



EMOTIONAL INTELLIGENCE ON LEADER BEHAVIOUR IMPACT ON ORGANIZATIONAL PERFORMANCE AND ENHANCING PRODUCTIVE OUTCOMES

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Original Article

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Abstract

High-level intelligence leaders are superior to others in a positive working environment, with better interpersonal relations and better teamwork performance, all of which contributes in organizational success. This tabloid takes a critical look at the constituents and highlights their positive nexus with leadership types, specifically transformational and transactional leadership. Secondly, emotionally intelligent leaders and their influences on job satisfaction, engagement, and the overall well-being of employees are studied. Organizational performance depends not just on such technical skills but also on how leaders handle emotional climates, deal with conflicts, and inspire teams to work toward common goals. In addition, the study emphasises EI benefits decision-making, stress control, and conflict resolution, which brings/leads to better organizational consequences. Examining the complementarity between EI and leadership behaviour, the paper suggests that leaders that develop their emotional intelligence can stimulate performance improvements, innovation and long-term organisation survival. For practical theoretical findings, this means that corporations should include and prioritise the development of EI in their leadership development to take full advantage of their leaders and aspects of their organisations.

Keywords: *Emotional Intelligence (EI); Leadership Behaviour; Organizational Performance; Productive Outcomes*

Introduction

Leadership effectiveness is increasingly recognised as an important attribute in the turbulent, competitive world of business today. Emotional intelligence, knowledge and ability to perceive emotions, access and generate feelings so as to assist thought [1], comprehend emotions and emotional knowledge, and reflectively regulate emotion in ways that promote emotional (and intellectual) growth [2]; emotion management and alteration of one's own or others' feelings have been known to predict a variety of aspects of leadership behaviour with potential implications for organisational outcomes. The authors have begun to grasp that leadership doesn't just flow from a person's cognitive intelligence and technical skills. Being a good leader in today's workplace is defined not only by intelligence and decision-making but also by having practical skills firmly established. Emotionally intelligent leaders are those who can control their responses in the face of challenges and build a workplace of positive influence and high performance by shaping their people with motivation and inspiration. Also, emotionally intelligent managers are able to manage conflict and stress and develop relationships with employees, which again shapes a productive and homogenous culture in the organisation.

An examination of the influence of emotional intelligence on leadership behaviour reveals that a leader's ability to regulate emotions, empathise with others, and understand social processes guides his or her actions toward followers,

colleagues, and higher-ups. Leaders with low emotional intelligence, on the other hand, may use a transactional style, which is based on control and rewards. This style may not work as well over time to get people to work together and be engaged. Effective leadership can lead to maximised productivity, improved teamwork, and enhanced overall performance. Employees who report to a leader with emotional intelligence are more motivated, creative, and resilient as they work towards an organisation's objectives. In addition, EI greatly affects organizational decision-making and problem-solving. It was assumed that a good manager isn't always reliable in reading emotional cues in tense situations, making sound judgements, and resolving conflict with empathy and perspective (all hallmarks of high EI leaders). When it does this, the emotionally intelligent leader nurtures emotional stability and psychological safety in their teams, which allows employees to speak up with ideas, take risks, and find unconventional solutions. This approach is the breeding ground for optimisation and improved productivity across the organisation. But what goes beyond EI in terms of one-on-one and internal value is that, by all the best evidence, organisations with EI money ball better. The importance of emotional intelligence (EI) for leadership behaviour is evident in how well individual and organisational objectives align, fostering cooperation and improved performance that correlates with business results.

Literature Review

The idea of EI has become more mainstream, in large part due to the work of Daniel Goleman [3], who posited that emotional intelligence matters twice as much as cognitive abilities for success, which include self-awareness, self-regulation, motivation, empathy, and social skills. Leaders with higher emotional intelligence (EI) are better at demonstrating transformational leadership behaviours, which benefit subordinates by fostering trust and creating positive outcomes that enhance organisational commitment [4]. It also correlates positively with leadership in making decisions, resolving conflicts, and establishing organisational climate skills [5, 6, 7]. New tools for acquiring to know and taking care of employees both on the job and off can help recruiters boost staff satisfaction and retention. As such, an organisation with a high EI leader should perform better, as there is more harmony in group outcomes and less turnover [8]. This conclusion is in accordance with research, which suggests that the ability to manage emotions as well as perceive emotional signals in others would help leaders form effective teams and thus improve organisational performance [9]. Additionally, EI is also a powerful predictor of work productivity and overall performance, and it is significantly related to job satisfaction – one of the most robust predictors [10]. Low EI leaders, however, continue to shift between a more task-orientated transactional leadership style, which is less conducive to creativity and collaboration, and high performance. The impact of EI in leadership has been more evident, particularly within the context of crises or change situations, as emotional intelligence might open room for leaders to control stress and orient and support enthusiasm at higher levels [11]. And that's not to mention the importance of EI to company culture. High-EI-O leaders are thought to influence the creation of a diversity and inclusion culture in the workplace, which can stimulate innovation, creativity, and employee engagement [5]. Further, it has been linked to increased emotional labour in the affected, given that leaders may control subordinates' expressions of emotion more freely, thereby promoting an organisation's good work [12]. In theory, the engagement in a positive work culture and increased productivity contribute to organisational effectiveness, making emotional intelligence a valuable resource that influences success.

Study of Objectives

1. The association, flanked by expressive intellect and controlled behaviour, was investigated.
2. To verify the effects of emotionally intelligent leadership on organizational performance.
3. To investigate the mediating influence of emotional intelligence on employee engagement and job satisfaction.
4. To examine the impact of EQ (emotional intelligence) on teamwork and organizational culture.

Methodology

A random sample of 47 employees from various organisations in different sectors will complete the survey. This sample size is sufficient to make inferences about the target population. Structured questionnaires will be used for data collection. The survey will include validated instruments to measure emotional intelligence, leadership behaviour, employee engagement, job satisfaction, teamwork, and organizational culture. The data will be analysed using different statistical techniques to test hypotheses.

Hypothesis

H₁: There is a positive relationship between emotional intelligence and leadership behaviour [9].

H₂: Organizational performance is positively influenced by EI leadership.

H₃: Emotional intelligence has a mediating effect between employee engagement and job satisfaction.

H₄: There will be a significant positive relationship between emotional intelligence and teamwork, as well as organisational culture [11].

Result

Data Analysis Tables

Table 1: Relationship between Emotional Intelligence and Leadership Behaviour

Variable 1	Variable 2	Correlation Coefficient	p-value
Emotional Intelligence	Leadership Behaviour	0.62	0.03
Emotional Intelligence	Job Satisfaction	0.47	0.05
Leadership Behaviour	Organizational Culture	0.55	0.02
Employee Engagement	Organizational Performance	0.60	0.01

Source: Collected by Author

Analysis: The Pearson correlation tests show a strong positive relationship between emotional intelligence and leadership behaviour. The p-value is less than 0.05, indicating statistical significance (refer to Table 1).

Table 2: Effects of Emotionally Intelligent Leadership on Organizational Performance

Independent Variable	Dependent Variable	Beta Coefficient	p-value
Emotionally Intelligent Leadership	Organizational Performance	0.68	0.01
Leadership Behaviour	Organizational Culture	0.75	0.03
Emotional Intelligence	Employee Engagement	0.60	0.05
Organizational Culture	Job Satisfaction	0.53	0.02

Source: Collected by Author

Analysis: Multiple regression analysis indicates that emotionally intelligent leadership has a strong positive effect on organizational performance (p -value < 0.05) (refer to Table 2).

Table 3: Mediating Influence of Emotional Intelligence on Employee Engagement and Job Satisfaction

Variable	Path Coefficient	Direct Effect	Indirect Effect
Emotional Intelligence → Employee Engagement	0.72	0.65	-
Emotional Intelligence → Job Satisfaction	0.67	0.58	-
Employee Engagement → Job Satisfaction	0.75	0.68	0.45
Total Effect		0.72	0.49

Source: Collected by Author

Analysis: Mediation analysis indicates an indirect effect of 0.49 with a p -value less than 0.05. utilising by utilising correlation analysis, regression analysis, and mediation analysis, this study is able to empirically prove the significance of emotional intelligence in organisational success, as well as its effect on work life (refer to Table 3).

Findings

1. **Leaders with high Emotional Intelligence (EI) are more effective:** Leaders who can manage their emotions and read the emotions of others make better decisions, have improved relationships, and overall contribute toward better leadership.
2. **Better Communication and Conflict Resolution:** Those with high EI in leadership positions are able to manage disagreements well, which helps reduce workplace conflict and promotes open communication. This sets a positive working atmosphere and makes for better morale, as well as more collaboration within the team [13].
3. **Enhanced Employee Morale and Engagement:** Emotionally intelligent leaders are able to inspire and motivate their employees, resulting in higher levels of job satisfaction and dedication. Such leadership is the source of better employee performance and a better-performing workforce.
4. **Better Decision-Making:** Emotional intelligence helps leaders make sound, well-reasoned decisions and ensures that logic or rational data points are not the only basis for decision-making.
5. **Positive Organizational Culture Generation:** High-minded EI leaders help in the cultural development of the organisation as a supportive, inclusive, and trust-based culture. This attitude encourages innovation, creativity and greater levels of employee engagement and productivity.
6. **Higher Employee Retention:** Because their employees feel less expendable and more valued and met, they benefit from leaders who obtain EI and are also associated with lower churn rates than the Foundation Principal types, as my model indicates, and stronger degrees of loyalty. As a result, these leaders retain employees for a longer period.
7. **Enhanced Team Collaboration and Performance:** EI leaders are effective at facilitating team collaboration through having insight into group dynamics, thus promoting teamwork and the performance of teams as a whole.
8. **Stress Management and Resilience:** Emotionally intelligent leaders help manage stress levels for themselves and their teams, which can lead to a more resilient organisation that is able to handle changes and challenges.
9. **Impact on Organizational Results:** Studies have highlighted that organisations driven by emotionally intelligent leaders are more effective in terms of profitability and employees' satisfaction because EI has an indirect effect on business productivity and efficiency.
10. **Long-Run Effects on Organizational Results:** Leadership with high EI enhances sustainable success, as individuals will spend their working time in an atmosphere of welfare, creativity and balance among economic achievements.

Discussion

Leaders with high levels of Emotional Intelligence (EI) have been shown to be more effective in several aspects of organizational life [14]. They are doubly detached: they can be non-emotional while perceiving other leaders, and they can bring everyone together for the greater good of testing and decisions. When it comes to common decision-making, the perception and management of emotions play a crucial role; the data supporting these decisions is not only rational but also emotional, as it relies on the collective emotions within a team or organisation. Therefore, high-EI leaders possess the ability to mediate conflicts by identifying emotional triggers and facilitating a group's discovery of shared interests [15]. These leaders, as a rule, are more competent at decision-making and problem-solving. Better communication and conflict negotiation is just one perk of leading with EI. High EI leaders possess the ability to bridge disputes by identifying emotional triggers and facilitating a group's discovery of common ground [14]. It reduces office friction, fosters transparency, and helps create a positive atmosphere—all of which are good for promoting team collaboration. Honest communication, rooted in emotional intelligence, makes teams tick and fosters a collaborative culture [12]. Leaders' Emotional Agility As well as directly impacting their morale and engagement, it extends to the team. Emotional intelligence-driven leaders inspire and motivate their staff, leading to greater job satisfaction and employee commitment [16]. When workers perceive their understanding and value, they are more inclined to exceed expectations and actively participate in their work. This increase in morale at the microscopic level subsequently enhances the overall efficiency of the organisation. This increased morale at the micro level, in turn, enhances the overall efficiency of the organisation. Higher morale contributes to better productivity at the microlevel, which in turn increases

the overall efficiency of the organisation. In terms of decision-making, emotional intelligence (EI) helps leaders manage their emotions so that they are not overwhelmed by them. High EI leaders can also take a different perspective on an issue and incorporate emotional as well as cognitive aspects when making decisions [5]. This way of working also results in more thoughtful, well-considered, and informed decisions—definitely a new, sustainable bar that influences the organisation for the better.

Suggestion

1. **Invest in EI Training for Leaders:** Companies offer emotional intelligence development programmes to their leaders; better self-awareness, self-regulation, empathy and social skills lead to improved leadership behaviours that are reflected in stronger team dynamics.
2. **Cultivate Empathy in Leadership:** Leaders should be supported to develop empathy, to the point of listening to and truly understanding employees, their needs and concerns, and being able to react with compassion (which generates trust and high employee morale).
3. **Cross-Team Emotional Awareness:** By supporting leaders in being able to identify and manage emotions within themselves as well as across their teams, companies can reduce conflicts, enhance communication and have a more harmonious working environment. training: Invest in EI Training for Leaders. Companies offer emotional intelligence development programs for their leaders; better self-awareness, self-regulation, empathy, and social skills lead to improved leadership behaviours.
4. **Cultivate an Encouraging Feedback Environment:** High EI leaders will provide constructive feedback. Embed EI in the Leadership Development Curriculum: Companies need to include EI as a part of their leadership development curriculum so that leaders are trained in the emotional intelligence competencies required to manoeuvre feedback in a manner that is not detrimental to the employee and that fosters growth and motivation, thus improving performance.
5. **Embed EI in the Leadership Development Curriculum:** Companies need to include EI as a part of their leadership development curriculum so that leaders are trained on emotional intelligence competences required to manoeuvre through various work situations and deliver organizational success.
6. **Support Stress Management Programs:** Organisations can support leaders by ensuring they're able to effectively manage and remain resilient through tough times, supporting stress management and wellness programmes that improve emotional regulation as well as mental health.
7. **Form an Emotional Support Culture:** Develop a supportive [culture to help] employees feel safe expressing their emotions and concerns to increase job satisfaction, lower turnover, and improve productivity.
8. **Apply EI to Conflict Resolution:** Emotional intelligence can be applied tactically to conflict resolution by, among other things, helping leaders stay composed, see the other side, and bargain for win-win solutions that foster teams.
9. **Define Emotional Leadership Goals:** Encourage leaders to establish obvious, specific objectives like increasing empathy, better regulating emotions such as anger or frustration, or more effectively conveying company announcements; this way emotional intelligence and its impact can be measured and improved regularly [14].
10. **Align EI to the Organization's Values:** When organisations align emotional intelligence and its practices with their core values (e.g., collaboration, respect, and integrity), leaders then role model these behaviours, resulting in better performance and productivity.

Conclusion

The research suggests that greater empathy and more self-regulation are part of the formula for keeping work from becoming negative. These leaders are more effective in leading teams and managing conflict, and they can inspire workers—beneficial to organisational performance. Furthermore, leaders who possess emotional intelligence are important for organisational success because they enhance employee commitment and collaboration. It's leaders with a high EQ who will continue to be able to create an environment that people feel valued in, which then leads them to see the better productivity and results. This emotional regulation—both their own and others'—leads to better decisions,

managing conflicts, and ensuring a strategic fit with the organisation's goals. Emotional intelligence doesn't just make people perform better on an individual level; it adds immense value as a cultural boomerang across the organisation via a workplace culture built for collaboration, trust and resilience. Ultimately, leadership would be eroded by this separation from emotional intelligence, leaving it destructive for the future-oriented success of an enterprise. Leaders who are high in emotional intelligence are more effective at driving change within their organisations by increasing employee engagement and productivity.

Conflict of Interest

The authors declare that they have no conflict of interest.

Acknowledgement

The authors are thankful to the institutional authority for completion of the work.

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