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Is emotional intelligence one of the key factor for leader's success

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Abstract---The success of any organization depends on its leaders and the success of leaders depends upon how he/she is Emotionally Intelligent. Emotions are involved in everything people do: every action, decision and judgement. All those who are emotionally intelligent can understand emotions of others and they use such knowledge for managing themselves and others. From the past two decades, Emotional Intelligence (EI) concept is gaining significance and attention and it is use by many as an indicator of a person's ability to understand themselves and from others point of view. EI plays a significant role at work place especially where the person is working with many subordinates. Emotional intelligence will help leaders to empathically deal with the issues of their followers, thus contributing for healthy leader-follower relations. It also helps in strengthening followers' trust on the leader. The present paper explores the how far emotional intelligence show impact on leadership success. The present study was conducted in Huawei Technologies Co., Ltd. with a sample size of 119 employees working in various cadres at different levels. The basic intention is to know how far the leaders in said organization are emotionally intelligent and how far such knowledge contributing for enhancing the success of leaders. Related hypothesis for formulated and tested using appropriate techniques and it was found that Emotional intelligence is helpful in enhancing leadership success and is showing mostly impact on

leadership styles. Leader's Emotional Intelligence helps leaders to motivate their followers in the right direction. The study revealed that 70% of the employees stated that their leaders have complete self-awareness.

Keywords---emotional intelligence, leadership, leader success, self awareness, leadership styles.

Introduction

The present dynamic and turbulent markets are throwing several challenges to organizations. To sustain in the market and to overcome the challenges organizations have to look at competent leaders. Organizations are striving to make optimum utilization of human resource on one hand and retaining talented resource on the other hand. In this context, leaders' role in every organization is becoming crucial. The success of these organization are mostly depended upon how effective are their leaders. In course of last two decades, Emotional Intelligence (EI) concept has become a very important indicator of a person's knowledge, skills and abilities in workplace. EI plays a significant role in leadership the job performance, motivation, decision making and successful management.

Emotional Intelligence: Definition

There is lot of ambiguity prevailing all over about the term EI. The term Emotional Intelligence was developed by two researchers – Peter Salavoy and John Mayer but got popularized by Dan Goleman in. According to Salovey and Mayer (1990) “Emotional Intelligence is the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions.”

Emotional Intelligence Models

The concept is still evolving but the research work of past two decades has resulted into three major models they are ability, mixed, and trait EI models. The reason behind these three categories is authors perception towards EI. Researchers of trait model think that EI is an innate human trait. Ability model proponents think that EI is a pure form of mental ability and it is a pure intelligence. In contrast, mixed models of emotional intelligence combine mental ability with personality characteristics such as optimism and wellbeing.

Ability EI models

The ability model of emotional intelligence is proposed by John Mayer and Peter Salovey. Their theory of emotional intelligence integrates key ideas from the fields of intelligence and emotion. It proposes that emotional intelligence is comprised of two areas: experiential (ability to perceive, respond, and manipulate emotional information without necessarily understanding it) and strategic (ability to understand and manage emotions without necessarily perceiving feelings well or

fully experiencing them). Their further research simplified their model with four components i.e The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth.



Fig 1.1 Components of Ability EI Model

Thus, the ability based model views emotions as useful source of information that helps one to work in social environment.

Mixed Model of Emotional Intelligence

The director of the Institute of Applied Intelligences in Denmark and consultant for a variety of institutions and organizations in Israel, Reuven Bar-On (2006) developed the first measuring tool of emotional intelligence that was used as the term –Emotional Quotient. Bar-On’s model of emotional intelligence relates to the potential for performance and success, rather than performance or success itself, and is considered process-oriented rather than outcome-oriented. It outlines five components of emotional intelligence: intrapersonal, interpersonal, adaptability, stress management and general mood.

The Trait EI model

Petridis et al. (2004) proposed a conceptual distinction between the ability based model and a trait based model of EI. –Trait EI model refers to an individual ‘s self-perceptions of his emotional abilities. This definition of EI includes behavioural tendency and self-perceived abilities and is measured by self-report. Trait EI should be investigated within a personality framework. An alternative name for the same construct is trait emotional self- efficacy.

Objectives of the study

- To know the Emotional Intelligence levels of leaders in the selected organization
- To know the opinion of employees towards their leaders and leadership style

- To know the impact of Emotional Intelligence in Leadership success

Alternate hypothesis of the study

1. Emotional intelligence shows impact on the style of leadership
2. Emotional intelligence is helpful in enhancing leadership success.
3. Emotional Intelligence is helping to motivate the leader in the right direction.
4. Emotional Intelligence contributes for better handling of the situation.
5. Emotional Intelligence strengthens the team's cohesiveness

In order to fulfill above objectives and test the said hypothesis a questionnaire was developed and distributed to 150 employees of selected organization covering all levels.

Data analysis

Table 3.1 Leaders EI and its impact on leadership styles		
N	Valid	119
	Missing	0
Mean		3.84
Mode		4
	Std. Deviation	.781
Variance		.610

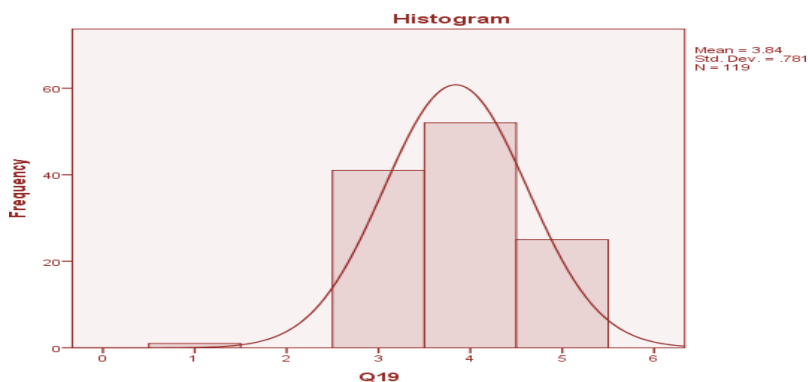


Fig 3.1 Leaders EI and its impact on leadership styles

The relationship between emotional intelligence and applying appropriate leadership can be illustrated from this diagram which is showing that it is normally dispersed towards standard deviation that is close to mean; this indicates that Emotional intelligence shows impact on the style of leadership. Leader through his EI selects appropriate style of leadership which is suitable to followers and the situation.

Table 3.2 leaders EI is helpful in enhancing leadership success		
N	Valid	119
	Missing	0

Mean		4.03
Mode		4
Std. Deviation		.863
Variance		.745

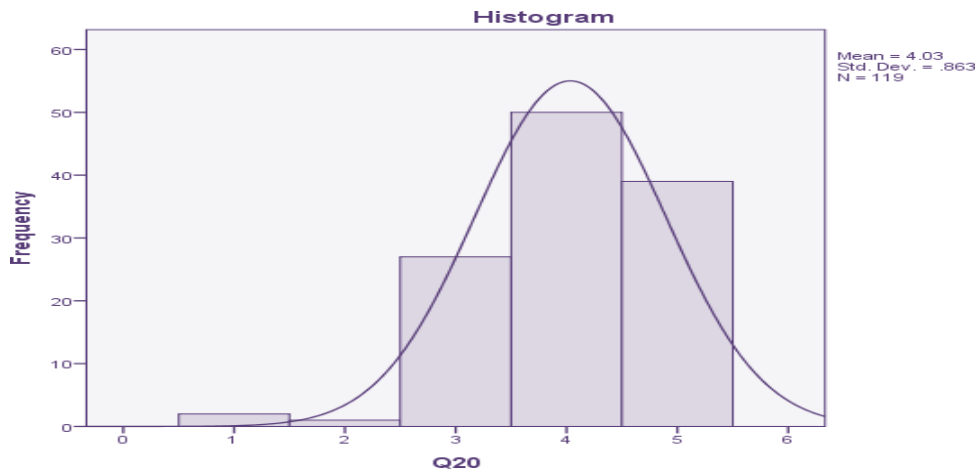


Fig 3.2 leaders EI is helpful in enhancing leadership success

The relationship between emotional intelligence and leadership success can be represented in the form of above diagram which is showing that it is normally dispersed towards standard deviation that is close to mean, indicating emotional intelligence shows positive impact on leadership success .

Table 3.3 leaders EI is helping to motivate followers in the right direction		
N	Valid	119
	Missing	0
Mean		3.97
Mode		4
Std. Deviation		.906
Variance		.821

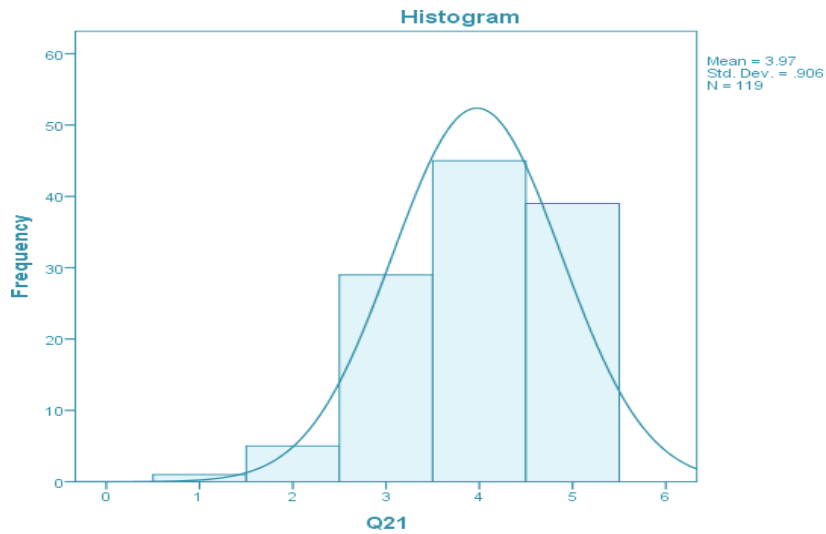


Fig 3.3 leaders EI is helping to motivate followers in the right direction

The relationship between emotional intelligence and leaders ability to guide followers in right direction can be observed from the above table and graph. The curve is showing that it is normally dispersed towards standard deviation that is close to mean, this indicates that leaders EI is helping to motivate followers in the right direction.

Table 3.4 leader's EI contributes for better handling of the situation		
N	Valid	119
	Missing	0
Mean		4.08
Mode		5
Std. Deviation		.931
Variance		.867

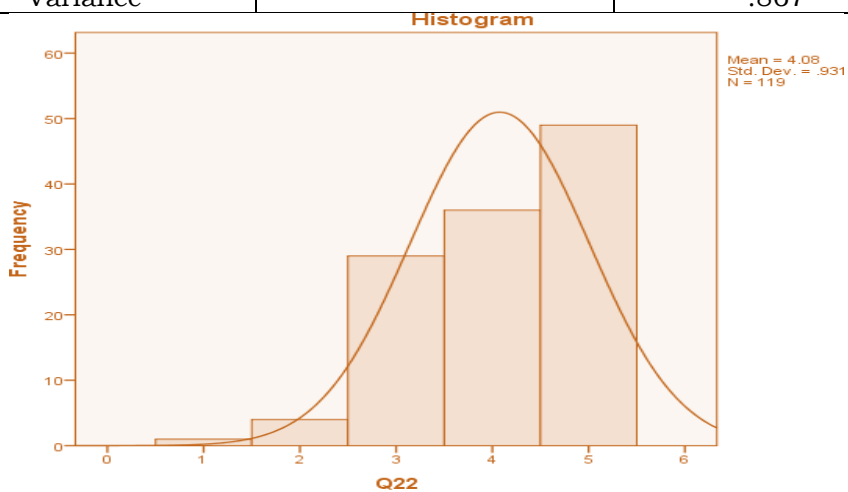


Fig 3.4 leader's EI contributes for better handling of the situation

The relationship between emotional intelligence and handling of situations by leaders effectively can be illustrated from the diagram which is showing that it is normally dispersed towards standard deviation that is close to mean indicating that leader's EI contributes for better handling of the situation as leaders EI makes them capable of understanding how to convince people.

Table 3.5 Leader EI strengthens the team's cohesiveness		
N	Valid	118
	Missing	1
Mean		3.76
Mod	e	3
	Std. Deviation	.813
	Variance	.661

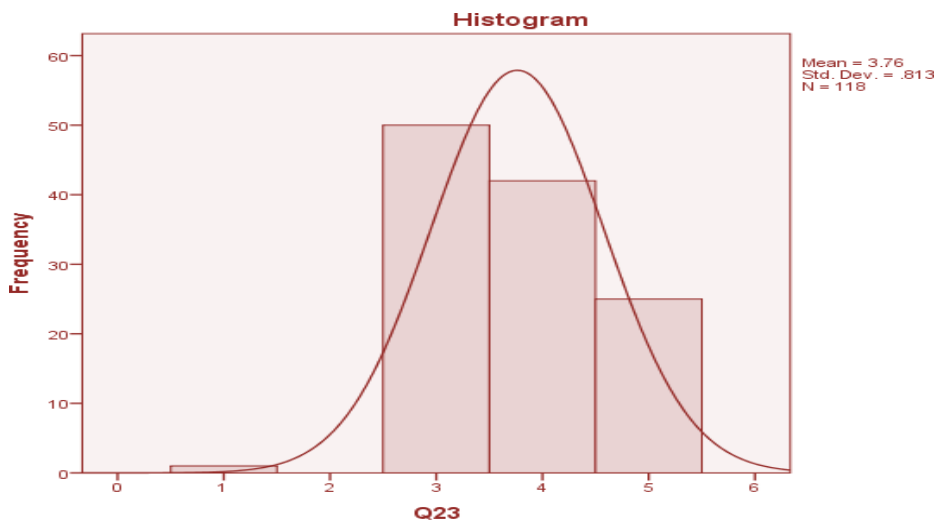


Fig. 3.5 5 Leader EI strengthens the team's cohesiveness

The role of emotional intelligence in strengthening the team cohesiveness can be observed from the above diagram which is showing that the curve is normally dispersed towards standard deviation that is close to mean which indicates that leaders EI contributes for enhancing the cohesiveness of the team as it helps him in understanding their psychology and personality.

Findings

From the analysis it was found that 70% of the employees believe that their leaders have complete self-awareness. It was found more in case of departments like Public affairs, HR, and Finance compared to Sales and Service departments. Effective techniques like interactive sessions were been used in the organisation to improve the success of a leader. EI helped leaders of this organization for their leadership success by using appropriate style, enhancing cohesiveness among team members etc. The leader could understand the employees needs and match them to their work requirements and acknowledge them, reward people's strengths, accomplishments, and development. So emotional competencies play

vital role in influencing employees and their colleagues and developing the team capabilities and giving the right job description. Emotional intelligence builds and incorporates into the minds of people a burning spirit for pursuing noble goals, missions and accomplishments that lead to definable progress both in their career and life.

Conclusion

The importance of Emotional Intelligence can increase the success of the leader. Emotional Intelligence has become a crucial part of how today's leaders meet the significant challenges they face in their organizations. Emotional Intelligence can facilitate leaders in constructing policies and making crucial decisions in an ever more difficult leadership role, one that very limited number of people seem competent to accomplish. And in the middle of the "Talent War", particularly at the highest levels in organizations, emotional intelligence can provide competitive edge to developing leaders. Emotional intelligence has been thoroughly observed in workplace settings. It has been related to increased success among those who share similar positions. Furthermore, hiring individuals with higher levels of emotional intelligence as well as training existing staff to be more emotionally intelligent has been associated with financial gains in the private sector.

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