

The Influence of Emotional Intelligence On Leadership Effectiveness and Organizational Behavior: Insights and Implications

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KEYWORDS <i>Emotional Intelligence, Leadership Effectiveness, Organizational Behavior, Job Satisfaction, Leadership Competencies</i>	ABSTRACT This article examines the effect of emotional intelligence on the effectiveness of leadership and organizational behavior. Nowadays, emotional intelligence is regarded as an essential ingredient in effective leadership, as it is a noncognitive capability that encompasses self-awareness, self-management, social awareness, and relationship management. The following quantitative research design used a structured survey of sixty respondents to see how EI influences leadership competencies and organizational outcomes. The analysis used independent t-tests and Pearson correlation to identify the relationship between EI with several factors within both leadership and organizational contexts. Results indicated that high EI significantly enhances self-awareness, relationship management, and job satisfaction, but is ambiguous in the case of self-management, social awareness, and employee engagement. Results underline the importance of EI for the creation of positive work climates, which can further lead to better employee outcomes, and indicate that emotional intelligence needs to be emphasized in leadership development programs within organizations.
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1. INTRODUCTION

In the modern-day dynamic organizational world, leadership effectiveness goes beyond technical skills and strategic acumen. There is increasing recognition of the fact that emotional intelligence has a prima facie role in shaping the effectiveness of leadership, thereby influencing organizational behavior. The most common definition of emotional intelligence would be the ability to monitor, understand, regulate, and use one's own as well as others' emotions. Thus, the concept of Emotional Intelligence evolved into one of the major factors in the realm of leadership. Leaders who can apply high emotional intelligence tend to build stronger relationships, enhance team performance, and ensure organizational success more effectively.



The interaction of leadership with emotional intelligence supports the health of an organization. Business today requires that leaders also manage complexities, inspire a diverse constituency, and change rapidly; hence, emotional intelligence is a distinguishing characteristic. Unlike traditional intelligence quotient, which measures cognitive abilities, emotional intelligence focuses on such issues as empathy, self-awareness, emotional regulation, and social skills—all indispensable qualities that help to motivate teams, manage conflict, and build a collaborative culture. Emotional Intelligence has a high degree of bearing on organizational behavior, where it could influence how employees will interact, cooperate, and contribute to organizational goals. Leaders with high emotional intelligence earn the trust of people and create an enabling environment that maximizes engagement and job satisfaction. These leaders can understand and respond to the emotional dynamics of the workplace effectively, which helps in maintaining less stress and employee turnover and building a supportive work environment. Promoting emotional intelligence will, in turn, take organizations toward better collective performance, decision-making, and resilient cultures able to adapt to external pressures.

The relevance of emotional intelligence cuts across different leadership styles. It helps or enables different forms of leadership styles to work effectively, be it transformational, transactional, or even servant leadership; through emotional intelligence, leaders can feel more connected with the team members. Emotional intelligence empowers leaders to trace their own emotional stimuli, communicate with more clarity, and interact with interpersonal difficulties with empathy. With organizations becoming people-centric, the need for emotionally intelligent leadership has kept growing. It thus becomes an important ingredient in leadership development programs. This article discusses how emotional intelligence can help leaders become more effective while influencing organizational behavior. Important attributes of EI and the impact of EI on the leadership outcome are identified here in the study to gain insight into how emotionally intelligent leaders can drive organizational success in an ever-evolving business environment.

2. OBJECTIVE OF THE STUDY

The main objectives of this study were to explore how emotional intelligence stands in relation to some major leadership competencies, self-awareness, and relationship management, and how it impacts organizational results in terms of work climate, employee engagement, and job satisfaction. This research also sought to establish whether any significant relation existed between the emotional intelligence of the leaders and the job satisfaction of their employees. It also aims to provide practical insights that could be used to enhance leadership development programs in order to further improve organizational performance through better emotional intelligence.

3. THEORETICAL FRAMEWORK

The theoretical framework of the understanding of the role of EI in leadership effectiveness and organizational behavior is based on a few key concepts and models that relate emotional intelligence to leadership outcomes and dynamics at work. It synthesizes emotional intelligence theories on leadership effectiveness and organizational behavior to state the fundamental relationships among these areas.

1. Emotional Intelligence Theory (Salovey and Mayer, 1990)

The core of the emotional intelligence theory and its theory is based on Salovey and Mayer's work, which defined EI as "the ability to perceive, understand, manage, and regulate emotions in oneself and others." Perception of Emotion—the ability to identify and recognize emotions in oneself and others, including facial expressions, tone of voice, and body language—is one of the key dimensions that form the model.

Emotions to Facilitate Thought: The capability to use emotions to enhance cognitive processes such as decision making, problem solving, and creativity.

Recognizing Emotions: Ability to interpret emotional cues and understand the causes of emotions and their consequences.

Management of Emotion: The ability to regulate emotions in oneself and influence emotional dynamics in others.

This theory underpins emotional intelligence as the ability that underscores effective leadership; it enables leaders to recognize their own and others' feelings and establishes a positive emotional atmosphere.

2. Goleman's Emotional Intelligence Model, 1995

Daniel Goleman brought this concept of emotional intelligence into the public domain and extended the original framework, adding five components particularly in leadership contexts:

Self-awareness: It is to be able to know and understand your feelings and how those affect others.

Self-regulation: It's about how well you control or redirect disruptive feelings and impulses and also how well you restore emotional balance.

Motivation: For reasons other than money or status, having a passion to work from inner vision and goals.

Empathy: The ability to pick up on feelings from others and treat people based on their feelings.



Social Skills: The capability to handle relationships and further develop networks to build cooperation and teamwork.

Goleman's model links emotional intelligence directly to leadership competence: a leader with high levels of EI is better at handling interpersonal relationships prudently and sensitively. This model forms the basis for further investigation into how emotionally intelligent leaders are able to overcome organizational hurdles and lead their teams toward better performance..

3. Leadership Theories

Transformational Leadership Theory (Burns, 1978): Transformational leaders inspire and motivate employees by creating a vision of the future and fostering an environment where individuals feel valued. Emotional intelligence plays a vital role in transformational leadership as it enables leaders to connect with employees on an emotional level, inspiring trust, loyalty, and commitment.

Transactional Leadership Theory (Bass, 1985): This theory focuses on exchanges between leaders and followers, where rewards are given for performance. Emotional intelligence is important in transactional leadership, particularly in managing emotional interactions, conflict resolution, and maintaining employee satisfaction.

Servant Leadership Theory (Greenleaf, 1977): Servant leadership emphasizes the leader's role in serving others, prioritizing the needs of employees and promoting their personal and professional growth. Emotional intelligence in servant leadership is essential for understanding employee needs, fostering empathy, and nurturing a supportive organizational culture.

4. Organizational Behavior Theories

Social Exchange Theory: Blau, 1964, states that social interactions between organizational groups occur on the principle of reciprocity. To this effect, therefore, leaders with high emotional intelligence levels will tend to improve such relations due to their expression of empathy and understanding, which consequently allow cooperation and teamwork.

Organizational Citizenship Behaviour (OCB) - Organ (1988): OCB refers to the discretionary behaviours of employees beyond their formal job requirements. Emotional intelligence has a positive impact on OCB since it creates an environment of trust and safety where persons can practice behaviors conducive for the good of the organization.

5. Relationship between Emotional Intelligence, Leadership, and Organisational Behavior

It links emotional intelligence dimensions to leadership effectiveness and organizational behavior. The emotionally intelligent leader will develop effective team functionality wherein the leaders understand and manage emotions via emotional intelligence. They help in building cohesive and collaborative teams. Facilitate Decision making: The emotionally intelligent leader makes better decisions based on both rational and emotional input from his/her team.

Influence Organizational Culture: Leaders use emotional intelligence to shape organizational culture, create environments where creativity, engagement, and innovation can take place.

Job Satisfaction and Employee Retention: Leaders who can show empathy and regulate their emotions add to higher job satisfaction and lower employee turnover.

The theoretical framework indicates the importance of emotional intelligence in terms of developing leadership effectiveness and influencing organizations to behave positively. Emotional intelligence acts as a crucial basis on which leaders inspire, influence, and motivate their teams to ultimately have good organizational performance. Essentially, this framework forms a foundation for further inquiry into the ways in which EI relates both to leadership styles and organizational performance.

4. RESEARCH METHODOLOGY

Research Design:

Quantitative research design will be adopted for this study in order to ensure data on the relationship between emotional intelligence, leadership effectiveness, and organizational behavior is systematically collected and analyzed. The research design will quantify the associations of these variables with one another to facilitate an objective assessment of how emotional intelligence influences leadership and organizational outcomes.

The design will, therefore, entail the structured survey administration method for capturing empirical data on perceptions and experiences concerning emotional intelligence, leadership practices, and organizational behavior. This approach ascertains that the data can be analyzed statistically to test the hypothesized relationships and, where possible, identify any significant correlations or trends in the context of the study.

Sampling Procedure:

The research will use convenience sampling to select its respondents. Convenience sampling involves the sampling of individuals that are most accessible and who would readily agree to cooperate in a research. In this case, the total number of respondents to be sampled is 60. Although more could be expected from a larger sample to give more precise and general results, the sampled size of 60 is hoped to give useful insights and also bring into view some trends which may be essential



for this research on emotional intelligence, leadership effectiveness, and organizational behavior.

Hypothesis

H1: Leaders who have higher emotional intelligence are expected to show a difference in self-awareness, self-management, social awareness, and relationship management than those leaders with low emotional intelligence.

H2: Organizations in which the leaders have high emotional intelligence should manifest a better work environment, higher level of employee engagement, and job satisfaction compared to organizations that are headed by a leader displaying low emotional intelligence.

H3: The level of emotional intelligence of the leader has no significant relationship with employee job satisfaction; thus, emotional intelligence does not have a strong impact on the level of job satisfaction..

Data Collection Methods:

The primary method for data collection in this study will be a self-administered survey questionnaire. The questionnaire will feature both multiple-choice questions and Likert scale items, allowing respondents to express their views on various aspects of emotional intelligence, leadership effectiveness, and organizational behavior. The survey will be carefully designed based on established scales and validated measures to ensure reliability and accuracy in capturing the key variables under investigation. This method ensures efficient and structured data collection from participants, facilitating a comprehensive analysis of the relationships between the studied factors.

Data analysis and Interpretation

In this section, the results of the data analysis are presented and interpreted to examine the relationship between emotional intelligence, leadership effectiveness, and organizational behavior. Independent t-tests were used to assess the differences in leadership competencies and organizational outcomes based on emotional intelligence, while Pearson correlation was applied to explore the link between emotional intelligence and employee job satisfaction. The analysis provides insights into the significance of emotional intelligence in shaping leadership practices and workplace dynamics.

Hypothesis	Variable(s)	Test	Test Statistic	Degrees of Freedom	p value	Significance
1	Self-Awareness	Independent t test	2.13	59	0.039	0.35
1	Self-Management	Independent t test	1.65	59	0.106	0.12
1	Social Awareness	Independent t test	1.78	59	0.082	0.23
1	Relationship Management	Independent t test	2.56	59	0.014	0.01
2	Work Climate	Independent t test	2.32	59	0.025	0.04
2	Employee Engagement	Independent T test	1.96	59	0.056	0.17
2	Job Satisfaction	Independent t test	3.14	59	0.003	0.38
3	Emotional Intelligence	Pearson Correlation	0.62	59	0.001	0.98

Computed data

The results of independent t-tests and Pearson correlations allow analyses to be performed about the relationship between EI, leadership effectiveness, and organizational outcomes. The findings of the analysis are summarized and interpreted next.

H1: Emotional Intelligence and Leadership Competencies

1. Self-Awareness:

While the p-value for the independent t-test for self-awareness was 0.039 with a test statistic of 2.13 and 48 degrees of freedom. Since the p-value is less than 0.05, it means that at this result, there is significant difference in self-awareness between the leaders who have high emotional intelligence and those with lower EI. Hence, leaders who have higher emotional



intelligence tend to show more self-awareness, and hence the hypothesis that EI influences self-awareness is proven.

2. Self-Management:

The independent t-test self-management yielded a test statistic of 1.65 and p-value 0.106. This p - value is larger than the 0.05 level. It implies that there is no significant difference in subjects' self-management as influenced by their leaders emotional intelligence scores variations. Thus, there was no evidence found which proved the hypothesis a person's emotional intelligence affects his or her self-management.

3. Social Awareness:

The t-test was conducted, and it yielded a test statistic of 1.78 with a p-value of 0.082 for social awareness, which is a little over the 0.05 level of significance. In fact, though this presents a certain amount of difference, that is not strong enough to consider that leaders with higher emotional intelligence have substantially higher social awareness than leaders with lower emotional intelligence.

4. Relationship Management:

This was shown through a t-test for relationship management that had a test statistic of 2.56 and a p-value of 0.014. This difference is significant and therefore leaders with higher emotional intelligence are significantly better at managing the relationships of others. Consequently, this finding confirms the hypothesis that EI positively influences this leadership competence.

Hypothesis 2: Emotional Intelligence and Organizational Outcomes

1. Work Climate:

The t-test for work climate had a test statistic of 2.32 and a p-value of 0.025. Since this p-value is less than 0.05, the correlation is statistically significant; hence, it can now be confirmed that emotional intelligence is positively related to work climate. This goes to confirm that organizations where leaders are emotionally intelligent will ensure a more conducive work atmosphere; hence, the hypothesis is supported.

2. Employee Engagement:

The t-test for employee engagement had a test statistic of 1.96 and a p-value of 0.056. Because the p-value is at threshold above 0.05, the results indicate there is a margin-of-difference outcome, but not statistically adequate in determining emotional intelligence significantly impacts employee engagement.

3. Job Satisfaction:

The t-test for job satisfaction produced a test statistic of 3.14 with a p-value of 0.003, well below the 0.05 mark. This indicates that there was indeed a significant relationship between emotional intelligence and job satisfaction. In other words, this relationship underlines that emotionally intelligent leaders contribute toward higher levels of job satisfaction among employees.

Hypothesis 3: Emotional Intelligence and Employee Job Satisfaction

The Pearson's correlation, which was used to test the level of association between emotional intelligence and job satisfaction, was 0.62 with a p-value of 0.001. This infers that there is a positive statistical significance in the correlation of emotional intelligence with job satisfaction and, therefore, nullifies the null hypothesis. Thus, higher emotional intelligence by leaders is strongly linked to increased job satisfaction among employees.

These findings indicate that emotional intelligence significantly correlates with some key leadership competencies such as self-awareness and relationship management and also with some organizational outcomes like work climate and job satisfaction. The implication of emotional intelligence on self-management, social awareness, and employee engagement is not so clearly noticeable and demands further study.

5. FINDINGS AND SUGGESTION:

Several key findings were brought to the fore through this direct relationship between EI and leadership effectiveness, in relation to organizational behavior. Generally speaking, leaders with high emotional intelligence revealed significantly more self-awareness and also relationship management compared to the leaders with lower EI, which once again reiterated the role of emotional intelligence in these competencies of leadership. However, no statistical significance was established for the effect of emotional intelligence on self-management and social awareness. In this respect, although EI seems to play a part in leadership, its impact may not be consistent across the different dimensions of leadership behavior.

As for organizational impact, emotionally intelligent leaders were associated with better work climates and higher job-satisfaction levels in employees. A significant relationship was observed between emotional intelligence and work climate, and job satisfaction, hence leaders who can manage the emotions of their group members create more engaging and facilitating work environments. Its impact on employee engagement is rather marginal, so probably other factors support



employees in becoming or staying highly engaged.

The study finally established a strong positive correlation between emotional intelligence and job satisfaction, meaning that leaders with high emotional intelligence make a great contribution to the improvement of employee job satisfaction. This might mean that emotional intelligence is one of the key factors in employee well-being and retention.

Accordingly, suggestions for improvement in employee well-being and retention have been made.

The findings therefore suggest that developing emotional intelligence needs to be emphasized in leadership development programs. For instance, the capacity of leaders to increase their self-awareness, relationship management, and empathy tends to serve better for their followers and organizational returns. Organizations should also integrate the assessment of emotional intelligence into the selection and promotion process in order to ensure that their leaders possess all the emotional competencies that would help create a favorable work climate and a highly satisfied workforce.

While emotional intelligence is considered one of the strong causes of job satisfaction and work climate, organizations should nonetheless continue to research other factors contributing to employee engagement. The twin approach of developing emotional intelligence among its leadership while simultaneously working on the other factors related to employee engagement could yield better holistic improvement in organizational performance. Emotionally intelligent leadership helps an organization build resilient teams, innovate, and execute long-term plans with success in dynamic business environments.

6. CONCLUSION:

This research has cast light on the aspect of EI as an important factor in defining leadership effectiveness and organizational behavior. It was revealed that leaders with higher emotional intelligence showed marked differences in self-awareness and relationship management, which are very crucial in maintaining a healthy work environment, apart from increasing satisfaction for other employees. These leaders create supportive and engaging work climates, which contribute to greater job satisfaction.

While emotional intelligence strongly correlates with job satisfaction, its implications on self-management, social awareness, and employee engagement remain opaque. It therefore indicates that although EI is an important component in effective leadership, it needs to complement other strategies and factors in comprehensive leadership and organizational development.

Development of emotional intelligence among leaders becomes the utmost responsibility of organizations pursuing leadership effectiveness and, therefore, organizational performance, which integrates EI training into leadership development programs and includes EI assessments in the selection and promotion of the leadership population within an organization. In such a way, developing empathetic, resilient, and effective leaders who can navigate modern business environments will drive employee engagement and long-term success..

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