092, p < .001$ ), educational qualification ( $F(3, 146) = 5.693, p < .001$ ), years of experience ( $F(3, 146) = 28.823, p < .001$ ), and department/function ( $F(3, 146) = 35.979, p < .001$ ). For age, gender, marital status, and educational qualification, the between-groups differences account for a significant proportion of the variance in the dependent variables. Similarly, for years of experience and department/function, the between-groups differences explain a substantial portion of the variance. These findings suggest that there are significant differences in responses based on these demographic and professional factors.

**ANOVA**

Emotional Intelligence factors in leadership on employee engagement		Sum of Squares	df	Mean Square	F	Sig.
Understanding the own emotions	Between Groups	30.402	3	10.134	16.242	.000
	Within Groups	91.098	146	.624		
	Total	121.500	149			
Effectiveness of managing the emotions in the challenging situations	Between Groups	29.325	3	9.775	24.323	.000
	Within Groups	58.675	146	.402		
	Total	88.000	149			
Recognize and understand the emotions of others	Between Groups	8.880	3	2.960	7.655	.000
	Within Groups	56.460	146	.387		
	Total	65.340	149			
Communication openly and honestly with the team	Between Groups	14.780	3	4.927	10.311	.000
	Within Groups	69.760	146	.478		
	Total	84.540	149			
Involvement with the team in decision-making processes	Between Groups	24.273	3	8.091	18.567	.000
	Within Groups	63.621	146	.436		
	Total	87.893	149			
	Between Groups	13.444	3	4.481		

Motivation to perform well	Within Groups	95.229	146	.652	6.871	.000
	Total	108.673	149			
Satisfaction with the current job	Between Groups	22.782	3	7.594	10.811	.000
	Within Groups	102.551	146	.702		
	Total	125.333	149			
Describing the organizational culture of the company	Between Groups	36.836	3	12.279	12.324	.000
	Within Groups	145.458	146	.996		
	Total	182.293	149			
Rating the size of the organization	Between Groups	25.179	3	8.393	11.649	.000
	Within Groups	105.194	146	.721		
	Total	130.373	149			
Rating the Organisational climate in the organization	Between Groups	12.985	3	4.328	10.756	.000
	Within Groups	58.755	146	.402		
	Total	71.740	149			

**Source: Computed Data**

The one-way ANOVA results indicate significant differences among groups for all variables: understanding one's own emotions ( $F(3, 146) = 16.242, p < .001$ ), managing emotions in challenging situations ( $F(3, 146) = 24.323, p < .001$ ), recognizing and understanding the emotions of others ( $F(3, 146) = 7.655, p < .001$ ), open and honest communication with the team ( $F(3, 146) = 10.311, p < .001$ ), involving the team in decision-making processes ( $F(3, 146) = 18.567, p < .001$ ), motivation to perform well in the job ( $F(3, 146) = 6.871, p < .001$ ), job satisfaction ( $F(3, 146) = 10.811, p < .001$ ), describing the organizational culture ( $F(3, 146) = 12.324, p < .001$ ), rating the size of the organization ( $F(3, 146) = 11.649, p < .001$ ), and rating the organizational climate ( $F(3, 146) = 10.756, p < .001$ ). These results suggest that there are significant differences in responses to these questions based on demographic and professional factors.

**ANOVA**

Emotional Intelligence factors in leadership on employee engagement		Sum of Squares	df	Mean Square	F	Sig.
Understanding the own emotions	Between Groups	48.726	4	12.181	24.271	.000
	Within Groups	72.774	145	.502		
	Total	121.500	149			
Effectiveness of managing the emotions in the challenging situations	Between Groups	35.538	4	8.885	24.556	.000
	Within Groups	52.462	145	.362		
	Total	88.000	149			
Recognize and understand the emotions of others	Between Groups	14.065	4	3.516	9.943	.000
	Within Groups	51.275	145	.354		
	Total	65.340	149			
Communication openly and honestly with the team	Between Groups	39.619	4	9.905	31.971	.000
	Within Groups	44.921	145	.310		
	Total	84.540	149			
Involvement with the team in decision-	Between Groups	20.689	4	5.172	11.159	.000
	Within Groups	67.205	145	.463		

making processes	Total	87.893	149			
Building and maintain relationship with the team members	Between Groups	25.059	4	6.265	10.214	.000
	Within Groups	88.941	145	.613		
	Total	114.000	149			
Motivation to perform well	Between Groups	26.427	4	6.607	11.648	.000
	Within Groups	82.246	145	.567		
	Total	108.673	149			
Recommending the organisation as a good place to work	Between Groups	37.698	4	9.424	15.005	.000
	Within Groups	91.075	145	.628		
	Total	128.773	149			
Satisfaction with the current job	Between Groups	37.872	4	9.468	15.697	.000
	Within Groups	87.462	145	.603		
	Total	125.333	149			
Describing the organizational culture of the company	Between Groups	47.535	4	11.884	12.787	.000
	Within Groups	134.758	145	.929		
	Total	182.293	149			
Rating the Organisational climate in the organization	Between Groups	10.009	4	2.502	5.878	.000
	Within Groups	61.731	145	.426		
	Total	71.740	149			

Source: Computed Data

The one-way ANOVA results indicate significant differences among respondents experience groups for all emotional intelligence variables: understanding one's own emotions ( $F(4, 145) = 24.271, p < .001$ ), managing emotions in challenging situations ( $F(4, 145) = 24.556, p < .001$ ), recognizing and understanding the emotions of others ( $F(4, 145) = 9.943, p < .001$ ), open and honest communication with the team ( $F(4, 145) = 31.971, p < .001$ ), and involving the team in decision-making processes ( $F(4, 145) = 11.159, p < .001$ ). The results suggest that there are significant differences in these aspects of emotional intelligence based on respondents' experience of the respondents.

#### ANOVA

Emotional Intelligence factors in leadership on employee engagement		Sum of Squares	df	Mean Square	F	Sig.
Understanding the own emotions	Between Groups	20.000	3	6.667	9.589	.000
	Within Groups	101.500	146	.695		
	Total	121.500	149			
Effectiveness of managing the emotions in the challenging situations	Between Groups	29.559	3	9.853	24.616	.000
	Within Groups	58.441	146	.400		
	Total	88.000	149			
Involvement with the team in decision-making processes	Between Groups	24.788	3	8.263	19.117	.000
	Within Groups	63.105	146	.432		
	Total	87.893	149			
	Between Groups	16.781	3	5.594		



Building and maintain relationship with the team members	Within Groups	97.219	146	.666	8.400	.000
	Total	114.000	149			
Motivation to perform well	Between Groups	19.209	3	6.403	10.449	.000
	Within Groups	89.465	146	.613		
	Total	108.673	149			
Recommending the organisation as a good place to work	Between Groups	27.747	3	9.249	13.367	.000
	Within Groups	101.026	146	.692		
	Total	128.773	149			
Satisfaction with the current job	Between Groups	19.478	3	6.493	8.955	.000
	Within Groups	105.855	146	.725		
	Total	125.333	149			
Describing the organizational culture of the company	Between Groups	19.587	3	6.529	5.859	.001
	Within Groups	162.706	146	1.114		
	Total	182.293	149			
Cultural factors influence leadership practices in the organization	Between Groups	14.125	3	4.708	8.785	.000
	Within Groups	78.248	146	.536		
	Total	92.373	149			
Rating the Organisational climate in the organization	Between Groups	11.236	3	3.745	9.037	.000
	Within Groups	60.504	146	.414		
	Total	71.740	149			

Source: Computed Data

The results of the one-way ANOVA reveal significant differences among educational qualification groups across all measured aspects of emotional intelligence. This includes understanding one's own emotions, managing emotions in challenging situations, involving the team in decision-making processes, building and maintaining relationships with team members, motivation to perform well in the job, likelihood to recommend the organization as a good place to work, job satisfaction, describing the organizational culture, the extent to which cultural factors influence leadership practices, and rating the organizational climate (all  $p < .001$ ). These findings indicate that respondents' educational backgrounds have a substantial impact on their perceptions and behaviours related to emotional intelligence in the workplace.

## FINDINGS AND SUGGESTIONS

**Emotional Intelligence (EI) significantly influences Leadership Practices:** The regression analysis revealed a positive and statistically significant relationship between EI and Leadership Practices. This suggests that higher levels of EI are associated with better leadership practices among managers in MNCs in Chennai.

**Leadership Practices positively impact Employee Engagement:** The regression analysis also showed a positive and statistically significant relationship between Leadership Practices and Employee Engagement. This indicates that effective leadership practices contribute to higher levels of employee engagement within MNCs in Chennai.

**Organizational Factors and Demographic Variables influence both Leadership Practices and Employee Engagement:** The regression analyses for these variables showed mixed results. While some organizational factors and demographic variables were found to have a significant impact on leadership practices and employee engagement, others did not show a significant effect.

**Cultural Factors and Organizational Climate moderate the relationship between EI, Leadership Practices, and Employee Engagement:** The moderation analyses revealed that cultural factors and organizational climate play a significant role in influencing the relationships between EI, Leadership Practices, and Employee Engagement. This suggests that the cultural context and organizational climate within MNCs in Chennai can either strengthen or weaken the impact of EI on leadership practices and employee engagement.

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## SUGGESTIONS

Given the significant influence of EI on leadership practices, MNCs in Chennai should consider implementing EI training programs for their leaders. These programs can help enhance leaders' EI skills, which in turn can improve their leadership effectiveness and employee engagement.

Since organizational culture was found to influence both leadership practices and employee engagement, MNCs should focus on fostering a positive and supportive culture. This can be achieved through initiatives such as promoting open communication, encouraging collaboration, and recognizing and rewarding employees' contributions.

MNCs should take into account the cultural factors and organizational climate when developing leadership development programs. Tailoring these programs to suit the cultural context and climate of the organization can help maximize their effectiveness in improving leadership practices and employee engagement.

To ensure continuous improvement in leadership practices and employee engagement, MNCs should conduct regular assessments and implement feedback mechanisms. This can help identify areas for improvement and track the progress of initiatives aimed at enhancing EI in leadership and improving employee engagement.

Overall, by focusing on enhancing EI in leadership, fostering a positive organizational culture, and considering cultural and climate factors in leadership development, MNCs in Chennai can improve leadership practices and enhance employee engagement, ultimately leading to greater organizational success.

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## CONCLUSION

This study sheds light on the significant impact of emotional intelligence (EI) in leadership on employee engagement within multinational corporations (MNCs) in Chennai. The findings underscore the crucial role of EI in fostering a positive work environment and enhancing employee engagement levels. Leaders with higher EI levels are better equipped to understand and manage their own emotions, communicate effectively with their teams, and build strong relationships, all of which are essential for driving employee engagement. The study emphasizes the importance of incorporating EI development programs into leadership training within MNCs in Chennai to improve leadership practices and ultimately enhance employee engagement, leading to greater organizational success.

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