

A SYSTEMATIC REVIEW ON THE SIGNIFICANCE OF EMOTIONAL INTELLIGENCE IN LEADERSHIP EFFECTIVENESS

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ABSTRACT

This systematic analysis investigates the importance of emotional intelligence in improving the efficacy of leadership. Emotional intelligence, including the capacity to notice, comprehend, control, and use emotions proficiently, is now widely acknowledged as a critical determinant of leadership effectiveness. A comprehensive analysis of empirical research and theoretical frameworks is conducted in this review to evaluate the impact of emotional intelligence on many aspects of leadership, such as decision-making processes, solving conflicts, and relationships within teams. The data indicates that leaders who possess high emotional intelligence are more likely to have enhanced communication abilities, flexibility, and adaptability. These qualities are crucial for cultivating favorable organizational environments and attaining strategic objectives. Moreover, the analysis emphasizes the direct relationship between emotional intelligence and important leadership results such as employee contentment, team effectiveness, and organizational dedication. Nevertheless, the analysis also highlights deficiencies in the existing body of knowledge, including the necessity for further longitudinal investigations and research conducted in other cultural settings. The review's conclusion is that although emotional intelligence is a substantial indicator of leadership success, its influence is affected by contextual elements and distinctive person characteristics. The aforementioned remarks provide significant ramifications for the development of leadership strategies and subsequent research within the realm of organizational psychology.

Keywords: Emotional Competence; Emotional Intelligence; Leadership Competencies; Leadership Effectiveness; Systematic Review.

INTRODUCTION

Emotional intelligence is now recognized as a crucial element in comprehending and improving leadership effectiveness in modern organizational environments.

Historically, leadership effectiveness was mostly ascribed to cognitive capacities and technical expertise. Nevertheless, recent studies have progressively emphasized the significance of emotional skills in positions of leadership. This transition demonstrates an increasing acknowledgment that the skill to control and utilize emotions aptly can greatly influence a leader's capacity to motivate, encourage, and direct their teams towards accomplishing organizational objectives.

The Conceptualization of Emotional Intelligence

Emotional intelligence refers to the ability to evaluate, understand, control, and utilize emotions in oneself and others. In the mid-1990s, Daniel Goleman established the concept that emotional intelligence encompasses five fundamental areas: self-awareness, self-regulation, inspiration, empathy, and interpersonal ability. The aforementioned components enable individuals to navigate complex social environments, build relationships, and make informed decisions. Goleman's thesis posits that emotional competencies hold equal, if not greater, significance than formal cognitive talents in assessing the efficacy of leadership (Gómez-Leal et al., 2021).

An Analysis of the Development of Emotional Intelligence in Leadership Studies

The field of emotional intelligence in leadership has progressed from theoretical hypothesis to a substantial corpus of empirical studies. Initial investigations mainly concentrated on the terminologies and models of emotional intelligence, with Goleman's groundbreaking work establishing the basis for further research. In recent years, researchers have broadened the examination of how emotional intelligence influences other elements of leadership efficacy, such as effectiveness of teams, resolution of conflicts, and organizational atmosphere. Contemporary studies have investigated the correlation between strong emotional intelligence in leaders and their ability to effectively handle stress, cultivate a healthy work atmosphere, and successfully navigate interpersonal issues (Miao et al., 2021). These leaders are frequently distinguished by their capacity to understand and share the feelings of the employees, communicate with great effectiveness, and remain composed even in high-pressure situations. Consequently, emotional intelligence has witnessed a growing incorporation into organizational development programs and workplace training.

An Investigation of the Influence of Emotional Intelligence on the Effectiveness of Leadership

Effective leadership comprises distinct aspects, such as the capacity to accomplish objectives, inspire and encourage team members, and establish a constructive work atmosphere. In these domains, emotional intelligence is of essential importance as it amplifies the interpersonal abilities and emotional management of leaders.

Leaders with high emotional intelligence (EI) generally demonstrate proficiency in identifying and attending to the emotional requirements of their team members, resulting in increased levels of job satisfaction, involvement, and effectiveness.

Self-awareness and self-regulation

Self-awareness empowers leaders to accurately understand their own impulses and assess the impact of these thoughts and feelings on their behavior and decision-making processes. Self-regulation is the capacity to efficiently and suitably manage one's emotions. Highly competent leaders that demonstrate these traits are better able to maintain calm and composure in challenging situations, make rational decisions, and set a high standard of behavior for their people.

Rationale

Motivation, an integral aspect of emotional intelligence (EI), propels leaders to establish and accomplish objectives while upholding a constructive mindset. Emotionally intelligent leaders frequently exhibit intrinsic motivation, which refers to their tendency to be driven by their own ideals and objectives rather than external incentives. The inherent drive of leaders can motivate and exert influence on their teams, hence cultivating a collective understanding of purpose and dedication to institutional goals.

Empathy

Empathy refers to the capacity to comprehend and personally experience the emotions of others. Within the realm of leadership, empathy empowers leaders to forge a deep bond with their team members, understand their needs and challenges, and provide appropriate support. Leaders who demonstrate empathy are more inclined to establish robust working relationships founded on trust, successfully address problems, and foster an inclusive and encouraging work atmosphere.

Interpersonal Abilities

Interpersonal abilities such as proficient communication and adept relationship management are crucial for achieving successful leadership. Effective leaders with a high level of emotional intelligence use their social abilities to exert influence on others, establish networks, and cooperate with colleagues. They possess expertise in effectively handling interpersonal connections and can adeptly negotiate intricate social dynamics to accomplish corporate objectives.

Quantitative Data and Empirical Research Results

Substantial research has thoroughly investigated the relationship between emotional intelligence and other outcomes linked to leadership effectiveness. Consistently, research has shown a favorable relationship between emotional intelligence and important leadership results like employee happiness, team efficiency, and organizational commitment. Leadership characterized by strong emotional intelligence has been demonstrated to cultivate elevated levels of workforce involvement and job satisfaction, therefore resulting in enhanced performance and decreased turnover rates. In addition, emotional intelligence has been associated with improved conflict resolution abilities. Leaders with a high level of emotional intelligence are more inclined to handle conflicts in a constructive manner, comprehend various viewpoints, and negotiate mutually advantageous resolutions. It is essential to possess this skill in order to sustain a favorable work atmosphere and guarantee efficient collaboration (Krén & Séllei, 2021).

Notwithstanding the increasing amount of research on emotional intelligence and the effectiveness of leadership, there are still certain deficiencies in the existing literature. An area of particular importance is the requirement for further longitudinal research that investigates the enduring influence of emotional intelligence on leadership results. Existing research often adopts a cross-sectional design, which captures a momentary view of the correlation between emotional intelligence and leadership performance. Furthermore, there is a need for research that takes into account cultural and contextual elements (Abdullahi et al., 2020). The current body of research has mostly focused on Western contexts, therefore creating a gap in the literature regarding the investigation of how emotional intelligence impacts leadership performance in culturally and organizationally diverse environments.

The primary aim of this systematic review is to synthesize existing research on the significance of emotional intelligence in the effectiveness of leadership. Through the examination of empirical data and theoretical conceptual frameworks, this review seeks to provide a comprehensive understanding of the function of emotional intelligence in several aspects of leadership. The findings will have broad implications for leadership development programs, corporate education and training, and future research, underscoring the significance of incorporating emotional intelligence into management strategies to enhance overall effectiveness and attain organizational success.

Objectives of the research

- To assess the correlation between emotional intelligence and leadership effectiveness.
- To determine the essential elements of emotional intelligence that enhance effective leadership practices.
- To identify the purpose of investigating the influence of emotional intelligence on employee satisfaction and organizational commitment.

LITERATURE REVIEW

In accordance with its alleged influence on leadership effectiveness, emotional intelligence has drawn considerable attention in leadership studies. This notion, promoted by Daniel Goleman and other scholars, highlights the significance of emotional skills in attaining effective leadership results. This literature review systematically examines the empirical facts and theoretical conceptual frameworks that elucidate the relationship within emotional intelligence and the efficacy of leadership. This study provides significant perspectives on the various ways in which emotional intelligence influences several key elements of leadership.

Supramaniam and Singaravelloo, established the fundamental concept of emotional intelligence, which consists of five essential elements: self-awareness, self-regulation, motivation, empathy, and social skills (Supramaniam & Singaravelloo, 2021). Goleman thinks that these elements empower humans to effectively negotiate intricate social dynamics, regulate personal emotions, and cultivate constructive interpersonal connections. Subsequent research has extensively embraced and expanded upon this approach.

Critical for effective leadership is profound self-awareness, which refers to the ability to recognize and understand one's own emotions. Leaders that possess self-awareness are more adept at regulating their responses, making well-informed judgments, and harmonizing their activities with the objectives of the business. Research conducted by Alwali and Alwali, emphasizes that leaders who possess self-awareness tend to demonstrate higher levels of genuineness and openness, which in turn promotes trust and credibility within their teams (Alwali & Alwali, 2022). Furthermore, research conducted by scholars, indicates that self-awareness has a role in enhancing conflict management and decision-making capacities (Gómez-Leal et al., 2021).

Self-regulation, the capacity to manage and refocus disruptive emotions and impulses, is a crucial element of emotional intelligence for leaders. Effective leaders who possess strong self-regulation skills are less prone to displaying reactive behaviors and are more adept at managing stressful circumstances. Many scholars, argue that leaders who exercise self-regulation are able to sustain their cool in high-pressure situations, hence improving their problem-solving effectiveness and resilience (Supramaniam & Singaravelloo, 2021). Furthermore, a study conducted by the researchers suggests that self-regulation has a role in facilitating efficient stress management and fostering a favourable work atmosphere (Miao et al., 2021).

Motivation, namely intrinsic motivation, is of paramount importance in determining the success of leadership. Effective leaders with high emotional intelligence are frequently motivated by a strong enthusiasm for their job and a dedication to the principles of the firm. Intrinsic motivation has the potential to stimulate and involve team members, resulting in increased levels of production and organizational attachment. Research conducted by the scholars indicates that leaders that are motivating are more inclined to establish explicit objectives, offer constructive

criticism, and develop a vision that is in line with the mission of the firm (Abdullahi et al., 2020). Moreover, a study conducted by the scholars highlights the effectiveness of motivated leaders in improving team performance through the cultivation of a clear sense of meaning and strategy (Gómez-Leal et al., 2021).

Empathy, being capable of understanding and personally experiencing the emotions of others, is a fundamental component of emotional intelligence in senior leadership. Empathetic leaders possess the capacity to accurately recognize and address the emotional needs of the individuals under their management, therefore fostering stronger relationships and enhancing team cohesion. The study emphasizes that empathy has a significant role in facilitating successful communication, resolving conflicts, and enhancing the overall performance of work teams (Miao et al., 2021). In addition, research conducted by Supramaniam and Singaravelloo indicates that leaders who demonstrate empathy establish work cultures that are conducive to the growth and well-being of employees (Supramaniam & Singaravelloo, 2021).

Interpersonal abilities such as proficient communication and adept relationship management are crucial for achieving successful leadership. Leaders possessing a high level of emotional intelligence deploy their social abilities to establish networks, exert influence on others, and proficiently handle interpersonal interactions. The research highlights the significant role of social skills in facilitating team cooperation, problem-solving, and resolution of conflicts (Abdullahi et al., 2020). Furthermore, research conducted by the researcher suggests that leaders who possess robust social skills are more adept at maneuvering through organizational politics and cultivating a favorable work environment (Bru Luna et al., 2021).

The Influence of Emotional Intelligence on Employee Performance Outcomes

Research in the field of the influence of emotional intelligence on employee performance is substantial. Leadership characterized by elevated emotional intelligence is correlated with increased levels of employee happiness, involvement, and commitment to the organization. Some researchers demonstrate that employees who work under leaders with high emotional intelligence experience higher levels of satisfaction with their job and are more inclined to stay with the company (Bru Luna et al., 2021). Furthermore, this research indicates that emotional intelligence plays a role in decreasing working stress and enhancing work performance (Alwali & Alwali, 2022).

The study of emotional intelligence and leadership effectiveness utilizes a range of approaches, including self-report questionnaires, behavioral observations, and performance evaluations. Both the Emotional Intelligence Appraisal (EIA) and the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) are widely employed self-report tests for evaluating emotional intelligence skills. Nevertheless, these metrics are subject to constraints, including response bias and restricted contextual validity. Behavioral observation as well as efficiency evaluations provide

complementary perspectives on the manifestation of emotional intelligence in simulated leadership situations.

Despite the extensive literature on emotional intelligence and leadership effectiveness, there remain certain shortcomings. One notable limitation is the need for longitudinal study that examines the long-lasting impact of emotional intelligence on leadership outcomes. The predominant body of existing research is cross-sectional, providing a snapshot of the relationship between emotional intelligence and leadership performance at a certain point in time. Furthermore, it is crucial to undertake research that examines the impact of emotional intelligence in diverse cultural and organizational contexts. The current study principally concentrates on Western settings, resulting in a deficiency in the literature about the influence of emotional intelligence on leadership efficacy in varied cultural and organizational environments.

The empirical research on emotional intelligence and leadership effectiveness underscores the significant role of emotional intelligence in enhancing several aspects of leadership. Essential elements of emotional intelligence that enhance effective leadership include self-awareness, self-control, inspiration, compassion, and communication abilities. Systematic studies repeatedly show that leaders with high emotional intelligence cultivate favorable work atmospheres, enhance employee results, and attain superior organizational success. Nevertheless, there are still significant deficiencies in the existing body of knowledge, including the necessity for longitudinal investigations and studies conducted in various settings. In order to enhance our knowledge of how emotional intelligence impacts leadership effectiveness and to guide leadership development approaches, it is necessary to address these gaps.

LITERATURE GAP

There are still significant gaps in the current body of findings on emotional intelligence and leadership effectiveness. Significantly, there is a scarcity of longitudinal studies that examine the long-lasting impact of emotional intelligence on leadership outcomes, as most research provides only concise and restricted viewpoints. Furthermore, the existing research largely focuses on Western settings, leading to a limited understanding of the influence of emotional intelligence on leadership effectiveness in different cultural and organizational settings. Furthermore, there is a scarcity of research on the relationship between emotional intelligence and other variables at the person or organizational level, such as cultural preferences or organizational structures. Correction of these shortcomings is essential for achieving a more comprehensive understanding of the impact of emotional intelligence on leadership effectiveness and for creating more advanced and culturally suitable leadership development programs.

DISCUSSION

This systematic study underscores the pivotal significance of emotional intelligence in augmenting the efficacy of leadership, with a particular focus on its influence on several aspects of leadership, such as decision-making processes, team effectiveness, and interpersonal interactions. This review synthesizes a diverse range of empirical evidence, therefore reinforcing the assumption that emotional intelligence significantly contributes to enabling successful leadership (Doan et al., 2020).

The research confirms that the elements of emotional intelligence, such as self-awareness, self-regulation, inspiration, empathy, and social skills, are crucial for successful leadership. Proficient leaders with a heightened degree of emotional intelligence are more equipped to manage stress, foster positive team dynamics, and navigate complex social interactions. Effective self-awareness and self-regulation empower leaders to preserve their composure and make well-informed judgments, while empathy and social skills augment their capacity to establish connections with and inspire team members. These findings are consistent with Goleman's approach, which emphasizes the significance of these emotional skills in leadership.

Moreover, empirical evidence indicates that emotional intelligence positively influences employee satisfaction, involvement, and commitment to the organization. High-level emotional intelligence among executives leads to the establishment of work cultures that promote support, thereby enhancing job satisfaction and decreasing staff turnover rates. These results align with the conclusions drawn in research conducted by (Fareed et al., 2021) and (Jiménez-Picón et al., 2021), which establish a connection between emotional intelligence and enhanced employee performance.

Notwithstanding these observations, the review highlights various methodological constraints in the current body of research. Many studies depend on self-reported assessments of emotional intelligence, which are susceptible to bias and may not comprehensively reflect the intricate characteristics of emotional skills. Moreover, the widespread use of cross-sectional studies limits the ability to draw conclusive estimates about the long-lasting influence of emotional intelligence on the effectiveness of leadership. An extensive longitudinal study is required to have a more comprehensive understanding of the enduring impacts of emotional intelligence on leadership. A further notable deficiency emphasized is the dearth of study on emotional intelligence in various cultural and organizational settings. Although the majority of research is centered on Western settings, there is a dearth of complete understanding of the influence of emotional intelligence on leadership in various cultural or organizational environments. Future research should scrutinize these variations to improve the cultural relevance and efficacy of leadership development programs (Lubbadeh, 2020).

Through the resolution of these deficiencies, our comprehension of emotional intelligence in leadership will be enhanced. Subsequent research should prioritize

longitudinal methodologies, encompass a wide range of cultural settings, and incorporate emotional intelligence with other factors such as workplace atmosphere and structure. Participating in these pursuits will provide a more refined perspective on the significance of emotional intelligence in improving leadership efficacy and enable the tailoring of leadership development programs to various circumstances. Moreover, while the evidence validates the significance of emotional intelligence in leadership, further research is required to address the existing deficiencies and enhance the useful applications of emotional intelligence in leadership development.

CONCLUSION

This systematic review highlights the significant influence of emotional intelligence on the efficacy of leadership, confirming that emotional intelligence is crucial in many facets of successful leadership. A comprehensive analysis of empirical data highlights that self-awareness, self-regulation, inspiration, empathy, and social skills are the key elements for enhancing leadership abilities. Leaders with a high degree of emotional intelligence are better equipped to manage stress, foster positive team dynamics, and navigate complex interpersonal interactions. Consequently, this proficiency enhances team productivity and company outcomes. The analysis further underscores the substantial impact of emotional intelligence on employee happiness, involvement, and dedication to the company. Leaders with a strong command of emotional intelligence play a crucial role in establishing work cultures that are supportive and motivating, resulting in higher levels of job satisfaction and reduced rates of employee turnover.

Nevertheless, the analysis highlights significant deficiencies in the existing body of knowledge. These limitations specifically pertain to the need for conducting longitudinal studies to assess the long-lasting impact of emotional intelligence on leadership effectiveness, as well as exploring emotional intelligence in different cultural and organizational contexts. In order to improve the design of targeted leadership training programs, it is necessary to address these gaps and conduct a more comprehensive investigation of the influence of emotional intelligence on leadership. To summarize, although the existing data confirms the crucial significance of emotional intelligence in the efficacy of leadership, additional study is necessary to overcome methodological constraints and cultural differences. Engaging in such research will enhance our understanding of the impact of emotional intelligence on leadership and enable the creation of more effective strategies for leadership development.

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