



The Influence of Emotional Intelligence on Leadership Effectiveness in Organizations

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Abstract

The objective of this research is to investigate the influence of emotional intelligence on leadership effectiveness in businesses. This is in addition to the fact that it is an empirical study that serves both descriptive and analytical goals. The primary data were collected through a standardised questionnaire administered to 110 individuals. A wide range of professional hierarchies and functional areas was represented among the individuals who participated in the analysis. A series of samples was collected at regular intervals to accomplish the purpose of this project. In this investigation, emotional intelligence served as the independent variable, while the dependent variables included the firm's environmental climate, employee outcomes, leadership style, and leadership effectiveness. Additionally, the technique and the medium are both crucial factors to consider. Numerous methods were applied to conduct the intended statistical analysis. The basic linear regression, the Shapiro–Wilk normality test, the Spearman correlation, and the percentage analysis were among the approaches utilised. Although there is a correlation between the defined dependent variables and the emotional intelligence of the examined population, it does not meet the criteria for statistical significance. Nevertheless, the literature review clearly demonstrates that emotional intelligence is essential for enhancing leadership effectiveness, employee job satisfaction, collaboration, and organisational performance. In conclusion, this research demonstrates that emotional intelligence is a critical leadership competency that must be prioritised to enhance leadership effectiveness and produce sustainable organisational outcomes.

Keywords: Emotional intelligence, Leadership effectiveness, Organisational climate, Employee outcomes, Leadership style, Organisational performance

1. Introduction

The quality of leadership is a critical determinant of a firm's success in today's rapid and competitive business landscape. Traditional prescriptive leadership methods, defined solely by the number of hours worked, are inadequate, as managing interpersonal connections and emotions in the workplace has eclipsed managing mere technical skills. The distinction between technical and non-technical skills is increasingly becoming ambiguous. Emotional Intelligence (EI), in the realm of organisational behaviour, refers to the capacity to regulate one's own emotions and the emotions of others. Recently, emotional intelligence has been considered the key criterion in assessing leadership qualities. Research has shown that leaders with emotional intelligence can enhance employee satisfaction, performance, and engagement. A

multitude of studies, including those conducted by Miao et al. Emotional intelligence (EI), through the cultivation of self-awareness, emotional regulation, and interpersonal relationships, has been demonstrated to positively influence management effectiveness, as noted by Pinho et al. (2016) and Côté (2017). Moreover, Kim and Kim (2017) found that a transformational leadership style is associated with emotionally intelligent leaders who foster motivation, innovation, and successful collaboration among team members. Furthermore, Maamari and Majdalani (2017) contend that emotional intelligence fosters a more congenial environment within the organisation and improves teamwork and decision-making processes. Mynsrlaki and Paraskeva (2020) contend that literature has a significant impact on both traditional and online employment



organisations. They suggest that this influence is significant. Emotional intelligence has been the subject of some research; nonetheless, it remains underexplored as a variable in academic discourse, despite ongoing inquiry. To this day, no research has investigated how emotional intelligence affects leaders' performance. The goal of this study is to evaluate the relationship between emotional intelligence and leadership effectiveness in organisational settings. Specifically, the research will focus on circumstances that occur within organisations.

2. Review Of Literature

An analysis of the pertinent literature found that emotional intelligence is generally regarded as an important factor in determining leadership effectiveness across a number of organisational contexts. This was discovered based on the assessment findings. Leaders with high emotional intelligence exhibit improved self-awareness, emotion regulation, empathy, and social awareness, according to research. Consequently, they can make managerial decisions, form personal connections, and organise team functions more effectively. Research by Cote (2017) and Miao et al. also suggests a positive effect of emotional intelligence on worker outcomes, including job satisfaction, trust, commitment, and performance. (2016), Lee et al. (2022). Similarly, Kim and Kim (2017), Lopez-Zafra et al. Emotional intelligence and transformational leadership have been found to be related (2017) and by Korakis and Poulaki (2025). Indicating that leaders who have greater emotional intelligence are more apt to inspire, motivate, and guide workers in an effective fashion. Studies have shown that emotional intelligence leads to better organisational outcomes overall. As per Maamari and Majdalani (2017), and Gransberry (2022), having emotionally intelligent leaders will help create a positive culture of the firm, and also the management approaches along with it. This is essential in need for cooperation, communication, and collaboration (Coronado-Maldonado & Benítez-Márquez, 2023). Some authors have indicated that emotional intelligence is a powerful variable in leadership effectiveness, including Prezerakos (2018) for

healthcare professionals and Mysirlaki and Paraskeva (2020) for virtual teams. Issah (2018) supports this by providing further evidence of the subject's importance during periods of organisational transition. At the same time, several studies, including those described by Gorgens-Ekermans and Roux (2021) and Gerhardt et al. The relationship between EI and leadership effectiveness should therefore be viewed with caution, as numerous moderators, including context, measurement, and the level of theoretical rigour, further complicate it (Geisler et al., 2025). Research has well established the relationship between emotional intelligence and effectiveness of leadership, employee outcomes, and organisational performance as such characteristics of leadership style.

3. Objectives Of The Study

- To study the influence of emotional intelligence on improving organisational climate, collaboration, and decision-making.
- To evaluate the influence of emotional intelligence on employee results.
- To assess the impact of emotional intelligence on leadership styles, specifically transformational leadership.
- To examine the relationship between emotional intelligence and leadership effectiveness within organisations.

4. Research Methodology

This paper aims to articulate insights relevant to the empirical study investigating the efficacy of diverse leadership styles and emotional intelligence within the business sector. A descriptive and analytical methodology was employed for this inquiry. This methodology was employed. The examination of the subject is constrained by the use of quantitative approaches, which limit the inquiry. A total of 110 participants were included in the research investigation. These people were employees of the corporation, coming from a wide range of departments and holding a number of positions within the organisation. Convenience sampling is a strategy acknowledged for its effectiveness in collecting data from willing, readily available individuals. Participants were recruited using a sampling method known as convenience sampling.

The researcher developed a questionnaire to collect responses. The quiz considers various factors, including emotional intelligence, workplace culture, employee masculinity dynamics, leadership style, and efficacy. To achieve the aims of this study, statistical methods like regression, correlation, and percentage analysis were utilised.

5. Analysis And Interpretation

5.1 Percentage Analysis of Demographic Variables

5.1.1 Age of the respondents

Table 1 Age Of The Responds

Age Group	Frequency	Percentage
Below 20	8	7.3%
21 – 30	48	43.6%
31 – 40	28	25.5%
41 – 50	18	16.4%
Above 50	8	7.3%
Total	110	100%

The above table indicates that the 21 to 30 years of age group has the majority distribution with 43.6%, 25.5% of the respondents age group belongs to 31 to 40 years, 16.4% of the respondents age group belongs to 41 to 50 years, and 7.3% of the respondents are shared by the age group of below 20 years and above 50 years.

5.1.2 Gender of the respondents

Table 2 Gender of the respondents

Gender	Frequency	Percentage
Male	62	56.4%
Female	44	40.0%
Prefer not to say	4	3.6%
Total	110	100%

The table above indicates that 56.4% of respondents are male, 40% are female, and the remaining 3.6% prefer not to say.

5.1.3 Educational Qualification of the Respondents

Table 2 Educational Qualification of the Respondents

Qualification	Frequency	Percentage
Undergraduate	30	27.3%
Postgraduate	48	43.6%
Professional Degree	18	16.4%
Doctorate	6	5.5%
Others	8	7.3%
Total	110	100%

The table above shows that the categories are Postgraduate (43.6%), Undergraduate (27.3%), Professional Degree (16.4%), Others (7.3%), and Doctorate (5.5%).

5.1.4 Job Position of the Respondents

Table 4 Job Position of the Respondents

Position	Frequency	Percentage
Entry Level	32	29.1%
Middle Level	28	25.5%
Senior Level	18	16.4%
Manager	20	18.2%
Top Management	12	10.9%
Total	110	100%

At the entry level, 29.1% of respondents are employed; 25.5% are employed at the medium level; 18.2% are working as managers; 16.4% are employed at the senior level; and around 10.9% are employed at the top management level.

5.1.5 Work Experience Of The Respondents

Table 5 Work Experience of the Respondents

Experience	Frequency	Percentage
< 1 year	10	9.1%
1 – 3 years	38	34.5%
4 – 7 years	30	27.3%
8 – 12 years	18	16.4%
Above 12 years	14	12.7%
Total	110	100%

The above table indicates that 34.5% of the respondents are having work experience between 1 to 3 years, 27.3% of the respondents are having work experience between 4 to 7 years, 16.4% of the respondents are having 8 to 12 years of work experience, 12.7% of the respondents are having above 12 years of working experience and remaining 9.1% of the respondents are having less than 1 year of work experience.

5.1.6 Department of the respondents

Table 6 Work Experience of the Respondents

Department	Frequency	Percentage
HR	18	16.4%
Finance	16	14.5%

Marketing	24	21.8%
Operations	22	20.0%
IT	20	18.2%
Others	10	9.1%
Total	110	100%

The largest proportions of responders per department are as follows: Marketing (21.8%), Operations (20.0%), IT (18.2%), HR (16.4%), Finance (14.5%), and Others (9.1%). The sample includes responses from many functional areas, with a predominant presence from marketing and operations.

5.2 Correlation Analysis

Table 7 Correlation Between Emotional Intelligence and Study Variables

Variables	Emotional Intelligence	Org. Climate / Teamwork / Decision-Making	Employee Outcomes	Leadership Style	Leadership Effectiveness
Emotional Intelligence	1.000	-0.005	-0.098	0.089	0.172
Org. Climate / Teamwork / Decision-Making	-0.005	1.000	-0.076	0.039	-0.144
Employee Outcomes	-0.098	-0.076	1.000	-0.057	0.097
Leadership Style	0.089	0.039	-0.057	1.000	0.151
Leadership Effectiveness	0.172	-0.144	0.097	0.151	1.000

The correlation analysis shows that emotional intelligence has a very weak negative relationship with organisational climate, teamwork, decision-making, and employee outcomes, and a very weak positive relationship with leadership style and

leadership effectiveness. However, all p-values are greater than 0.05. This indicates that the relationships are not statistically significant in the present sample.

5.3 Regression analysis

Table 8 Simple Linear Regression

Dependent Variable	R	R Square	Adjusted R Square	F	Sig.
Org. Climate / Teamwork / Decision-Making	0.0226	0.0005	-0.0087	0.0554	0.8144
Employee Outcomes	0.0882	0.0078	-0.0014	0.8460	0.3597
Leadership Style	0.1064	0.0113	0.0022	1.2367	0.2686
Leadership Effectiveness	0.1568	0.0246	0.0155	2.7215	0.1019



Emotional intelligence does not significantly influence organisational climate, teamwork, or decision-making, as indicated by $p = 0.8144$. The explanatory power is negligible ($R^2 = 0.0005$). Emotional intelligence does not significantly influence employee outcomes, as indicated by the p -value of 0.3597. The model explains only 0.78% of the variation. Emotional intelligence does not significantly influence leadership style, as indicated by $p = 0.2686$. The model explains 1.13% of the variation. Emotional intelligence shows a positive but not statistically significant influence on leadership effectiveness, with $p = 0.1019$. The model explains 2.46% of the variation.

6. Suggestions

In light of the study's findings, companies should consider intensifying their emphasis on emotional intelligence in leadership development programs. Training can be implemented to increase leadership attributes, encompassing self-awareness, empathy, emotional management, communication, and interpersonal skills. Psychometric tests based on emotional intelligence can be utilised by organisations for recruitment, advancement, and performance evaluation. There is a correlation between emotional intelligence and the ability to make decisions in professional settings and maintain healthy interpersonal connections. The organisation's executives have been tasked with establishing a positive corporate climate that reduces employee anxiety and fosters collaboration, trust, and communication among employees. The employees are responsible for this. It is possible for organisations to offer training, mentoring, and counselling services to managers to help them manage stress, resolve conflicts, and address personnel-related difficulties. Secondly, there is the possibility of developing methods that enable employees to regularly communicate their viewpoints on leadership actions and the emotional support they receive. A larger sample size, participants with advanced capabilities (especially those not active in the tourism or luxury sectors), and more extensive statistical methods may be required for the study to analyse the impact of emotional intelligence on leadership. If this occurs, it will

facilitate a more comprehensive understanding of the efficacy of the many leadership styles at our disposal.

7. Conclusion

To study the impact of emotional intelligence on the effectiveness of corporate leadership initiatives, this research aimed to present the results. In accordance with the findings of this research, emotional intelligence is a leadership competency that not only contributes to the development and preservation of social dynamics but also enhances the quality of decision-making experiences for all individuals, teams, and the organisation as a whole. After conducting a thorough analysis of the relevant literature, it was determined that emotional intelligence (EI) is a crucial factor in obtaining higher levels of leadership and in improving the quality of interpersonal interactions. The statistical analysis of this sample data set concluded that the connection between the variables was either extremely weak or almost nonexistent. This conclusion was reached based on the analysis's findings. In the course of research, it has been discovered that leaders of organisations with emotional intelligence are better able to encourage their employees, resolve problems, cultivate trust, and maintain a positive corporate culture. People in positions of power within a company are expected to demonstrate critical attributes, including emotional intelligence and soft skills. These qualities are required for success in their jobs. According to the study's findings, companies should conduct a thorough evaluation of emotional intelligence and, if feasible, organise their operations in accordance with this metric. It is possible that emotional intelligence, when applied effectively in leadership roles, can deliver a long-term advantage that, in turn, increases an enterprise's profitability. This potential can be achieved through consistent practice, the means referred to here.

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