

## Role of Emotionally Intelligence Leader in an Organisation: with special Reference to MSME Industries of Chhattisgarh

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**Abstract--**The concept of Emotional Intelligence has gained significant consideration from academia, different organizations and main stream society. The concept of Emotional Intelligence with different construct conceptualized different models of Emotional Intelligence, with different corresponding measurement tools and has proposed various strategies for developing EI. Such scholarly work has made major contribution in the development of Emotional Intelligence but it has also given rise to a number of controversial aspects over which debates exist among different scholars and researchers. Therefore by looking at the existing controversies on Emotional Intelligence among the different scholars, thorough research is required in order to a bridge the gap and provide a single platform for achieving theoretical harmony in Emotional Intelligence and to effectively analyze the impacts of EI at workplace on leadership and teamwork level. The aim of the present paper is to explore the relationship between emotional intelligence and effective leadership to evaluate the tendency of emotional control of the working class both male and female at a managerial level. It revealed that emotional intelligence has great relationship with leadership styles and it combines with leadership skill which has been found statistically significant. A person with high age and high experience has better leadership skills. There is no impact of other two factors i.e. level of education and gender (male and female).

**Keywords-** Emotional Intelligence, Theoretical Harmony, Leadership Skills, Teamwork Level

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### I. INTRODUCTION

The feelings play a central role in the leadership process. More specifically it is proposed that emotional intelligence and the ability to understand and manage moods and emotions in the self and others, contributes to effective leadership in organisation.

The foremost contributor to the area of emotional intelligence and leadership is Daniel Goleman, who has written several books on implementing emotional intelligence in an organization, including Working with Emotional Intelligence and The Emotionally intelligence Goleman posits that leaders high in emotional intelligence are key to organizational success and leaders must have the capacity to sense employee's feelings at their work environment, to intervene when problems arise, to manage their own emotions in order to gain the trust of employees and to understand the political and social conventions within an organization (Goleman, 2001) [4]. A leader has the capacity to impact organization performance by setting a particular work climate. Proper blending of emotions and leadership or we can say coordination of heart and brain is key to success.

**Emotion:** According to Webster's new world dictionary, emotion is used to designate a state of consciousness having to do with the arousal of feelings. Feeling is the reaction which may be good or bad. After effect of emotions is physiological changes, subjective cognitive states are expressive behaviours.

**Intelligence: Various** experts have defined the intelligence in different ways. Some psychologists have suggested that it is the ability to carry our abstract thinking, capacity for knowledge and knowledge possessed, capacity to learn, achieve, runs through all types of performance techniques to adjust in surrounding environment (Vijoy and Ragini, 2002) [10].

Jean Piaget (1951) [9] has suggested that intelligence is the ability to adapt one's surroundings. In short, it can be said that intelligence is the capacity of a person to act purposefully, to think logically and to deal efficiently with surrounding environment.

**Emotional Intelligence:** Emotional intelligence is necessary for the self management of emotions and management of relationship. In the year 1995 [2], Daniel Goleman has given five components of emotional intelligence, they are:-

- Self awareness
- Managing emotions
- Motivating oneself
- Recognizing emotions in others
- Handling relationships

Previously, a decade before it was believed that intelligence quotient (IQ) was important factor for successful life. But scenario has changed with the advent of concept of emotional intelligence and its measure EQ as well as the subsequent research works done by the Daniel Goleman, (1995), [2] Caruso (2004) [7]. It has been cleared that emotions is important factor and the skills and abilities regarding knowing and managing the emotions and supports to achieve the success in every dimensions of life.

In the year 1995, D Goleman’s book attracted the people’s attention towards the term ‘emotional intelligence’ and popularized the mixture of emotion and intelligence.

In his book he has given a lot of information and justified the relationship between brain, emotion and behavior.

**II. RELATED WORK**

People are essential part of the organization, all above the machine, money, and material. People’s management can be done through effective leadership i.e. winning support of people. For this, it is compulsory for a manager to become the leader. A leader can influence people for desired goal. (E. L. Deci, R. M. Ryan, 1987) [3].

It is obviously clear that in today’s competitive environment, growth of any organization depends upon the leadership style ( Kerr, 2006) [5].

According to Warren Bennis (1989) [11], for survival in the 21<sup>st</sup> century, need of only leaders not managers. Leader controls the all uncertain situations, while managers surrender to it.

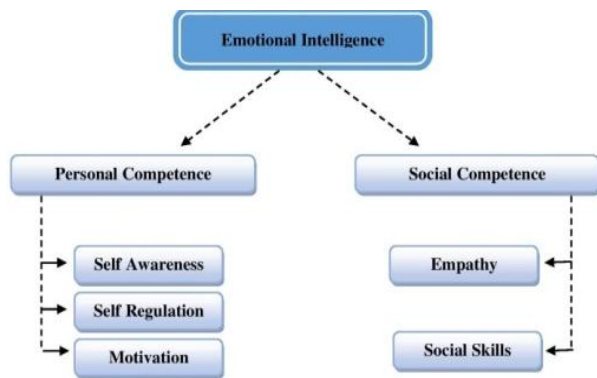


Figure 1: Emotional Intelligence Model

According to Bennis (1994) some common traits which all leaders should possess for the success of an organisation are:-

- i. A vision or purpose
- ii. Enthusiasm
- iii. Integrity
- iv. Curiosity and daring



Figure 1: Emotional Intelligence and Leadership Model

**Leadership Styles:**

Dr. Khanka, (2000) [6] suggested that the ways the leader’s influences follower is called leadership style. Some important styles of leadership as per James Burns (1978) [1] are-

- Autocratic style--The leaders keep power and decision making with him /herself.
- Democratic--The leader has taken decision in consultation with the subordinates.
- Laissez faire--It is just the reverse of autocratic style. In this style management leader leaves decision making to the subordinates
- Transactional leaders—This style create the transaction between the organization and its member’s so that the organization objective is achieved (Palmer, 2006) [8].
- Transformational leaders—This style change the view and assumption of their workers for making commitment for organizational goals and objectives.

**III. METHODOLOGY**

**OBJECTIVES**

- To identify the most prevalent leadership style amongst the leaders in MSME manufacturing industries.

- To establish the relations between emotional intelligence and leadership.
- To evaluate the impact of the dimensions of emotional intelligence on leadership.
- To identify which dimension have a significant impact of emotional intelligence on leadership.
- To develop interventions to enhance the EI of leaders in indentified organizations.
- **Target Population:** The target population for the study includes leaders from MSME manufacturing organizations of Chhattisgarh.
- **Data Source and Type:** The data have been collected from the primary as well as secondary source.

i) **Primary Data Sources:** Data have been collected directly from selected organizations of Chhattisgarh state, the population and sample group in the area of investigation.

ii) **Secondary Data Sources:** The data derived from academic texts, printed materials, and related research studies, and were then synthesized to obtain concepts, the theoretical framework and previous study results.

- **Sampling Method:** systematic sampling has been used for the study.
- **Sample Size:** 500 ( From 25 MSME Industries in C.G.)  
(No. of MSME in India: 36 Lakhs as per Statista Report-2018)  
(No. of MSME in Chhattisgarh: 24640 as per Dept. of Commerce & Industries, CG)

#### Statistical Tools and Techniques

- Scales and Coding: 5- point interval scale (Likert-Scale) for antecedents of predictors.
- Data Reliability: Cronbach's Alpha
- Statistical Techniques: Mean Analysis, ANOVA, Correlation, Regression.
- Software Used: MS-Office, Acrobat Reader, Paint and SPSS-20.

#### Hypothesis

**Research Hypothesis:** *There is a significant impact of emotional intelligence on leadership styles.*

#### On the basis of research hypothesis

i) 10 sub-hypothesis are framed to analyse the impact of each factors of EI on leadership styles.

ii) 10 sub-hypothesis are framed to find the relationship between EI and leadership styles.

## IV. RESULT AND DISCUSSION

**Table 1: Reliability Analysis**

Reliability Analysis	
Predictors	Cronbach's Alpha
Emotional	0.927
Leadership Styles	0.909

**Table 2 : Classification on the basis of Leadership Style**

Leadership Style	Leaders		Chi-Square Value	P-Value
	N	%		
Autocratic Style	137	27.4	Pearson Chi-square: 112.2	0.000
Democratic Style	88	17.6		
Lassie-Faire Style	30	6.0		
Transactional Style	165	33.0		
Transformational Style	80	16.0		

**Table 3 : Tests of Equality of Group Means (ANOVA)**

Hypothesis	Predictors	F	df1	df2	Sig.	Result
H <sub>1</sub>	Age & Leadership	3.86	3	496	0.009	Accepted
H <sub>2</sub>	Experience & Leadership	3.153	4	495	0.014	Accepted
H <sub>3</sub>	Education & Leadership	2.016	3	494	0.111	Rejected
<i>At 5% level of significance;</i>						

**Table 4 : Independent Samples Test**

Hypothesis	Predictors	F	df1	df2	Sig.	Result
H <sub>4</sub>	Gender & Leadership	0.788	2	498	0.963	<i>Rejected</i>

*At 5% level of significance;*

**Table 5: Calculation of Correlation**

Hypothesis	Predictors	Pearson Correlation	Sig.	Result
H11	Leadership Style & Self Awareness	0.437	0.000	Accepted
H12	Leadership Style & Empathy	0.483	0.000	Accepted
H13	Leadership Style & Self Motivation	0.516	0.000	Accepted
H14	Leadership Style & Emotional Stability	0.506	0.000	Accepted
H15	Leadership Style & Managing Relations	0.400	0.000	Accepted
H16	Leadership Style & Integrity	0.449	0.000	Accepted
H17	Leadership Style & Self Development	0.398	0.000	Accepted
H18	Leadership Style & Value Orientation	0.413	0.000	Accepted
H19	Leadership Style & Commitment	0.435	0.000	Accepted
H20	Leadership Style & Altruistic Behaviour	0.350	0.000	Accepted

## V. CONCLUSION AND FUTURE SCOPE

- It revealed that emotional intelligence has great relationship with leadership styles and it combines with leadership skill which has been found statistically significant.
- A person with high age and high experience has better leadership skills. There is no impact of other two factors i.e. level of education and gender (male and female).
- All the ten factors i.e. self awareness, empathy, self motivation, emotional stability, managing relations, integrity, self development, value orientation, commitment and altruistic behaviors, showed the strong correlation with leadership styles.
- It is the matter of surprise that only two factors i.e. self motivation and emotional stability of emotional intelligence are statistically significant and has the significant impact on leadership styles in the manufacturing units of Chhattisgarh.

Leadership skills are the base of organizational growth and this can be enhanced through promoting the Emotional intelligence of the MSME (manufacturing) industries of Chhattisgarh. In our research it is clear that employer should work on the factors of emotional intelligence.

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