

Link between Emotional Intelligence and Leadership

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Abstract

Emotional intelligence deals with the ability of an individual to identify his/her behaviour and also capable to understand others emotions and feeling. Individuals who are with greater level of emotional intelligence know what they are feeling, what their feelings signify, how these feelings can influence other individuals. Thus EI is very primitive factor for anyone but it is specifically incredible for those who possess positions of leader. A leader's emotional intelligences have comprehensive control over their bonding with their teams and also the way they interact with other in their workplace.

This paper is an extract of the research entitled Development of Emotional Intelligence Module and its Effectiveness with Reference to Emotional Competencies for Upper Primary School Tribal Students of Ranchi District.

Keywords: Emotional Intelligence, Leadership, Social Skills.

Introduction

The term emotional intelligence in 1990 was coined by Salovey and Mayer and declared that it extremely different from general intelligence. According to them emotional intelligence is the ability to understand one's behaviour and other person's emotions. Few years later Mayer had defined Emotional Intelligence in Harvard Business Review as:

"From a scientific (rather than a popular) standpoint, emotional intelligence is the ability to accurately perceive your own and other's emotions; to understand the signals that emotions send about relationships; and to manage your own and others' emotions send about relationships; and to manage your own and others' emotions. It doesn't necessarily include the qualities (like optimism, initiative, and self-confidence) that some popular definitions ascribe to it."

It has been conveyed that Emotional intelligence is the general ingredient that manipulates the different traditions in which individuals expand in their existence, jobs, hold disappointment, and get beside with others. Many times it has been observed that a intelligent manager who has control over his emotions is more successful than a simply intelligent person. Further in 1995 Daniel Goleman a psychologist deliberately conveyed the importance of emotional intelligence to business leaders. He published one the most enduring articles "What Makes a Leader," in which he had stated clearly:

The most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. It's not that IQ and technical skills are irrelevant. They do matter, but... they are the entry-level requirements for executive positions. My research, along with other recent studies, clearly shows that emotional intelligence is the sine qua non of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader.

Daniel Goleman has mentioned about five components significant to emotional intelligence.

Self-Awareness

Self-awareness is one of the most important components of the emotional intelligence. It's the ability to understand the emotions of one self. One who is self aware is capable of knowing the strength and weakness of themselves, welcome new information and ready to learn from others.

Self-Regulation

Self regulation means expression of emotions in a very correct manner. A self regulated person is really good in handling conflict and tense environment. They are caring of how they control others and take accountability for their own deeds.

Self-Motivation

People who are self motivated always have positive attitude and pursued commitment towards the desired goals which they want to get. They move towards their goals without bothering about the hindrance in their way to success.

Empathy

Basically empathy means the skill or ability to find out and understand how others are feeling. Being empathetic allows individual to recognize the power of go-ahead that often persuade social connection, particularly in place of work.

Social Skill

The skills that we use to convey or interact with each other by using various modes of communication, it could be either verbal or non verbal gestures. For socialization, interpersonal talents are crucial to relay to one another.

Does Emotional Intelligence Matters for Leaders

It has been observed that a successful leader is always more emotionally intelligent as compare to others. Leader who excels in emotional intelligence can strive to understand their workers' emotions and feelings and treat all employees equally.

Ellen W. Turk and Zora M. Wolfe of Widener University in 2019 conducted a study on principal's perceived relationship between emotional intelligence, resilience, and resonant leadership throughout their career. The study findings suggest Reivich and Shattes seven abilities of resilience as pre-requisite skills to support a leader's ability to initiate, utilize, and sustain resonant leadership, as opposed to as byproduct of emotional intelligence.

Segredo, R Mirta, Cistone, J Peter, Reio, G Thomas in 2017 explained a relationship between emotional intelligence, leadership style and school culture. The result of this study suggested that there is positive relation between emotional intelligence and leadership style.

Jones, Ventes Derrell in 2012 conducted a study to find out the relationship between emotional intelligence and leadership effectiveness among sponsored research administrators. Through this study it was declared by the researchers that emotional intelligence and leadership are highly correlated by using leadership practices inventory having components "enabling others' to act "with total emotional intelligence and eight other components of emotional intelligence.

Herbst, H.H, Maree, J.G, Sibanda 2006 explained through their study emotional intelligence and leadership abilities that leadership effectiveness is correlated with the emotional intelligence.

Cliffe, Joanne in 2011 proved through their study emotional intelligence: a study of female secondary school head-teachers that there exists a positive relation between emotional intelligence and leadership. Here it was explained that the head-teachers were able to use their intelligence of emotions knowingly or subconsciously.

Moore and Bobby in 2009 Emotional Intelligence for School Administrators: A Priority for School Reform? Proved that school leaders need high emotional intelligence in order to understand the need of their staffs who are engaged in developing a high vision for their school.

Aims of the Study

The concept of Emotional Intelligence (EI) has reflected significant consideration from academicians, different institutions and in the mainstream society. Since its inception different scholars of the field such as Daniel Goleman, Peter Salovey, John Mayer, and Reuven Bar-On have conducted continues comprehensive research on the subject of Emotional Intelligence. There are different models of Emotional Intelligence along with different related measurement tools which can find out various strategies for developing (EI). Therefore there is a need to understand the link between emotional intelligence and leadership. The related research helps in bridging the gap between the emotional intelligence and leadership at work place. The purpose of this study was to examine the relationship between emotional intelligence and leadership at work place.

Conclusion

In past few years only large number of researchers have stated that emotional intelligence influence the leadership qualities of individuals. The results of the above reviews depicts that the main idea behind emotional intelligence

It will be wrong to say that emotional intelligence doesn't influence or show remarkable in the life of successful persons. Emotionally intelligent individuals are more enthusiastic more creative in their work and popular among their family, friends' co-workers, friends and neighbours. People who are emotionally intelligent they easily remove their obstacles away from them.

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