



Emotional Intelligence and Leadership Effectiveness

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ABSTRACT: Emotional Intelligence (EI) has emerged as a central determinant of leadership success in modern organizations. As workplaces become more dynamic and interpersonal demands increase, leaders must effectively perceive, regulate, and apply emotions to motivate followers and achieve organizational goals. This study examines the relationship between EI and leadership effectiveness using both theoretical perspectives and primary empirical data. A structured questionnaire was administered to 50 respondents, and the resulting data were analyzed using SPSS. The findings show strong positive correlations between EI, leadership communication, and overall leadership effectiveness. Regression analysis revealed that EI accounts for 71% of the variance in leadership effectiveness, demonstrating its significant predictive power. The study emphasizes the role of EI development in leadership training and organizational performance improvement.

KEYWORDS: Emotional Intelligence, Leadership, Communication, Organizational Behaviour, Effectiveness

I. INTRODUCTION

Leadership within contemporary organizations extends beyond technical and cognitive capabilities; it requires the capacity to understand, manage, and respond appropriately to emotional dynamics. Emotional Intelligence (EI), first introduced by Salovey and Mayer (1990), and later popularized by Goleman (1995), is widely recognized as a core competency influencing effective leadership behavior.

EI encompasses four major components—self-awareness, self-regulation, empathy, and social skills—that enable leaders to inspire, influence, communicate, and build trust with followers. As organizations demand higher levels of collaboration, adaptability, and employee engagement, EI provides a powerful framework for understanding why some leaders outperform others in similar conditions.

This research analyzes the impact of emotional intelligence on leadership effectiveness by integrating theoretical frameworks with primary data analysis.

II. REVIEW OF LITERATURE

- Researchers have consistently highlighted EI as a key determinant of leadership success. According to Goleman (1998), nearly 80% of leadership effectiveness can be attributed to emotional competencies rather than cognitive skills alone. Mayer and Salovey (1997) described EI as a set of abilities involving emotional perception, facilitation of thought, understanding, and regulation.
- Leadership effectiveness has been linked to EI through transformational leadership, servant leadership, ethical leadership, and participative leadership models. Studies show that emotionally intelligent leaders communicate more effectively, handle conflict constructively, and build psychologically safe environments conducive to innovation and performance.
- Furthermore, O'Boyle et al. (2011) conducted a meta-analysis confirming a significant and positive relationship between EI and job performance across industries. These findings provide a strong empirical foundation for examining EI as a predictor of leadership outcomes.

III. METHODOLOGY

A descriptive and quantitative research design was adopted for this study. Primary data were collected from **50 respondents** across different organizational settings. A structured questionnaire following a 5-point Likert scale was used to measure:



1. Emotional Intelligence (EI)

- Self-awareness
- Self-regulation
- Empathy
- Social skills

2. Leadership Communication

3. Leadership Effectiveness

Additional demographic variables such as age, gender, and leader tenure were included as control variables.

Data were analyzed using **SPSS 26**. The analyses included descriptive statistics, reliability analysis, Pearson correlation, and linear regression.

IV. RESULTS AND DATA ANALYSIS

1. Reliability Analysis

Cronbach's Alpha values indicated high reliability:

Scale	Cronbach's α
Emotional Intelligence	0.89
Leadership Communication	0.86
Leadership Effectiveness	0.91

All values exceed the 0.70 threshold, indicating strong internal consistency.

2. Descriptive Statistics

Variable	Mean	SD
Emotional Intelligence	4.34	0.41
Leadership Communication	4.32	0.44
Leadership Effectiveness	4.44	0.47

Respondents generally rated their leaders highly on EI and overall effectiveness.

3. Correlation Analysis

Relationship	r	Sig.
EI ↔ Leadership Communication	0.81	<0.001
EI ↔ Leadership Effectiveness	0.84	<0.001
Leadership Communication ↔ Leadership Effectiveness	0.88	<0.001

All relationships are strong, positive, and statistically significant.

Leaders with higher EI tend to communicate better and demonstrate higher leadership effectiveness.

4. Regression Analysis

Emotional Intelligence was used as a predictor of Leadership Effectiveness.

Model Summary

- **R = 0.84**
- **R² = 0.71**
→ EI explains **71%** of the variance in leadership effectiveness.

ANOVA

- **F(1,48) = 117.52**, $p < 0.001$ (model is significant)

Coefficients

Predictor	β	t	Sig.
Emotional Intelligence	0.84	10.84	<0.001

Emotional Intelligence has a strong and statistically significant positive effect on leadership effectiveness. Improvement in EI substantially enhances leadership outcomes.

5. Effect of Tenure

When leader experience (tenure) was added to the regression model:



- EI remained the strongest predictor ($\beta = 0.79$, $p < 0.001$)
- Tenure showed a mild positive effect ($\beta = 0.21$, $p = 0.047$)

This indicates that EI contributes more to leadership success than experience alone.

V. DISCUSSION

This study supports the extensive literature indicating that emotional intelligence is a crucial determinant of leadership effectiveness. The significant correlations and regression results demonstrate that emotionally intelligent leaders:

- Communicate more effectively
- Build stronger relationships
- Handle conflicts constructively
- Maintain team motivation
- Make more informed decisions

The strong predictive power of EI ($R^2 = 0.71$) confirms that leaders' emotional competencies substantially shape follower perceptions and organizational outcomes.

VI. CONCLUSION

The results clearly indicate that Emotional Intelligence is essential for effective leadership. Leaders who demonstrate higher levels of EI are more capable of motivating their teams, communicating effectively, and creating positive work environments. Since EI strongly predicts leadership success, organizations should integrate EI training, coaching, and assessment into leadership development programs.

Future research may expand the sample size, apply longitudinal designs, or explore cross-cultural differences to enhance the understanding of EI's impact in diverse organizational settings.

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