

## The Role of Emotional Intelligence in Effective Management

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KEYWORDS	ABSTRACT
Emotional Intelligence, Effective Management, Leadership Skills, Interpersonal Communication, Conflict Resolution, Team Cohesion, Managerial Effectiveness, Organizational Performance, Adaptive Leadership, Employee Engagement.	<p>In the modern organizational environment, management goes beyond technical knowledge and strategic decision making, and with the importance of emotional intelligence (EI). A relatively new concept, emotional intelligence is described as the capacity to be able to perceive, comprehend, control, and use emotions in a positive way, and has become critical in defining managerial success.</p> <p>This study examines the impact of emotional intelligence on management performance, how the EI competencies contribute to leadership, interpersonal communication, conflict management, and team building. In an extensive literature review and showcasing the results of the empirical studies performed, the paper identifies a correlation between emotional awareness, self-regulation, empathy, and social skills with major managerial outcomes, including employee engagement, productivity, and organization performance. The evidence shows that highly emotionally intelligent managers are more prepared to address the challenges of the work environment, create favorable working conditions, and facilitate long-term organizational development.</p> <p>In addition, the paper focuses on the importance of EI in facilitating adaptive leadership, pressure-response decision making, and resilience in complex dynamic business settings. Developing theoretical frameworks and applying practical information, the research reveals the importance of organizations focusing on the development of EI via specific training, coaching, and leadership programs. There are also gaps in existing research that the paper identifies, and in my opinion, longitudinal studies are necessary to investigate the long-term consequences of emotional intelligence on the effectiveness of managers in various industries in different cultural backgrounds. Finally, the paper claims that emotional intelligence is not an auxiliary competence but an essential element of good management that may alter the dynamics of organizations and improve performance in general. The identification and development of emotional intelligence in management is, therefore, essential to success in the individual as well as organizational levels in the contemporary professional world.,</p>

### 1. INTRODUCTION

In this modern competitive and dynamic organizational setup, the new management is more than technical skills and operational knowledge. Emotional intelligence (EI) has become a key factor to the success of managers, as it affects the capacity of leaders to process, perceive and act on emotions not only in themselves but also in others. EI is a set of skills that include self-awareness, self-regulation, motivation, empathy and social skills, all of which help to make better decisions, conflict management and teamwork. High emotional intelligence managers in an organization are able to develop a good culture, motivation, and more effective interpersonal relationship, and this eventually leads to performance and productivity in the organization.

The importance of emotional intelligence in management is a relatively new topic that has gained a lot of interest over the last few years, with the traditional theories of leadership, based largely on cognitive intelligence, unable to provide a complete understanding of the intricacies of human behavior in the workplace. Studies have shown that managers with high levels of emotional intelligence are better placed to overcome all challenges in the workplace, deal with stress, and support the.



coordination of various teams. Additionally, emotional intelligence to identify and manage emotions has the potential to directly influence organizational performance, such as staff satisfaction, retention, and business performance

## Components Of Emotional Intelligence



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The purpose of the study is to examine the multidimensional nature of emotional intelligence in successful management with reference to its impact on leadership success, communication and organizational performance. Through the study of the interaction between emotional competencies and managerial practices, the study aims to offer perspectives on how organizations can develop emotionally intelligent leaders who can promote innovation, resilience, and long-term success. The association between emotional intelligence and the effectiveness of management is critical to both researchers and professionals who aim at cultivating a better leadership and, by doing so, accomplishing strategic objectives of the organization.

### 2. BACKGROUND OF THE STUDY

The complexity of the workplace in the modern setting of an organization has brought out the importance of managers having technical and cognitive abilities, but also emotional ones. Generally speaking, emotional intelligence (EI) as the capacity to perceive, understand, control, and use emotions effectively has proven to be one of the key elements that determine the performance of managers and the success of organizations. Although strategic planning, operational efficiency, and decision-making skills were considered important aspects of management in the past, more recent studies indicate that the capacity of managers to negotiate interpersonal relationships, exhibit empathy, and address emotional needs of their subordinates plays a significant role in achieving employee engagement, productivity, and organizational climate.

Good management involves leaders striking a balance between task orientations and people oriented considerations. High emotional intelligence allows managers to be aware of their emotions, the emotions of others, predict and regulate other emotions, and create a favorable workplace. These skills play a key role in managing conflicts, team motivation, and collaboration, particularly in a heterogeneous and dynamic work environment. In addition, the pressure on organizations due to globalization, technological changes, and diversity in their workforce has been on the rise, which has increased the need to hire emotionally intelligent leaders who can make the right decisions and lead their team members to achieve positive outcomes.

Although the role of EI in management is increasingly recognized, its application in management strategies is rather uneven. The technical skill is still favored over emotional competencies in recruitment, training and development of leadership in many organizations. The identified gap helps to highlight the necessity of further research on the specific role of emotional intelligence in successful management, its impact on decision-making, performance of a team, and organizational performance. Through these relationships, the study will offer information that can be applied in managerial practices, leadership development programs and assist the development of workplaces that embrace emotional and professional abilities.

### 3. JUSTIFICATION

In modern organizational settings, good management is not only based on technical competence and strategic decision making. Emotional Intelligence (EI)- This is the capacity to sense, comprehend, control, and command emotions in self and others and has proven to be a key factor determining successful management. High emotional intelligence managers are able to build better relationships with other people, create greater team cohesion, and handle more complicated workplace



dynamics, thus, leading to better overall performance in the organization.

Although EI has gained increasing popularity as a leadership concept in the literature, most organizations still do not consider emotional intelligences when choosing and assessing managers. This gap identifies the value of developing the role of emotional intelligence as a key element in successful management. Exploring this connection can help to understand how managers can use self-awareness, empathy, and emotional control as key opportunities to optimize decision-making, motivate staff, and conflict-resolution as an effective way to resolve conflicts.

Furthermore, the research is supported by the growing complexity of the contemporary work environment, where multicultural teams, swift technological shifts, and an escalation of performance requirements necessitate leadership intelligence that is emotionally driven. Through the analysis of EI-management effectiveness intersection, this study advances both theoretical knowledge and actual practice to provide training and development of managers to organize and human resource management.

In short, the research is critical to pinpoint the process, by which, emotional intelligence improves the work of a manager, so that the development of leaders would be consistent with the constantly changing emotional and social needs of workplace.

#### **4. OBJECTIVES OF THE STUDY**

To examine the impact of emotional intelligence on managerial effectiveness

To identify the relationship between emotional intelligence and employee performance

To analyze the role of emotional intelligence in conflict resolution and workplace communication

To assess the contribution of emotional intelligence to leadership styles and decision-making processes

To provide practical recommendations for enhancing emotional intelligence among managers

#### **5. LITERATURE REVIEW**

Emotional Intelligence (EI) has been increasingly recognized as a critical factor in effective management. It encompasses the ability to perceive, understand, regulate, and utilize emotions in a constructive way, impacting decision-making, leadership, and organizational outcomes (Salovey & Mayer, 1990; Goleman, 1995). This literature review explores the connection between EI and managerial effectiveness, highlighting empirical studies and theoretical frameworks.

##### **Conceptual Foundations of Emotional Intelligence:**

Salovey and Mayer (1990) first conceptualized EI as the capacity to monitor one's own emotions and those of others, to differentiate among them, and to use this information to guide behavior. Goleman (1995) expanded this framework to include five domains: self-awareness, self-regulation, motivation, empathy, and social skills. These domains are particularly relevant for managers, as they enable better interpersonal relationships, conflict resolution, and organizational performance.

##### **Emotional Intelligence and Leadership Effectiveness:**

Research consistently indicates a strong correlation between EI and leadership success. Miao, Humphrey, and Qian (2016) conducted a meta-analysis demonstrating that leaders with higher EI are better at stress management, effective communication, and fostering a positive organizational climate. Goleman (1998) emphasized that EI often outweighs cognitive intelligence (IQ) in predicting managerial effectiveness. Similarly, Ayitey (2019) highlighted that EI enables managers to balance 'getting along' behaviors—such as teamwork and collaboration—with 'getting ahead' behaviors, like visioning and motivating teams, thereby enhancing leadership performance.

##### **Emotional Intelligence in Managerial Practices:**

In practical managerial settings, EI significantly impacts decision-making, conflict resolution, and employee engagement. Jordan and Troth (2004) found that managers with high EI are more adept at resolving workplace conflicts and maintaining harmonious team dynamics. Moreover, Carmeli (2003) suggested that emotionally intelligent managers foster higher organizational commitment and employee satisfaction, which in turn improves productivity and innovation. EI also influences change management, as leaders who understand and manage emotions can better guide teams through transitions (Boyatzis, 2008).

##### **Implications for Organizational Performance:**

The link between EI and organizational performance is well-established. Leaders who exhibit high EI positively affect employee morale, reduce turnover, and enhance team cohesion (Bar-On, 2006). Additionally, EI facilitates adaptive decision-making under pressure, a crucial attribute for managerial success in dynamic environments (Ashkanasy & Daus, 2005). These findings underscore the necessity of integrating EI development into management training programs to improve both individual and organizational outcomes.

#### **6. MATERIAL AND METHODOLOGY**

##### **Research Design:**



This study adopts a quantitative correlational research design to examine the relationship between emotional intelligence (EI) and effective management practices. The design allows for the assessment of how various dimensions of emotional intelligence—such as self-awareness, self-regulation, motivation, empathy, and social skills—correlate with management effectiveness in organizational settings. A cross-sectional approach is used, collecting data at a single point in time to ensure efficiency and feasibility.

#### Data Collection Methods:

Data were collected using a combination of structured questionnaires and standardized assessment tools. The primary instrument for measuring emotional intelligence was the Emotional Intelligence Appraisal, which evaluates core EI competencies. Management effectiveness was assessed through a Management Effectiveness Survey, designed to capture leadership performance, decision-making quality, conflict resolution, and team management skills. The questionnaires were administered both online and in paper form to ensure wider accessibility. Additional demographic information, such as age, gender, years of experience, and position level, was also collected to control for confounding variables.

#### Inclusion and Exclusion Criteria:

**Inclusion Criteria:** Participants were required to be mid- to senior-level managers with at least two years of management experience, actively employed in organizations across private, public, or nonprofit sectors, and willing to provide informed consent.

**Exclusion Criteria:** Individuals without formal managerial responsibilities, interns, or employees with less than two years of professional experience were excluded. Participants who failed to complete the questionnaires or provided inconsistent responses were also excluded from the final analysis.

#### Ethical Considerations:

Ethical approval was obtained from the relevant institutional review board. Participation in the study was entirely voluntary, and all participants provided informed consent prior to data collection. Confidentiality and anonymity were strictly maintained; personal identifiers were removed from datasets. Participants were assured that the data would be used solely for academic research purposes. Additionally, they were informed of their right to withdraw from the study at any time without any consequences.

## 7. RESULTS AND DISCUSSION

### Results:

The study aimed to examine the relationship between emotional intelligence (EI) and effective management among mid-level managers in various industries. A total of 150 managers participated in the study, completing the Emotional Intelligence Scale (EIS) and a Management Effectiveness Questionnaire (MEQ). Descriptive statistics, correlation analysis, and regression analysis were conducted to analyze the data.

### 1. Descriptive Statistics

Table 1 shows the mean scores and standard deviations for the components of emotional intelligence and management effectiveness.

**Table 1: Descriptive Statistics for Emotional Intelligence and Management Effectiveness**

Variable	Mean	Standard Deviation (SD)
Self-awareness	4.21	0.58
Self-regulation	4.03	0.62
Motivation	4.15	0.55
Empathy	4.27	0.60
Social skills	4.18	0.57
Overall Emotional Intelligence	4.17	0.54
Decision Making Effectiveness	4.11	0.61
Team Management Effectiveness	4.14	0.59
Conflict Resolution Effectiveness	4.09	0.63
Overall Management Effectiveness	4.11	0.57



## 2. Correlation Analysis

Pearson correlation analysis was performed to determine the relationships between emotional intelligence dimensions and management effectiveness.

**Table 2: Correlation between Emotional Intelligence and Management Effectiveness**

EI Component	Overall Management Effectiveness	Significance (p-value)
Self-awareness	0.42	0.001
Self-regulation	0.39	0.002
Motivation	0.44	0.001
Empathy	0.48	0.001
Social skills	0.46	0.001

**Interpretation:** All dimensions of emotional intelligence showed a significant positive correlation with management effectiveness, indicating that managers with higher EI tend to perform more effectively across decision-making, team management, and conflict resolution. Among the components, empathy demonstrated the strongest relationship with overall management effectiveness.

## 3. Regression Analysis

A multiple regression analysis was conducted to identify which EI components predict management effectiveness.

**Table 3: Multiple Regression Analysis Predicting Management Effectiveness**

Predictor	$\beta$ (Standardized Coefficient)	t-value	Significance (p-value)
Self-awareness	0.18	2.42	0.017
Self-regulation	0.14	1.96	0.052
Motivation	0.20	2.61	0.010
Empathy	0.28	3.45	0.001
Social skills	0.23	3.05	0.003

**Interpretation:** The regression results indicate that empathy, social skills, and motivation are significant predictors of management effectiveness. This suggests that managers who can understand others' perspectives, communicate effectively, and maintain high intrinsic motivation are more likely to succeed in managerial roles.

## 8. DISCUSSION:

The findings support the hypothesis that emotional intelligence plays a **critical role in effective management**. Specifically: **Empathy and social skills** emerged as the strongest contributors to managerial effectiveness. This aligns with previous research suggesting that understanding team members' emotions and fostering positive relationships enhances performance and collaboration.



**Motivation** also significantly predicted management effectiveness, highlighting the importance of self-driven managers who inspire and encourage their teams toward organizational goals.

**Self-awareness and self-regulation**, while positively correlated, had slightly weaker predictive power. This suggests that while understanding and managing one's emotions are important, the ability to connect with and influence others may be more critical for managerial success.

Overall, the results underscore the importance of integrating **emotional intelligence development programs** in managerial training. Enhancing EI can lead to better decision-making, improved conflict resolution, and more effective team management.

#### **Limitations of the study**

Although this research offers useful information on how emotional intelligence correlates with good management, it is important to note that there are several limitations:

**Sample Size and Diversity:** The results of the study are limited by a few participants, which might not be able to represent the wider population of managers working in various industries, regions, and organizations. The findings are therefore not necessarily applicable in every managerial setting.

**Self-Reported Data:** The study is based on self-reporting of emotional intelligence and managerial effectiveness. Biases such as social desirability or inaccurate self-evaluation may apply to such data and cause the findings to be less reliable.

**Cross-Sectional Design:** The type of research design that is applicable in this study is the cross-sectional research design where the researcher gathers data at a given time. Thus, it is not capable of making causal links between emotional intelligence and managerial effectiveness. To learn about changes over time, longitudinal studies would be required.

**Contextual Factors:** The effects of emotional intelligence on management can also be affected by contextual variables of organizational culture, industry dynamics, or team composition. These aspects were not fully investigated within the framework of this study, which can restrict the level of interpretation.

**Measurement Tools:** Although validated instruments were utilized to measure the level of emotional intelligence and management effectiveness, no tool is entirely free of limitations. The results may be affected by measurement errors or cultural bias when answering questionnaire items.

**Scope of Variables:** The research pays little attention to the possible mediating and moderating variables, including leadership style, stress levels, or employee engagement that might yield a more detailed picture of the topic of emotional intelligence in management.

#### **Future Scope**

Emotional intelligence (EI) is a highly fruitful area of research in management. The next round of research could be based on the application and implementation of EI training programs in companies and the quantifiable effect it produces on the performance of the organization. Longitudinal research might look at the development of emotional intelligence of managers with time and its impact on employee engagement, retention, and team productivity. Cross-cultural research can also reveal the influences of cultural differences on the use and performance of emotional intelligence in leadership. It is also possible to explore the role of technology, including AI-based emotional analysis applications, to aid emotionally intelligent decision-making. Last but not least, associating EI with other managerial skills, such as strategic thinking and conflict resolution may give a holistic view of how it impacts sustainable organizational success.

## **9. CONCLUSION**

The results of the present study highlight the importance of emotional intelligence (EI) as a decisive element of successful management. Highly self-aware and empathic managers have a better chance to build healthy relationships at work, increase the work quality of their team, and address organizational issues. Not only emotional intelligence will help a person communicate better and solve conflicts; it will also lead to increased organizational success and employee satisfaction. With the growing importance of human-focused leadership in organizations, cultivating and fostering emotional intelligence among managers becomes one of the strategies that can ensure long-term performance and growth. Therefore, the inclusion of EI-centric training and testing in management development programs could be one of the most significant steps in developing adaptive, resilient and effective leaders in the dynamic business world today.

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