

# Role of Emotional Intelligence and Leadership Effectiveness among Marketing Professionals

K. Hari Priya, P. V. Amutha, S. Poorvaja, E. R. Dhanya

**Dr. K. HariPriya**, Assistant Professor, Department of Commerce (Professional Accounting), Sri Krishna Arts and Science College, Coimbatore, Tamilnadu, India.

**Ms. P.V. Amutha**, Assistant Professor, Department of Commerce (Professional Accounting), Sri Krishna Arts and Science College, Coimbatore, Tamilnadu, India.

**Ms. S. Poorvaja**, Student, Department of Commerce (Professional Accounting), Sri Krishna Arts and Science College, Coimbatore, Tamilnadu, India.

**Ms. E.R. Dhanya**, Student, Department of Commerce (Professional Accounting), Sri Krishna Arts and Science College, Coimbatore, Tamilnadu, India.

## Article Info

Volume 81

Page Number: 4659 - 4663

Publication Issue:

November-December 2019

## Abstract:

Emotional Intelligence is contemporarily seen as that prime subject that is discussed to be as one's ability to recognize and have a prominent control over their own emotions. Harnessing the emotions of someone in the organizational set up, appropriately begets the most appropriate reaction as situations demand. Emotional Intelligence infers the ability to endure and infer by empathizing in social diaspora, to understand the nuances of emotional responses and to make use of the understanding thus obtained, to impact the minds through emotional regulation and superintendence. Emotional Intelligence is thus an inevitable trait that leaders should develop in themselves. This research examines and investigates the impact of emotional intelligence (EI) that influences leadership by analyzing the role of emotional intelligence in leadership effectiveness. The study proposes to identify the relationship between emotional intelligence and leadership effectiveness. The respondents for the study have been working with minimum 5 years of experience as Marketing executives from various organizations in Coimbatore district. The gallops with two hypotheses. The first hypothesis is set as "the emotional intelligence and leadership effectiveness are proportional to each other". Alternative hypothesis proposes that female executives/leaders who possess determinably high levels of emotional intelligence and leadership effectiveness in correlation. The research elucidates that there is no significant relationship between the emotional intelligence and the demographic factors with respect to gender with relevance to the Marketing professionals.

The study therefore sought to establish simple methods to create a conducive territory in an organisation and establishes that there would be a positive impact on the transformation of the individuals of the organisation by creating emotionally intelligent leaders.

The results obtained in this study denote that EI and its equivalent factors are specifically and precisely correlated with leadership effectiveness and that prospective and winning Professionals have predominant levels of EI. Their leadership competencies vary according to standpoint of the marketing executives and their level of emotional intelligence.

**Keywords:** Leadership, Emotional intelligence, Self regulation.

## Article History

Article Received: 5 March 2019

Revised: 18 May 2019

Accepted: 24 September 2019

Publication: 23 December 2019

## I. INTRODUCTION

Leadership is considered to be the nucleus of an organization. An organization is constructed upon people as they considered being the most important resource in any organization and whenever soulful human beings are into the organisational process, emotions govern the day today affairs in the workplace. It would definitely not be fair to

assume that the workplace is ever guided by Management by objective, revolves as an emotionless entity guided only by performance. Emotions are the most influential motivator or de-motivator of an employee in any organization. Emotions govern the performance and efficiency of an employee in the workplace. The present scenario is very dynamic not just economically but also socially where the social fabric is rapidly evolving due to globalization and

other influences. The average duration of the workforce is drastically reduced and the leaders now look forward to managing people belonging to different cultural backgrounds and ethnicity. In such a situation, it is important for a leader to get highly sensitized to the emotional aspects of his/her transactions with employees in the workplace. Emotional Intelligence is generally the ability to identify, recognize and understand own feelings and emotions as well as those of others and use that information to manage emotions and relationships. The 4 important aspects of EI as proposed by Daniel Goleman are: Awareness on oneself, Managing oneself, Awareness on the Society and social happenings, Relationship Management or Social Skills.

Leadership provides the right motivation and guiding path to the organization and hence induces the employees to perform in a prospective manner and keep themselves prepared to underplay with their own personal interest for the sake of the organization's benefits. Least, not reserved to Employees alone, it was generally expected that peers should be able to understand their feelings and respect them. Therefore the leader of the organisation should be very careful in dealing with his employees' emotions. Leaders are trained professionals while they do their litmus test by understanding their own emotions and keeping their surroundings in complete control by keeping their communication open, trusting and extending empathy on employees

Today, the awareness on the significance on developing the skills that uphold prospective levels of communication across teams, is increasing, where the importance of emotional intelligence is becoming pivotal. Cherniss and Goleman (2001) propounded that nearly ninety percent of leadership accomplishment and success attributed to emotional intelligence

## II. REVIEW OF LITERATURE

### *Leadership And Emotional & Intelligence*

Previous literatures and researches in the arena of leadership and effectiveness of leadership tried to link leadership effectiveness with the leader's their personal attributes; which is termed as attribute approach. Leadership effectiveness is also discussed at an activity based approach and the behaviors of effective leaders and ineffective leaders are studied (Hartman, 1999). Various theories depicted the activity approach towards leadership. Theories started from Fiedler's (1967) LPC theory, to (1985) transformational leadership theory. Significant connection among leadership behaviors and leadership effectiveness were identified and verified (Hooijberg, et al., 2010). In most up-to-date studies, leadership is accounted to be a significant situational factor in human resources. the primary leadership theory applied in the previous few decades is notable transformational leadership (TFL) theory projected by Bass and Avilio (Chen, et al 2015).

The term, Leadership is outlined as "the relationship between people who plan to guide and people who value more highly to follow" (Posner, 2015). On the opposite hand, leadership is focusing on a crucial idea referred to as

leadership effectiveness. Palmer, et al., (2001) outlined that leaders are effective when they are transformational instead of being transactional.

Liu, et al., (2002) denotes that leadership effectiveness for workers is as how much the managers square measure as leaders. Quality relationship is measured as follower's square that is proportional to inspiration of effectiveness of leadership (Liu, et al., 2002). What is more, effectiveness of leadership is identified inside the transformational leadership soul. The leader's ability to inspire his own followers to realize the past that was imagined to be attainable (Sivanathan et al. 2002). Similarly, effectiveness of leadership is extended as the ability and also the temperament of a manager to apply an acceptable variety of leadership that perfectly matches the preparedness of the follower (Chen et al, 2005). However, Erkutlu (2008) stated that definition of effectiveness of leadership can differ from a investigator to investigator, as a result of the effectiveness of a frontrunner depends on the end result. Moreover, it's important that every one organisation try to empower its workers with the required leadership skills; because leadership roles and respective processes square measure required in creating a definite direction, making a fit, and inspiring professionalism in interaction among teams of individuals. Amagoh, then concluded that "organizations that has good leaders tend to excel, respond to alterations in society environments and markets, innovatively address hurdles, and sustain the best performance" (Amagoh, 2009).

Scholars agree that the sizeable repetition among the concepts of relative leadership and Emotional Intelligence capabilities in every analysis of the context and abstract evidence (Higgs, et al 2002). Goleman (1998) studied relationship between emotional intelligence and leadership nuances and claimed that emotionally intelligent leaders and job groups contribute to the victory and base of the organization (p. 315). Goleman, et al (2002) explained that good leaders inspire their team with lucid emotions, that does not limit them to the destination, task, or day to day attainable tasks, it's the primary duty of the leader to convene the emotional environment of the organization that is driven by the mood of the team in an conducive and productive direction.

Likewise, Goleman, (1998) argued that when a pace setter defaults in creating a conducive emotional environment in the organizational setup, "anything they do can fail to work if things happen because it should happen" (p. 3). Conducive emotional leadership is a requirement at difficult and distorted times and act of change course of action as per the subjects keenly evaluate and so emulate or reflect their leaders' behaviors-and actions (Goleman, et al, 2002). In other words, subjects, either knowingly or unknowingly, respond to a leader's verbal and non-verbal communication to a given chaos or hurdle (Caruso et al, 2004). Similarly, once a pace-setter properly manages his reactions and maintains perfect emotion, structure respondents area unit a lot of possibilities open upto stand by the leader's emotional reaction (Goleman, et al (2002)). Authors have equated Emotional Intelligence and leadership while notifying specific hurdles whereby emotional

communication and management will offer help and steering.

### III. OBJECTIVES OF THE STUDY

The study was designed to achieve the following objectives:

- 1.) To identify the various EI factor levels, among the different factors, that includes self-awareness, self-regulation, self-motivation, empathy, and social skills, and with the level of leadership effectiveness
- 2) To assess the relationship existing between Emotional intelligence and leadership effectiveness.

### IV. THEORETICAL FRAMEWORK



While working with the connection between Emotional Intelligence and leadership practices, researchers have queried whether or not emotional intelligence may be a necessary competence, significantly within the geographic point (Dulewicz, et al, 2003; Goleman, 1995; Salovey & Mayer, 1990). Goleman (1995) explained that showing emotion intelligent individuals are usually more practical in drawback finding. Goleman stressed that showing emotion intelligent people: (a) are conscious of personal feelings; (b)

have the flexibility to manage emotions, particularly negative emotions, and to manage stress; (c) have the flexibility to manage personal impulses and specialise in goals; (d) have the flexibility to decipher the social and emotional cues of others; and (e) have the flexibility to influence and guide others and attain conflict resolution. Salovey and Mayer (1990) have researched and conceptualized emotional intelligence as a tool to develop and enhance competencies. Since the previous twenty years, Salovey and Mayer have continuing to advance the understanding of emotional intelligence. Dulewicz, Higgs, and Slaski (2003) outlined emotional intelligence in terms of: (a-) being conscious of and handling personal feelings and emotions; (b) being responsive to and influencing others; (c) sustaining one's motivation; and (d) leveling personal motivation and drive with intuitive, conscientious, and moral behavior

### V. METHODOLOGY

The study aimed to get insights into Emotional intelligence and the Leadership effectiveness. Quantitative data was collected through questionnaire. The study tried to identify the relation between emotional intelligence and Leadership effectiveness. The quantitative analysis of the data was detrimental at an aggregated level. The validity and sustainability of the

instrument is pretested and modified as per the laid down rules. The respondents for the study has been Marketing professionals working with minimum 5 years of working experience in the position, selected from various schools in Coimbatore district. The data collection has been done through structured questionnaires deployed to fetch the appropriate data. Simple random sampling is deployed to select the sample respondents. About 50 respondents were selected from the population. Self-administered questionnaire was used as its instrument in two sections. Section I measures the demographic variables of the sample employees. Section II deploys likert scale to measure emotional intelligence and leadership effectiveness.

### VI. DATA ANALYSIS

#### Classification of Sample based on the Gender

Gender	Number	Percentage
Male	32	64
Female	18	36

Source: Primary data

According to the above table 64% of sample are male remaining 36% are female. Participants' mean tenure within the organisation was approximately 8 years. The level of qualifications amongst the sample was quite impressive with approximately 22% reported to have completed a masters degree or higher; 32% reported to have completed a postgraduate diploma or certificate; 30% reported to have completed an undergraduate degree and 16% reported to have completed marketing professionals' training college.

**Table 2: Level of Emotional Intelligence among the respondents**

Factors	Number	Percentage
Self awareness	39	72
Self regulation	41	82
Self motivation	44	88
Empathy	43	86
Social motivation	41	82

Source: Primary data

Most of the respondents have high level of EI factor. Among those 88% of the principles are self motivated employees. 86% of the marketing professionals have understood empathitacallyf others' feelings, needs, and concerns. While comparing other EI factors self awareness seemed in lower level. Through the interview it was understood that self confident was in moderate level among the sample respondents. At the same time 74% of the respondents have leadership effectiveness.

**Table 3 Classification based on gender and emotional intelligence**

Gender	Number	Percentage
Male	21	68.75
Female	12	66.6

Source: Primary data

The above table shows 68.75% of male and 66.6% female are emotional intelligence in their work place. Therefore among the sample respondents, male marketing professionals are more emotional intelligence than their female counterparts. On the other hand leadership effectiveness of the respondents based on their sex shows the male marketing professionals are more effective leaders (71.87%) in motivating individuals to accomplish goals than female (44.44%).

**Table 4 Pearson Correlation**

	S.A	S.R	S.M	Empat hy	S.S	E.I
Significant Value	0.00	0.00	0.00	0.000	0.00	0.00
Pearson Correlation	0.61	0.52	0.57	0.62	0.59	0.68

Source: Primary Data

S.A- Self awareness

S.R- Self Regulation

S.M- Self Motivations

S.S-Social skills

E.I- Emotional Intelligence

L.E- Leadership Effectiveness

Among all the attributes of the EI, Self awareness is highly associated with leadership effectiveness. According to the table given above the correlation among emotional intelligence and

leadership effectiveness strong positive. Hence H1 is accepted.

**Table 5 Pearson Correlation**

Gender	EI & LE
Male	0.81
Female	0.23

Source : Primary' Data

The above table 5 shows that the male respondents possess high emotional intelligence characteristics and leadership effectiveness than female. Therefore H2 is rejected.

## VII. FINDINGS & RESULTS

Research in gender variations do not lead to a conclusive end. Though few researches has identified that women are better emotionally intelligent compared to men, the study has identified no significant differences among genders. Marketing professionals who are emotional intelligent make their environment happy too. Marketing professionals are positive in handling additional responsibilities and working effectively for the organisation. Emotional intelligent marketing professionals have good relationship with community. Marketing professionals with low emotional

intelligence scores have issues with interpersonal relationship.

## VIII. MANAGERIAL IMPLICATIONS

Future researches shall study the relationship between EI and effective leadership from different organisational settings and come up with various levels of leadership (i.e. top:level, middle and lower\_level leadership). Researches shall also explore the relationship between EI and effective leadership better, examining an extended range of EI capabilities in detail whether relationships between the capabilities of branch two of Mayer et al (1997) EI model explained and transformational leadership exist might be explored. The qualities of branch two with the use of emotion in thought, that is determined to contribute in part to innovative thinking and flexible planning.

## IX. CONCLUSION

The findings of the present study provide basic evidence for the relationship among EI and effective-leadership. Comprehending, precisely on how EI relates to effective\_leadership might have several indications for HR practitioners and leadership research associations, particularly in the area of identification and leadership development. Precisely, aspects of EI seen as baseline attributes of effective leaders shall determine additional selection norms for identifying prospective and effective leaders. Further, research on EI and effective leadership may determine new norms of emotion-based competencies, that could have been utilized in leadership training and development.

The results outlined above propose that EI and its numerous factors are significantly correlated with leadership effectiveness and that the successful marketing professionals have higher levels of EI and further leadership competencies differ according to standpoint of marketing professionals and the level of emotional intelligence. In general, marketing professionals seem to control their impulses and anger, to withstand adverse events and stressful situations, in order to lead a happy life, and to be a harmonious member of the society.

## REFERENCE

1. Bar-On, R. (1997). The emotional quotient inventory (EQ-i): Technical manual. Toronto, Canada: Multi-Health Systems Inc.
2. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychology research: Conceptual, strategic, and statistical considerations. *Journal of Personality & Social Psychology*, 51(6), 1173-1182.
3. Beloff, J., & Henry, J. (2005). Extrasensory perception. In J. Henry (Ed.), *Parapsychology: Research on exceptional experiences*. London: Routledge.
4. Callaghan, A., & Irwin, H. J. (2003). Paranormal belief as a psychological coping mechanism. *Journal of the Society for Psychical Research*, 67(872), 200-207.
5. Ciarrochi, J., Chan, A., Caputi, P., & Roberts, R. (2001). Measuring emotional intelligence. In J. Ciarrochi, J. P.
6. Forgas, & J. D. Mayer (Eds.), *Emotional intelligence in everyday life: A Scientific Inquiry*. New York: Psychology Press.

7. Ciarrochi, J., Deane, F. P., & Anderson, S. (2002). Emotional intelligence moderates the relationship between stress and mental health. *Personality & Individual Differences*, 32, 197–209.
8. Dudley, R. T. (2002). Order effects in research on paranormal belief. *Psychological Reports*, 90, 665–666.
9. Emmons, C. F., & Sobal, J. (1981). Paranormal beliefs: Testing the marginality hypothesis. *Sociological Focus*, 14, 49–56.
10. Endler, N. S., & Parker, J. D. A. (1994). Assessment of multidimensional coping: Task emotion and avoidance strategies. *Psychological Assessment*, 6, 50–60.
11. Endler, N. S., & Parker, J. D. A. (1999). *Coping inventory for stressful situations: Manual*. North Tonawanda, NY: Multi-Health Systems.
12. Goleman, D. (1998) *Working with emotional intelligence*. New York: Bantam.
13. McFarland, L. A., & Ryan, A. M. (2000) Variance in faking across noncognitive measures. *Journal of Applied Psychology*, 85, 812-821.
14. Moyer, D. M., Gordon, R. M., Ward, J. T., & Burkhardt, B. B. (2006) Characteristics of successful fakers versus unsuccessful fakers: is empathy, intelligence, or personality associated with faking PTSD on the MMPI-2? *Psychological Reports*, 99, 747-750
15. Sisco, H., & Reilly, R. R. (2007) Five factor biodata inventory: resistance to faking. *Psychological Reports*, 101, 3-17.
16. Viswesvaran, C., & Ones, D. S. (1999) Meta-analyses of fakability estimates: implications for personality measurement. *Educational and Psychological Measurement*, 59, 197-210.
17. Zeidner, M., Matthews, G., & Roberts, R. D. (2004) Emotional intelligence in the workplace: a critical review. *Applied Psychology: an International Review*, 53, 371-399