

Role of Emotional Intelligence in Leadership and Communication: An Empirical Study

¹Shivani Solanki, ²Mr. Kapil Ahallawat,

¹Asst. Professor, School of Management Studies, Graphic Era Hill University, Dehradun 248002,

²Assistant Professor, Department of Management Studies, Graphic Era Deemed to be University, Dehradun, Uttarakhand, India 248002

ABSTRACT

The core competencies that define a person, including the capacity to manage one's emotions and the innate capacity to engage in productive relationship, are the subject of emotional intelligence. A good illustration of emotional intelligence in practice could be one's capacity to interact effectively for the advantage of a favourable conversation. According to the definition, emotional intelligence entails transitioning from a unipersonal to an impersonal viewpoint, from internal talents of understanding oneself to communication skills applied in contact. It is considered that frames of reference are the capacity to comprehend feelings and behave sensibly in interpersonal relationships in order to support the growth of interpersonal skills and maintain a positive relationship. The quote "Understand oneself" finds application in this situation through the control of emotions and their contextual adjustment, with the goal of getting to understand others and communicating constructively, for the advantage of communicating effectively.

Keywords: Emotional intelligence, leadership, communication, self-efficacy

INTRODUCTION

Researchers first explicitly suggested the idea of "emotional intelligence" in 1990, but it has taken a long time for it to evolve. Since the release of the book Emotional Goleman in 1995, the idea of emotional maturity has drawn a great deal of interest from all over the globe. Ever since, a crucial area of study in the discipline of industrial - organizational psychology has been revealed. Physical as well as mental happiness, and support systems are all probable outcomes that emotional intelligence outlines. There are 4 aspects to emotional intelligence as most past studies has conceptualised it. Handling feelings, identifying sentiments in others, controlling one's own feelings, and forming relationships are the 4 elements of emotional intelligence. Emotion quotient is a factor considered in the hiring, performance evaluation, and professional advancement processes in the corporate sector (Fachrizal, & Yunus, 2022).

The potential to recognise, evaluate, govern, and regulate one's own sentiments as well as ones' responses to other people's is referred to as emotional intelligence (EI). Several investigations have shown that those with high levels of emotional intelligence are better at managing the requirements of the workplace. It is acceptable to suggest that EI could be a crucial tool for enhancing the welfare of medical practitioners and caregivers because medical centres are stressful work conditions. To cope with the requirements of the job, provide care delivery, and improve collaborative discussion with the medical team, nurses nowadays need to possess exceptional emotional intelligence. Despite the importance of the subject, there aren't many investigations that take the impact of mental labour on nurses into account. In order to offer greater evidential basis on the tension and happiness in a rarely studied environment, community nursing services, emotional intelligence, as a personal attribute that can be developed or acquired, was assessed in this research (Karimi, et al., 2014).

Businesses, especially ones operating in an international setting and interacting in multicultural environments, seek out candidates who have sentimental skills and abilities, that also impact and facilitate social interactions, facilitate greater community stability, emotional self-control, and "alphabetization" of emotional responses, and who collaborate for their own advantage rather than against their preconceptions, requires, and proficiencies. Emotional intelligence, according to a growing array of experts, is a key factor influencing how well leadership succeed (Pastor, 2014).

The role that sentiments play in ones life is really significant. One nearly constantly have some form of emotions or sensation going on inside of us, whether consciously or unconsciously, that drives us all day or even the entire weeks and can have a significant impact on how one acts and the choices one makes. Via a sequence of carefully thought-out lectures and lessons, Neuroleadership emphasizes the application of neuroscience to management growth, training courses, and other training endeavours that enhance human capital. Thus, the idea of emotional intelligence appears to be closely related to the discipline of neuroleadership, which serves as evidence that every financial institution is certain to grow when it is staffed by emotionally intelligent managers (Rostomyan, & Rostomyan, 2018)

LITERATURE REVIEW

Emotional intelligence is a skill that can be learned and developed; it could have a significant impact on how effectively doctors function at job and interact with the people around them. To achieve higher performance and fortify organizations, emotional intelligence can be acquired gradually. In the present medical setting, perioperative management demands equal technical skill and fully advanced emotional quotient (EQ) abilities. A most knowledgeable and important individuals in the company are more likely to stay in spite of their talents. The effectiveness of their group and their personal style of leadership must be constantly improved by capable leaders. Knowing the components of EQ, together with conducting a personal evaluation and receiving additional training, are the first steps towards perioperative groups' enhanced EQ efficacy (Beydler, 2017).

Parrish, (2015) found that most managers in education institutions are thought to have thrived as scholars, frequently as a result of their accomplishments in study, instead of because they have management or management expertise or understanding. This is a widespread perception of academic leadership. University education executives are frequently put in charge without having received much, if any, leadership training or training beforehand. They are then required to acquire the skills they need on the field. As a result, it's been recognised that academic managers should be selected, developed, evaluated, and promoted based on their emotional intelligence.

Batool, (2013) said that as a means of recognizing future leaders and as just a technique for improving leadership capabilities, emotional intelligence has gained popularity. The effectiveness of emotional intelligence in such domains is not well supported by empirical evidence. The purpose of the current article is to investigate the connection among emotional intelligence as well as strong leadership in order to assess the propensity of emotional stability of the middle class, alike male and female, at a management level in a both the public and private sectors of Pakistan, primarily the financial system. 50 persons are randomly distributed for a poll. The original study questionnaire is

answered using a randomly sampled method. The information was analysed using SPSS program using descriptive statistics (mean, standard deviation, and percentages). The outcome suggests a strong and favourable correlation among management style and emotional intelligence.

Issah, (2018) pointed that inability to reform oneself prevents leadership from expecting others to take action. Leaders with emotional intelligence exhibit an openness to changes through adaptation, self-assurance, invention, and entrepreneurship as well as by acting as transformation catalysts. The trust managers receive from following as a result of providing such an example is crucial for securing their support of any adjustments that are presented.

Widayati, et al. (2021) investigated and assessed how job performance at PT XYZ is impacted by emotional intelligence, communications, and collaboration. 50 participants made up the report's sample. 50 % of the respondents made the total number of respondents. Saturation specimens were employed in the sampling process. gathering of data. A questionnaire was employed as the research instrument in the sampling methods. Structural Equation Model (SEM), along with the analysis programme Smart-PLS 3.3.2, was employed for data gathering. The findings showed that staff productivity was positively and significantly impacted by the emotional intelligence component. Performance of employees was significantly and favourably affected by interaction. Employee performance benefited greatly and significantly from collaboration.

Nateri, et al. (2020) stated that the relationship and efficiency of sports franchises are significantly influenced by emotional intelligence. The current research examined the connection among participants' trait emotional intelligence and both healthy and unhealthy psych biosocial situations. One specifically looked at how task uncertainty and intra-team communications effectiveness mediated this connection. There were 291 Italian athletes competing in different team sports (174 men and 117 women) (i.e., futsal, soccer, volleyball, handball, and rugby). They responded to a multi-section survey evaluating the research variables in the beginning or midway of their respective campaigns. According to structural equation modelling (SEM), innate emotional intelligence can both advantageously and adversely anticipate healthy psych biosocial situations. Role uncertainty was indeed a moderator of the association among trait emotional intelligence and functional situations, whereas efficient intra-team interaction moderated the connection between emotional intelligence and functioning states. Thus, the findings emphasise how crucial it is to look at innate emotional intelligence as a predictor of individuals' psych biosocial moods in sport science settings, both in regard to team performance and personal best-sporting experiences.

Amongst various abilities required for managing interprofessional medical groups, emotional intelligence as well as interpersonal abilities are essential for fostering competence, winning over patients, and delivering the best possible patient treatment. But medical education frequently overlooks these abilities. Scholars conducted a 2.5-hour programme for interdisciplinary learners to analyse, consider, and put their communications and emotional intelligence abilities to use. Methodologies: Interprofessional learners, comprising internal medicine resident, graduate doctors, and grad students in pharmaceutical care, medical assistant, and behavioural science skills training, made up the respondents. The session included self-reflective exercises to gauge emotional intelligence as well as communication preferences, a didactic lecture on management, emotional

intelligence, and interactions preferences, and a team-building exercise to put those abilities to use. Outcomes: This session was attended by 44 participants. Following the training, participants said they knew more effective ways to interact with teammates, felt more at comfort engaging with the other experts to encourage good team tactics, and they felt better equipped to foster management in their interprofessional teams. Examining student assessments revealed that homeowners had substantially greater evaluations for knowledge gains than the other groups of learners (Shrivastava, et al., 2022).

Objective of the Study

To study the role of emotional intelligence in leadership and communication

Methodology

The present study is based on a survey conducted with a structured questionnaire. In the analysis, there were 200 participants who took part. To evaluate the results, statistical techniques such as mean and t-test were employed. The research employed a convenience sampling method, where participants were selected based on their availability and accessibility.

Table 1 Role of Emotional Intelligence in Leadership and Communication

Serial No.	Statement of Survey	Mean Value	t-Value	Sig.
1.	Leaders with high EI can foster a culture of open and honest communication.	4.26	9.783	0.000
2.	Leaders with high EI may improve morale and job satisfaction.	3.79	3.511	0.000
3.	Leaders with high EI can create a positive work culture that encourages teamwork, collaboration, and innovation.	4.49	11.688	0.000
4.	Leaders can build trust and rapport with their teams, which can lead to better communication and increased productivity.	4.31	8.168	0.000
5.	EI is a crucial component of effective leadership and communication.	4.07	6.032	0.000
6.	Leaders with high EI are better equipped to manage conflict and difficult situations.	4.47	11.576	0.000
7.	Leaders may connect with their team members on an emotional level.	3.86	4.464	0.000
8.	Leaders with high EI are more empathetic and understanding of their team members' needs and concerns.	4.37	11.931	0.000

9.	EI can help leaders to recognize and address their own biases and limitations, leading to more inclusive and diverse leadership.	4.42	12.006	0.000
10.	Leaders can adapt their communication style to different situations and personalities.	4.14	8.406	0.000

Table 1 displays the Mean values for statement for the studying “the role of emotional intelligence in leadership and communication”, looking at the mean scores, the highest mean score is gained by the statement “Leaders with high EI can create a positive work culture that encourages teamwork, collaboration, and innovation”, the mean score of 4.49,” next statement is “Leaders with high EI are better equipped to manage conflict and difficult situations” has the mean score of 4.47. EI is also found to be responsible for diverse leadership as shown in statement “EI can help leaders to recognize and address their own biases and limitations, leading to more inclusive and diverse leadership” having the mean value of 4.42. Another benefit of EI is, “Leaders with high EI are more empathetic and understanding of their team members' needs and concerns” for which the mean score is 4.37, statement “Leaders can build trust and rapport with their teams, which can lead to better communication and increased productivity” shows the mean value of 4.31, mean value of 4.26 is scored by statement “Leaders with high EI can foster a culture of open and honest communication”. “Leaders can adapt their communication style to different situations and personalities” mean score is 4.14. The statement “EI is a crucial component of effective leadership and communication” shows the mean value of 4.07. The last two statements are in lowest range, “Leaders may connect with their team members on an emotional level” mean value of 3.86, statement “Leaders with high EI may improve morale and job satisfaction” has the mean value of 3.79. T-value of every statement in context of the studying the role of emotional intelligence in leadership and communication is significant, because t-value statements are found to be significance & positive value also less than 0.05.

CONCLUSION

This study aimed to raise understanding about how particular psychological concepts and traits might affect a person’s performance. As according academics, as management circumstances get more complicated, the function that qualities perform in forecasting performance outcomes will grow more significant, and diverse leadership is a key driver of police organizational efficacy. In their local communities and policing environments, police agencies ought to define what strong leader looks like. According to this research, the concepts of emotional intelligence, self-efficacy, and charismatic leadership are positively correlated. Thus the, self-efficacy and emotional intelligence as traits do help foster successful management.

REFERENCES

1. Batool, B. F. (2013). Emotional intelligence and effective leadership. *Journal of business studies quarterly*, 4(3), 84.

2. Beydler, K. W. (2017). The role of emotional intelligence in perioperative nursing and leadership: developing skills for improved performance: AORN journal, Vol. 106(4), Pp 317-323.
3. Fachrizal, M. A., & Yunus, M. (2022). The Mediation Role Of Employee Performance On The Effect Of Self Leadership, Communication Competency, And Emotional Intelligence On Performance Of Pt. Pertamina (Persero). *International Journal Of Business Management And Economic Review*, 5(3), 181-96.
4. Issah, M. (2018). Change leadership: The role of emotional intelligence. *Sage Open*, 8(3), 2158244018800910.
5. Karimi, L., et al. (2014). Emotional rescue: The role of emotional intelligence and emotional labour on well-being and job-stress among community nurses. *Journal of advanced nursing*, 70(1), 176-186.
6. Nateri, R., et al. (2020). Emotional intelligence and psychobiosocial states: Mediating effects of intra-team communication and role ambiguity. *Sustainability*, 12(21), 9019.
7. Parrish, D. R. (2015). The relevance of emotional intelligence for leadership in a higher education context: *Studies in Higher Education*, Vol. 40(5), Pp 821-837.
8. Pastor, I. (2014). Leadership and emotional intelligence: the effect on performance and attitude. *Procedia Economics and Finance*, 15, 985-992.
9. Petrovici, A., & Dobrescu, T. (2014). The role of emotional intelligence in building interpersonal communication skills. *Procedia-Social and Behavioral Sciences*, 116, 1405-1410.
10. Ramchunder, Y., & Martins, N. (2014). The role of self-efficacy, emotional intelligence and leadership style as attributes of leadership effectiveness. *SA Journal of Industrial Psychology*, 40(1), 1-11.
11. Rostomyan, A., & Rostomyan, A. (2018). Emotional Intelligence in Leadership. *International Journal of Managerial Studies and Research (IJMSR)*, 6(8), 34-41.
12. Shrivastava, S., et al. (2022). Interprofessional Leadership Development: Role of Emotional Intelligence and Communication Skills Training. *MedEd PORTAL*, 18, 11247.
13. Widayati, C. C., et al. (2021). The Effect of Emotional Intelligence, Communication and Teamwork on Employee Performance. *Dinasti International Journal of Digital Business Management*, 2(3), 554-568.