ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP BEHAVIOUR- A REVIEW

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ABSTRACT

Emotional intelligence is very important in leadership roles, as leaders need everyone to do their jobs as effectively as possible and this requires a high degree of interpersonal effectiveness. Studies showed that high emotional quotient differentiates average from superior performers, which can be critical for leadership positions. The present paper is an attempt to examine the relationship between emotional intelligence and leadership behavior of an individual by review of the studies conducted in India and worldwide. The findings of the study reveal positive relationship between emotional intelligence and leadership behavior of an individual.

Key words: Emotional Intelligence, Leadership, Behaviour.


1. INTRODUCTION

Emotional intelligence is considered a popular construct and is responsible for success in every aspect of a person life. Goleman (1995) theorized that emotional intelligence provides the base for emotional competencies that promote social and personal skills in individuals for better performance at work places. Those who have high competency can recognize emotions and influence others feelings, as compared to those who have less capability. They normalize their emotions and are able to perform better in organization.

Cooper and Sawaf (1997) cited that 7% of leadership success is attributable to intellect and 93% of success comes from trust, integrity, authenticity, honesty, creativity, presence and resilience.

Feldman, (1999); Noyes, (2001); Chastukhina, (2002) in their studies showed that Leaders with high levels of emotional intelligence positively apply social skills to influence others,
create strong relationships with clients and employees, and are effective motivators by controlling their emotions and understanding their weaknesses.

Barling, Slater and Kelloway (2000) examined the relationship between emotional intelligence and transformational leadership. Their research findings showed that emotional intelligence is associated with three aspects of transformational leadership (namely, idealized influence, inspirational motivation, and individualized consideration), and contingent reward. In contrast, active and passive management by expectation, and laissez-faire management were not associated with emotional intelligence.

Due to the social complexity of today’s organizations, Dearborn (2002) suggested managers with high emotional intelligence may be more capable of getting more output from less people and recognizing the nuances of dynamic situations while creating positive outcomes.

Elias, Arnold and Hussey (2003) claim effective leadership is a combination of traditional intelligence (intelligence quotient) and emotional intelligence. They compare intelligence quotient to the raw material of knowledge and emotional quotient to the ability to turn knowledge into action. Those leaders who possess a strong set of interpersonal skills and can distinguish what approach is best to use for any given situation are most likely to be successful in their positions (Dyer, 2001). Such skills needed for effective leadership include empathy, heightened awareness, insight, and the ability to give feedback (Bass, 1985).

Mandell and Pherwani (2003) examined the predictive relationship between emotional intelligence and transformational leadership style, the gender differences within each construct, and interaction effects between gender and emotional intelligence. The study established that emotional intelligence significantly predicts transformational leadership style. A significant difference was also found between the emotional intelligence scores of male and female managers. Gender, however, did not predict a transformational leadership style over and above emotional intelligence. These results indicate that emotional intelligence can be used to identify leaders who demonstrate positive transformational leadership qualities.

Webb (2004) examined the extent to which emotional intelligence is related to transformational leadership within mentoring relationships. One hundred and twelve faculty members responsible for mentoring doctoral students were assessed on the various dimensions of emotional intelligence. Transformational leadership ratings for each professor were provided by the doctoral student(s) who were advised by him or her. The results indicated that emotional intelligence can predict several aspects of transformational leadership, including charisma and inspirational motivation.

Srivastva and Bharamanaikar (2004) examined the relationship of emotional intelligence with leadership excellence, success and job satisfaction. The results showed that emotional intelligence significantly correlates with transformational leadership and success. An emotionally intelligent person is more successful in all spheres than a person who possesses less emotional intelligence skills.

Punia (2005) conducted a study on 250 executives in the National Capital Region – Delhi, and found that leaders with higher emotional intelligence see changes as opportunities for betterment, and they cherish not stability but ongoing development of individual workers and of the organisation itself.

Rosete and Ciarrochi (2005) established a link between emotional intelligence and workplace measures of leadership effectiveness, using an objective measure of performance and a 360o assessment tool. The research results showed that executives higher on emotional intelligence are more likely to achieve organizational outcomes and be considered as effective leaders by their subordinates and direct manager.
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Alon and Higgins (2005) studied that with the current rise of globalization, both emotional and cultural intelligence has become important for cross-cultural leaders to excel. Global leaders can make the best use of emotional intelligence and maximize success when they understand and work within diverse foreign environments. This multiple intelligence framework helps to clarify adaptations to implement in leadership development programs of multinational firms.

Rego, Sousa, Cunha, Correia, and Saur (2007) examined the relationship between leaders' emotional intelligence and creativity of their teams. A sample of 138 top and middle managers from 66 organizations operating in the European Union was analyzed. Emotional intelligence was assessed by a self-report scale consisting of six dimensions: understanding one's emotions, self-control against criticism, self encouragement (use of emotions), emotional self-control (regulation of emotions), empathy and emotional contagion, understanding other people's emotions. The results revealed that emotionally intelligent leaders behave in ways that stimulate the creativity of their teams.

Singh (2007) investigated the relationship between emotional intelligence and leadership effectiveness among 340 software professionals of a large company in India. Emotional intelligence was found to be positively and significantly related to organizational leadership for both genders. The results revealed no significant differences between male and female software professionals in terms of emotional intelligence and overall leadership effectiveness. The relationship management aspect of emotional intelligence was found to be the most important predictor of leadership. The study laid emphasis on employees to develop their relationship skills in order to become effective leaders.

Bal Subramanian, Ghatala and Nair (2008) conducted a study in Apollo Health City, Hyderabad to investigate the relationship of emotional intelligence with organizational leadership as well as the impact of emotional intelligence on leadership effectiveness. The findings suggested that management functions have undermined the importance of individual development, at the cost of technology and modernization. The study suggested that Apollo Hospital Group, Hyderabad, should specifically concentrate on improving the self-management and social awareness skills of the employees in order to maintain its position as the No 1 health care provider in India.

Boyatzis and Ratti (2009) in their study identified competencies that distinguished effective managers and leaders. Performance measures were collected as nominations from superiors and subordinates. Results revealed that emotional, social and cognitive intelligence competencies predict performance. More specifically, in the emotional intelligence competency cluster, effective executives showed more initiative, while effective middle level managers showed more planning than their less effective counterparts. Similarly, in the social intelligence competency cluster, effective executives were more distinguished in networking, self-confidence, persuasiveness and oral communication. These are all addressing assertive and influencing processes. Meanwhile, effective middle level managers distinguished themselves with empathy and group management. These appear to be key competencies in addressing internal processes, whereas effective executives seem to be focused on the external environment. The main implication of the study was that competencies needed for managers to be effective can be identified.

2. CONCLUSION
From the above study of the review of various literatures, we can identify that Leadership is an important aspect of individual and organizational success. In short, leadership matters; however, the organizational environment encountered by leaders is undergoing dynamic changes. New leaders will require skills that allow them to deal with the issues of increased
diversity, heterogeneous work teams, high levels of ambiguity, and the need for more personalized approaches. The skills that modern leaders require may be exactly those related to emotional intelligence (EI). The findings of the study reveal positive relationship between emotional intelligence and leadership behavior of an individual.

REFERENCES
