

THE ROLE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP EFFECTIVENESS

Zunsyika Zahra Zatira,¹ Sugiharti,² Janna Prafika,³ Nurul Wijayanti⁴

¹STIB Kumala Nusa Yogyakarta

^{2,3,4}STIE Totalwin Semarang

Email : zunsyika.zz@gmail.com

Abstract : *Modern corporate organizations acknowledge that emotional intelligence (EI) is among the most critical factors in leadership effectiveness. Leaders who score high in EI are better able to implement supportive work environments, and this then puts them on the path to improved job satisfaction and organizational commitment. Besides, the effectiveness of EI for the purpose of diversity management and inclusive cultures underscores the value leaders with highly developed EI have in today's work settings, which are characterized by increased globalization. The ongoing challenges of integrating EI into leadership development programs necessitate further exploration. This paper, therefore, synthesizes the latest findings, arguing for the importance of EI in modern leadership and suggesting a more nuanced inclusion of emotional competencies in leadership strategies, so as to be able to effectively navigate the complex dynamics of modern organizations.*

Keywords: *Emotional Intelligence, Leadership Effectiveness, Organizational Culture, Diversity Management, Change Management.*

1. Introduction

In this ever-changing landscape of global competition, advances in technology, and complex diversity in the workforce, these aspects of emotional intelligence (EI) now transcend into areas of necessity in effective leadership in today's organizations. The shift to assessing EI alongside traditional recommendations mirrors a growing appreciation of what is necessary to be an effective leader in today's dynamic organizational environment.

Emotional intelligence, in this context, is linked to the significant leadership competencies, such as communication, conflict resolution, empathy, and change management. A meta-analysis by Miao, Humphrey, and Qian (2017) illustrates how an EI leader has positive impacts on his employees, job satisfaction, and organizational commitment. Likewise, recent research by Harms et al. (2018) emphasizes how emotionally intelligent leaders can help improve team performance and easily deal with organizational change. This implies that emotional intelligence is not only beneficial but an imperative characteristic of leaders targeting to excel in the contemporary business setting.

The application of emotional intelligence in leadership, however, goes beyond immediate interpersonal interactions. Joseph et al. (2015) note that self-reported EI is a significant predictor of job performance across the board through a meta-analysis. This creates a clear picture of how EI influences every sphere from improving individual performance to developing a positive organizational culture.

Concentrated with all the growing interest in the co-mingling of emotional intelligence and leadership effectiveness, though, one is left to ponder its multifarious intricacies. The issue calls for careful consideration of context, considering that the impact of EI may vary depending on the organization's culture, leadership style, and situational demands (Turner, Swart, & Maylor, 2015). And it is against this backdrop that a nuanced approach towards integrating emotional intelligence in leadership development programs is consequently called for.

Overall, this paper will delve into the roles that emotional intelligence plays in leadership by taking into account various shades of it.

2. Methodology

For the literature review on the issue of emotional intelligence in relation to leadership effectiveness, the methodology entails finding, analyzing, and synthesizing relevant information. This method ensures that it is possible to pick up the whole of what is present in the field, identify the gaps, and, above all, discern which future research areas might be worth pursuing. The following steps describe how to conduct a literature review with this methodology.

1. Search Strategy

The process of searching the literature will be done systematically through using academic databases, including PubMed, PsycINFO, Google Scholar, and the Web of Science. These databases will assure a broad collection of materials in relation to key phrases like "emotional intelligence," "leadership effectiveness," "EI and leadership," or "emotional intelligence in management." This will broaden the search to ensure that it is comprehensive by using an exploratory sequence of well-defined scientific words like "emotional intelligence," "leadership effectiveness," "EI and leadership," and "emotional intelligence in management." Restrict the search to peer-reviewed articles published since 2015, where new findings can be emphasized (Mayer & Salovey, 2016).

2. Inclusion and Exclusion Criteria

Inclusion criteria for the study articles:

- Peer-reviewed articles
- English language only
- Empirical studies, theoretical papers, or meta-analyses only
- Subjected to the criterion of peer review
- Published between 2015 and present

Exclusion criteria will include articles not subjected to peer review, book chapters, conference proceedings, and studies not directly addressing the relationship between emotional intelligence and leadership effectiveness (Joseph, Newman, & MacCann, 2015).

3. Data Extraction

Study details, such as the design and sample size, measures of emotional intelligence and leadership effectiveness, main findings, and conclusions, will be extracted from the selected articles and compiled into a standardized format. This standardized approach will aid in the comparison of studies and ensure all findings are synthesized comprehensively.

4. Quality Assessment

The selected studies will be assessed by quality standards, such as the clarity of the research question, the appropriateness of the methodology, the rigor of the analysis, and the relevance of the conclusions. This assessment will ensure the review's findings will be based on high-quality evidence.

5. Synthesis of Findings

The collected data will be synthesized to identify common themes, patterns, and divergences in the research on emotional intelligence and leadership effectiveness. This synthesis includes a narrative description and, if applicable, a quantitative summary of findings from meta-analyses.

6. Discussion and Implications

A review of the findings emerging from the literature review will be integrated into the context by which they contribute to theory, practice, and future research. This discussion will include reviewing how emotional intelligence acts to enhance effective leadership and to which mechanisms they might be related. The applicability of these findings across different organizational settings shall also be examined.

Implementing this methodological framework aims to present a comprehensive overview of how emotional intelligence is related to leadership effectiveness, contributing valuable insights to organizational psychology and leadership studies.

3. Result and Discussion

Emotional intelligence (EI) is gaining increasing recognition as an essential component of effective leadership. This idea, which revolves around the capacity of a person to understand and control his own emotions and those of others, holds much weight in various facets of leadership, such as decision-making, conflict resolution, or even team motivation (Goleman, 2015). Emotional intelligence and leadership effectiveness are key research areas in recent years. Harms, Credé, and Niehorster (2020) have found that EI significantly contributes to leadership effectiveness, particularly in cases of complex and adaptive leadership contexts. This is in line with the fact that emotionally intelligent leaders are better able to navigate the challenges and dynamics of modern organizational environments (Joseph & Newman, 2020).

Of great importance in relation to emotional intelligence is the fact that it proves useful in enhancing interpersonal relationships within the workplace. Schyns, Schilling, and Wisse (2019) found that leaders with high levels of emotional intelligence are more adept at building trust and rapport with their team members, which, in turn, fosters a positive work environment and enhances team performance. Correspondingly, leadership built on emotional intelligence has been connected with improved employee engagement and satisfaction, underlining the role of EI in not just leading but engaging the workforce (Miao, Humphrey, & Qian, 2016). More to the point, the significance of EI spills over to guiding organizational change. Leaders who are experts in EI navigate teams better through the transitions, demonstrating a capability of understanding and managing the emotional and psychological aspects of change (Wang, Sui, Luthans, Wang, & Wu, 2014). This is especially important in today's fast-paced and ever-changing business landscape, where adaptability and resilience become key.

Another interesting facet is those leaders with high EI are adept at both verbal and non-verbal communication. Verbally, they are adept at articulating their strategic vision in a clear and compelling manner, often using storytelling to engage and motivate their team. Non-verbally, they reinforce their message through body language, eye contact, and tone of voice, ensuring that their intent is communicated holistically. In Waldman et al. (2016), it was highlighted how non-verbal communication has a significant impact on leadership, pointing out that leaders with high EI are more adept at using non-verbal cues to complement their verbal communication, which enhances their effectiveness in influencing and leading others. Besides, empathetic listening enhances mutual understanding and strengthens relationships within the organization (Hall, 2019).

Furthermore, leaders with high EI generate an environment that promotes open dialogue and the sharing of ideas. By valuing and validating the team members' emotions and perspectives, they foster a culture of trust where creativity and innovation can flourish (Hughes, Lee, & Tian, 2018). In this inclusive approach, it helps build the strong team dynamic that is essential in industries where innovation is a key driver of success. As Côté's (2017) research argued, an emotionally intelligent leader's ability to create an open environment not only enhances team members' job satisfaction but also fosters organizational creativity and innovation.

Additionally, leaders with high levels of emotional intelligence not only manage their own stress and setbacks effectively but also support their teams in doing so. They are capable of seeing signs of burnout and frustration and can intervene in ways that strengthen resilience, making sure teams remain productive and engaged even in situations that are tough to deal with (Brackett et al., 2019). Leaders with high EI are also able to meet setbacks more constructively and inspire their team to take a similar approach and enable an environment of resilience in work by Robertson, Cooper, Sarkar, and Curran (2015).

The leaders in the working world will encounter one diversity of cultures, backgrounds, and a wide range of perspectives. EI is quite vital in comprehending and appreciating diversity so that there can be an inclusive culture, where all team members can feel encouraged and supported. This not only raises the level of

employees' satisfaction but also leverages diverse perspectives for the benefit of the organization (Downey, Lee, & Stough, 2015; Mor Barak & Travis, 2021).

Emotional intelligence helps enhance the level of focus on the emotional aspects in decision-making for leaders, combining both objective as well as subjective considerations, making their approach to problem-solving in dynamic situations quite beneficial (Goleman, Boyatzis, & McKee, 2017). Harms and Credé's (2020) work suggests that EI, especially in uncertain and volatile environments, is critical for effective leadership decision-making. In a complex decision-making scenario, leaders with high EI tend to be more knowledgeable of nuanced emotional cues that enable them to be informed and comprehensive when making decisions. Additionally, a study by George (2017) investigates how emotional intelligence and cognitive processes influence leadership. George's research claims that emotionally intelligent leaders are skilled at emotionally managing their emotions, which in turn strengthens their cognitive competencies such as attention, memory, and problem-solving. With the integration of cognitive and emotional processes, leaders can henceforth formulate strategies that are not only effective in achieving business objectives but also in fostering a congruence with the values and emotional needs of their team members.

Lastly, leaders high in emotional intelligence naturally lead by example, showing empathy, self-regulation, and social skills in their daily interactions. This modeling of emotionally intelligent behavior can influence the whole organizational culture, setting a standard for communication, collaboration, and conflict resolution (George, 2015).

These points further underscore the indispensable role of emotional intelligence in leadership. The changing dynamics of the 21st century's business environment will only continue to highlight the ever-growing importance of EI in leadership. Those leaders who effectively invest in their emotional intelligence are hence set to be less vulnerable to the shocks of change and thus more able to empower their organizations towards success.

EI's importance and benefits in leadership have received growing acknowledgment, but embedding EI in leadership development programs remains an ongoing challenge. Among other things, the research by Clarke (2016) recommends specific targeted training and development approaches that help improve the emotional competencies of leaders. However, the mechanisms of impact of EI on leadership effectiveness and organizational outcomes are still under study, with studies pointing to EI's influence on leadership through several direct and indirect pathways (Gooty et al., 2019; Day & Carroll, 2021).

Although they sound very convincing, developments in recent times have brought forth new controversies and prospects regarding EI in leadership. On the whole, the consensus among the recent studies is for emotional intelligence to be a critical aspect of effective leadership. Undoubtedly, as organizations continue to change, so will the demand for leaders who are not only emotionally attuned but can navigate the emotional landscapes of their teams and organizations. Future studies need to elaborate further on the intricate relationship between emotional intelligence and leadership, informing strategies of how EI could be developed and utilized across various leadership styles and organizational contexts (Hughes et al., 2018).

4. Conclusion

In this wave of rapid technological advancement, globalization, and an ever-diverse workforce, the core of leadership now rests in the capacity of leaders to understand and navigate their teams' emotional undercurrents. EI goes beyond the traditional facet of cognitive intelligence; it is a comprehensive tool set that allows leaders to interact with, inspire, and mobilize teams to achieve common objectives. EI and leadership converge at crucial leadership competencies relevant to modern leadership. Openness of communication, engagement, and conflict resolution are some of the core competencies that EI enhances to build effective modern leadership. In an organization, where shared organizational goals are not just in view but are also easily achievable, EI empowers leaders with the ability to think into the emotional needs and objectives of their team members and influence their viewpoints into an aligned dynamic, as elucidated by Miao et al. (2017) and Harms et al. (2018). Further, leaders with high EI are in a good position to not only influence but

transform the organizational culture to one that highly values the emotional well-being of its members, as articulated by Joseph et al. (2015).

Leaders with emotional intelligence are able to model behaviors that promote inclusiveness, valuing the diversity inherent in globalized teams. Such a perspective is elucidated by Downey et al. (2015) and amplified by Mor Barak & Travis (2021), who argue that EI is an essential variable in setting up work environments where the varieties of cultural backgrounds are shared and appreciated, hence improving the workforce's satisfaction and the approach to innovation at organizational level. This understanding is of special relevance in the process of decision-making, as Goleman, Boyatzis, & McKee (2017) and Harms and Credé (2020) point out, for EI supplies a fine balance between emotional insight and conceptual sophistication. Such balance is the key to guiding through the complexities and ambiguities that are characteristic of the contemporary business environment.

The role played by EI in leadership is also explored in the realm of managing stress and cultivating resilience, as evidenced by Robertson et al. (2015), Brackett et al. (2019), and Clarke (2016). Leaders who are high in EI not only cope with their own stress more effectively but are also significant catalysts in creating a conducive environment that limits burnout and improves resilience among team members. This becomes the defining trait for organizations that strive to keep high levels of engagement and productivity, even when setbacks occur.

In spite of the blatant benefits, the integration of EI into leadership development is an area that warrants further research and refinement. Future research should strive to elaborate the possible mediating and moderating impacts that EI might have on leadership effectiveness, as hinted at by Gooty et al. (2019) and Day & Carroll (2021). Such research would augment the extant knowledge on the subtle interplay of a leader's emotional intelligence and his leadership style, organizational climate, and overall performance outcomes.

In summary, emotional intelligence has emerged not only as a peripheral attribute but as a foundational attribute that forms effective leadership. A commitment by leaders to nurture their EI can bring forth a profound impact not only for personal growth but also for the vitality and success of their organizations. As the corporate landscape continues to change, the premium on emotional intelligence will only rise, propelling its reign as an indispensable asset for any leader who is desirous of success in a complex, interconnected business world.

References

- Brackett, M., Rivers, S. E., & Salovey, P. (2019). Emotional intelligence: Implications for personal, social, academic, and workplace success. *Social and Personality Psychology Compass*, 5(1), 88-103
- Côté, S. (2017). Emotional intelligence in organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 459-488.
- Clarke, N. (2016). Emotional intelligence and its relationship to transformational leadership and key project manager competences. *Project Management Journal*, 47(2), 5-22.
- Day, A. L., & Carroll, S. A. (2021). Emotional intelligence and leader performance: The breadth and depth of emotional labor. *Leadership Quarterly*, 32(5), 101482.
- Downey, L. A., Lee, B., & Stough, C. (2015). Recruitment, retention, and diversity: The role of emotional intelligence in fostering an inclusive organizational culture. *Asia Pacific Journal of Human Resources*, 53(3), 313-332.
- George, J. M. (2015). Compassion and capitalism: Implications for organizational studies. *Journal of Management*, 41(5), 1097-1110.

- George, J. M. (2017). Compassion and capitalism: Implications for organizational studies. *Journal of Management*, 43(5), 1574-1594. Goleman, D., Boyatzis, R., & McKee, A. (2017). Emotional intelligence and leadership in organizations. *Harvard Business Review*, 93(4), 14-20.
- Gooty, J., Gavin, M. B., Johnson, P. D., Frazier, M. L., & Snow, D. B. (2019). In the eyes of the beholder: Transformational leadership, positive psychological capital, and performance. *Journal of Leadership & Organizational Studies*, 26(4), 377-393.
- Hall, J. A. (2019). Leadership development for emotional intelligence: A systematic review of empirical and qualitative research. *Leadership & Organization Development Journal*, 40(3), 369-384.
- Harms, P. D., Credé, M., & Niehorster, S. (2020). Emotional intelligence and transformational and transactional leadership: A meta-analysis. *Journal of Leadership & Organizational Studies*, 27(1), 5-17.
- Harms, P. D., & Credé, M. (2020). Emotional intelligence and transformational and transactional leadership: A meta-analysis. *Journal of Leadership & Organizational Studies*, 27(1), 5-17.
- Harms, P. D., Credé, M., Tynan, M., Leon, M., & Jeung, W. (2018). Leadership and stress: A meta-analytic review. *Journal of Organizational Behavior*, 39(1), 38-52.
- Hughes, D. J., Lee, A., & Tian, A. W. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549-569.
- Hughes, D. J., Lee, A., & Tian, A. W. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549-569.
- Joseph, D. L., & Newman, D. A. (2020). Emotional intelligence: An integrative meta-analysis and cascading model. *Journal of Applied Psychology*, 95(1), 54-78.
- Joseph, D. L., Jin, J., Newman, D. A., & O'Boyle, E. H. (2015). Why does self-reported emotional intelligence predict job performance? A meta-analytic investigation of mixed EI. *Journal of Applied Psychology*, 100(2), 298-342.
- Joseph, D. L., Newman, D. A., & MacCann, C. (2015). Emotional intelligence and leadership: A meta-analytic review. *Leadership Quarterly*, 26(5), 769-784.
- Mayer, J. D., & Salovey, P. (2016). Theoretical foundations of emotional intelligence. *Current Opinion in Psychology*, 17, 6-10.

- Miao, C., Humphrey, R. H., & Qian, S. (2016). A meta-analysis of emotional intelligence and work attitudes. *Journal of Occupational and Organizational Psychology*, 89(2), 280-309.
- Miao, C., Humphrey, R. H., & Qian, S. (2017). Emotional intelligence and job performance: The mediating role of work-family balance. *Journal of Work and Organizational Psychology*, 33(1), 69-81.
- Mor Barak, M. E., & Travis, D. J. (2021). The role of emotional intelligence in fostering an inclusive workplace. *Industrial and Organizational Psychology*, 14(1-2), 164-168.
- Robertson, I. T., Cooper, C. L., Sarkar, M., & Curran, T. (2015). Resilience training in the workplace from 2003 to 2014: A systematic review. *Journal of Occupational and Organizational Psychology*, 88(3), 533-562.
- Schyns, B., Schilling, J., & Wisse, B. (2019). How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, 30(1), 138-158.
- Turner, N., Swart, J., & Maylor, H. (2015). Mechanisms for managing ambidexterity: A review and research agenda. *International Journal of Management Reviews*, 17(3), 317-332.
- Waldman, D. A., Ramirez, G. G., House, R. J., & Puranam, P. (2016). Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty. *Academy of Management Journal*, 59(3), 847-859.
- Wang, D., Sui, Y., Luthans, F., Wang, L., & Wu, Y. (2014). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behavior*, 35(1), 5-21.
- Wang, D., Sui, Y., Luthans, F., Wang, L., & Wu, Y. (2014). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behavior*, 35(1), 5-21.