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A Study on the Effects of Emotional Intelligence on Leadership Effectiveness – Supervisory & Senior Managers

Akash Sindhu

MBA Dual , Galgotias University

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ABSTRACT:

Emotional Intelligence (EI) is a key factor in good leadership. This study investigates the association between emotional intelligence (EI) and leadership effectiveness among supervisory and senior managers in diverse industries. The study takes a mixed-methods approach, using survey data and semi-structured interviews to determine how EI components—self-awareness, self-regulation, motivation, empathy, and social skills—influence leadership performance. The results show a strong positive relationship between high emotional intelligence and leadership effectiveness. The study concludes with recommendations for EI-focused leadership development programs to improve managerial performance and organizational success.

The study takes a mixed-methods approach, integrating quantitative data from standardized questionnaires with qualitative insights from interviews. The findings indicate a substantial positive relationship between high EI and effective leadership, particularly in team motivation, decision-making, conflict resolution, and communication. The study suggests introducing emotional intelligence (EI) training and evaluation into leadership development programs to improve corporate performance.

1. Introduction.

Leadership in today's dynamic workplace requires not just strategic decision-making but also good people management. Emotional Intelligence (EI), which is defined as the ability to recognize and control one's own and others' emotions, has emerged as a critical component of effective leadership. Supervisory and senior managers, who make crucial decisions and manage teams, require a high level of emotional intelligence (EI) to lead effectively. This study looks into the effect of EI on leadership performance in various roles.

In today's fast-paced, complicated business climate, good leadership is critical to organizational success. Traditionally, leadership success was linked to cognitive intelligence (IQ), professional experience, and technical abilities. However, recent advances in organizational behavior and psychology have highlighted the growing importance of Emotional Intelligence (EI) as a crucial predictor of successful leadership.

Emotional intelligence is the capacity to notice, control, and analyze one's own and others' emotions. Leaders with high emotional intelligence can better handle stress, resolve problems, and encourage their people. This is especially important for supervisors and senior managers, who must lead teams, coordinate interdepartmental activities, and negotiate organizational challenges.

This study examines the effects of Emotional Intelligence on leadership effectiveness among supervisory and senior managers in various sectors.

2. Literature Review:

Daniel Goleman's study, which identified five critical components, helped to popularize the concept of emotional intelligence.

1. Self-awareness involves identifying one's feelings.
2. Self-regulation involves controlling emotional responses.
3. Motivation - inner urge to succeed.
4. Empathy - comprehending other people's feelings
5. Social Skills: Effective Relationship Management

Previous research (Boyatzis & Goleman, 2001) has demonstrated that leaders with high EI promote higher employee satisfaction, enhanced collaboration, and better team outcomes. Studies also show that technical skills and IQ alone are insufficient for leadership achievement in complicated organizational environments.

3. Objectives of the Study

To assess Emotional Intelligence levels among supervisors and senior managers.

To investigate the relationship between emotional intelligence (EI) and leadership effectiveness.

To study how individual EI components influence managerial success.

To propose EI-based development options for leaders.

4. Research Methodology.

4.1 Research Design:

A mixed-methods approach is used for both descriptive and analytical purposes.

1. Research Design

The study employs a quantitative research design, supplemented by descriptive and analytical techniques. The objective is to determine the association between Emotional Intelligence (independent variable) and Leadership Effectiveness (dependent variable).

2. Population and Sample.

Population: Managers at the supervisory and senior levels from diverse industries, including manufacturing, information technology, banking, and services.

Sample size: 100 managers (50 supervisory and 50 senior level).

Purposive sampling was utilized to choose persons with current managerial jobs and team leadership expertise.

4.2 Population and sample:

100 managers (50 supervisory and 50 senior managers) from various industries, including manufacturing, IT, healthcare, and education.

4.3 Data Gathering Tools:

EI Assessment Tool is based on Goleman's concept.

The Leadership Effectiveness Questionnaire assesses communication, decision-making, team management, and conflict resolution.

Interviews were conducted with 10 selected managers.

4.4 Data Analysis Methods:

SPSS was used to conduct correlation and regression analyses, as well as theme analysis of qualitative data.

5. Data Analysis and Findings.

5.1 Quantitative Findings:

The Pearson correlation value between EI scores and leadership effectiveness is 0.71.

According to regression study, EI explains approximately 52% of the variance in leadership effectiveness scores.

5.2 Qualitative insights:

Managers with high empathy and social skills were better at resolving disagreements and fostering team cohesion.

Self-regulation enabled managers to remain cool and decisive under pressure.

6. Discussion.

The findings clearly demonstrate that EI is a powerful predictor of leadership success. Supervisory managers rely on strong social skills to handle day-to-day operations, whereas senior managers employ empathy and self-awareness to drive long-term strategic objectives. Leadership training programs frequently emphasize technical skills while ignoring the emotional factors necessary for team management and change adaptation.

The findings of this study clearly show a strong and favorable association between Emotional Intelligence (EI) and leadership effectiveness among supervisors and senior managers. The study found that managers with greater levels of EI lead more effectively, particularly in interpersonal interactions, conflict resolution, team motivation, and decision-making.

One of the significant conclusions is that self-awareness and self-regulation are critical for stress management and taking a calm, rational approach to leadership issues. Managers who are aware of their emotional triggers and can control their reactions are more likely to foster a stable and healthy workplace environment.

Empathy emerged as another important EI factor driving leadership effectiveness. Empathetic leaders excel at understanding employee issues, generating trust, and developing strong team relationships. This lends credence to the notion that leadership is more than just issuing instructions; it is also about listening, comprehending, and emotionally engaging with others.

7. Implications of the Study

HR Teams: Include EI evaluation in recruitment and promotion criteria.

Organizations should provide EI development programs as well as management coaching.

Incorporate emotional intelligence training into MBA and executive education curriculum.

1. For organizations:

Leadership Development: Organizations should incorporate Emotional Intelligence (EI) training into leadership development programs. Improving EI can help enhance team dynamics, reduce disagreements, and boost overall productivity.

Hiring and Promotions: EI tests can be utilized during the recruitment and promotion process to identify persons with good interpersonal and leadership abilities.

Workplace Culture: Increasing EI across management levels can lead to a more sympathetic, communicative, and inclusive workplace culture.

2. For HR professionals:

HR departments can create and provide training on self-awareness, emotional regulation, empathy, and relationship management.

Managers' performance reviews should take into account emotional intelligence competencies as well as task-oriented performance.

Conflict Resolution: Emotionally intelligent leaders are better able to manage and resolve internal team conflicts. This decreases reliance on HR for small interpersonal concerns.

3. For Managers and Leaders.

Personal Development: Managers should actively try to increase their emotional intelligence (EI) in order to be more effective at inspiring teams, handling stress, and managing relationships.

Leadership Style: Emotionally intelligent leadership allows managers to adapt their style to individual and situational demands, resulting in higher team engagement and retention

4. For educational institutions and training organizations:

Curriculum Design: Business schools and leadership institutes should incorporate emotional intelligence training into MBA and executive education programs.

Real-World Application: Case studies and role-playing exercises based real EI scenarios can help students build important soft skills for future leadership jobs.

5. To Researchers and Scholars:

Further Research: The positive association between EI and leadership effectiveness opens the door to more research into industry-specific applications, cross-cultural comparisons, and long-term organizational implications.

To summarize, this study demonstrates that Emotional Intelligence is an effective tool for leadership success. Investing in leaders' emotional development is not just good; it is required for long-term organizational success.

8. Conclusion.

Emotional Intelligence is critical in developing effective leaders, particularly at the supervisory and senior management levels. Organizations that invest in fostering EI competencies should expect greater leadership performance, team dynamics, and overall organizational success. Future research can investigate EI in various cultural contexts or assess its long-term impact on staff retention and profitability.

The link between EI and leadership effectiveness shows that emotionally intelligent managers are better suited to building trust, improving communication, and increasing staff morale. These characteristics directly impact team productivity and organizational performance. In contrast, executives with low EI may struggle with interpersonal issues and fail to foster a collaborative environment, regardless of their technical expertise or years of experience.

To summarize, emotional intelligence is not an option, but rather a requirement for modern leadership. It is crucial for negotiating the intricacies of human resource management and organizational growth. To achieve success, future leaders must be taught in emotional understanding and human connection, in addition to strategic thinking and operations.

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