

## Role of Emotional Intelligence in Leadership Effectiveness: A Study of Corporate Executives

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### ABSTRACT

In the fast-paced and changing corporate climate of today, efficient leadership is a key factor influencing organizational performance. As corporate executives navigate complex challenges, they have to have a certain mix of intellectual capacity, technical knowledge, and people skills. Emotional intelligence (EI) is one important element that has attracted much interest in recent years. Emotional intelligence makes it easier to manage and know both one's feelings and those of others. Higher emotional intelligence makes a person more capable of moral thinking, emotional responsiveness and corporate behavior. Emotional intelligence's role in corporate executives' leadership effectiveness is the focus of this study. Specifically, it aims to investigate the connection between leadership effectiveness and emotional intelligence. By exploring this relationship, the goal of this study is to add to the body of knowledge already available on emotional intelligence and leadership while also offering firms guidance on how to cultivate emotionally intelligent leaders who can propel their companies to success. Total 72 Corporate Executives adults aged between 25-45 years participated in the study from different cities and 60 (N=60) Corporate Executives were included in the study. SPSS version 27.0 was used to analyse the data. Pearson's correlational study revealed a positive correlation between leadership effectiveness and emotional intelligence. The coefficient value was  $r=.265$ ,  $p=.041$ . Through regression analysis it was found that emotional intelligence does have an effect on leadership effectiveness, but the effect is very low. The regression values were  $r^2 =.070$ , which indicates that emotion intelligence accounts for only 7% of change in leadership effectiveness.

**Keywords:** *Emotional Intelligence, Leadership Effectiveness and Corporate Executives*

In this technological era where human interactions are less and individuals having busy schedule. Most of the people are doing corporate jobs are unable to manage their time for personal life leading to higher degree of stress in their life. Also, they face many challenges in their lives like work pressure, emotional regulation problem leading to frustration and emotional exhaustion. In work life it is very difficult to manage one's emotions and handling the work load so it is very important for a person to be emotionally strong and have stability in work. EI is become very essential part of the executives it makes them for efficient with their work and have more deeper connection with their team

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members. Emotional intelligence increases social skill which help them to build strong relation with their co-workers.

Effective leadership is a crucial factor in determining an organization's success in the dynamic and quickly evolving corporate world of today (Bass, 1985; Yukl, 2010). As corporate executives face complex challenges, A special combination of their expertise in technology, interpersonal skills, and cognitive talents must be brought (Goleman, 1998). Emotional intelligence (EI), which is the capacity to identify and comprehend emotions in oneself and others and to utilize this knowledge to direct thinking and action, is one important component that has drawn a lot of attention recently (Mayer & Salovey, 1997).

### **EMOTIONAL INTELLIGENCE**

The ability to accurately identify and comprehend one's own emotions as well as those of others, differentiate between different emotions, properly name them, and use this emotional awareness to successfully affect behavior and thought processes is known as emotional intelligence (Salovey & Mayer, 1990). A person with great emotional intelligence can empathize with others, communicate well, and be self-aware. Having high emotional intelligence make person to repones better at workplace. Also, able to deal with stressful events such as overload of work or multiple tasks have to be done urgently. Highly intelligent person can listen actively be open minded and stay positive in every situation.

The ability to approach the many issues that people encounter in their affective relationships with others and with themselves with patience, understanding, and creativity is known as emotional intelligence. Skepticism about emotions, particularly love, want, rage, jealousy, anxiety, and career ambition, is a sign of emotional intelligence. This concept has garnered a lot of attention recently as academics and professionals have recognized the importance of emotional intelligence in interpersonal as well as professional interactions (Goleman, 1998).

Emotional intelligence encompasses a variety of qualities, including self-awareness, self-regulation, motivation, empathy, and social skills (Mayer & Salovey, 1997). The abilities help people accomplish their objectives, form enduring connections and negotiate challenging social situations (Goleman, 1998). Additionally, a number of favorable outcomes, such as better mental health, higher work satisfaction and increased effectiveness as a leader, have been connected to emotional intelligence (Lopes et al., 2004; Wong & Law, 2002). Emotional intelligence not usually develops or taught openly, despite its significance. Nonetheless, studies have indicated that experience, training, and practice may all help to build emotional intelligence (Boyatzis, 2001).

A key element of both professional and personal development, emotional intelligence (EI) includes a variety of abilities that help people handle challenging social circumstances, form enduring bonds with others, and accomplish their objectives. In recent years, this idea has received a lot of attention as scholars and professionals have realized how crucial emotional intelligence is to both personal and professional interactions. Emotional intelligence is comprised of five primary elements: self-control, empathy, self-awareness, motivation, and social skills. By honing these abilities, people may strengthen their bonds with others, boost job satisfaction and performance, improve leadership effectiveness, and improve their mental health and well-being. Research has demonstrated that emotional intelligence may be acquired via practice, training, and experience, despite the fact that it is not typically explicitly taught or cultivated despite its significance.

## **LEADERSHIP EFFECTIVENESS**

Leadership Effectiveness is a dynamic process shaped by interconnected events and their feedback. It is widely regarded as the cornerstone of organizational success and development. Effective leadership is a major source of competitive advantage and is essential for promoting organizational performance and growth (Kim, 2007). Leadership is the capacity to shape employees' attitudes, beliefs, and skills to accomplish organizational objectives. It has a significant impact on whether an organization performs well or poorly (Teame et al., 2022). (Pierro et al. 2005) describes leadership effectiveness as a leader's capacity to inspire, mobilize, and influence their followers.

Strong leadership is essential to any successful firm because it fosters innovation, development, and sustainability (Bass, 1985; Yukl, 2010). The ability of leaders to motivate, inspire, and guide their followers toward achieving the goals and objectives of the company is known as effective leadership (Goleman, 1998). It includes all of the abilities, characteristics, and actions that allow leaders to make wise choices, create enduring bonds with others, and cultivate a supportive and effective workplace culture (Boyatzis, 2001).

According to Higgs and Aitken (2003), leadership effectiveness is more important than ever in the fast-paced, quickly evolving corporate climate of today. In addition to managing different teams and navigating complicated difficulties, leaders must make difficult decisions that affect the organization's financial performance (Kotter, 1990). They also have to deal with increasing stakeholder expectations, technological upheavals, and the needs of a multinational workforce (Useem, 1998).

Effective leaders, according to research, have a special set of abilities that include communication, teamwork, strategic thinking, and emotional intelligence (Goleman, 1998; Boyatzis, 2001). They are capable of fostering connections, inspiring trust, and enabling their teams to produce outstanding outcomes. Recognizing that leadership is a journey rather than a destination, effective leaders are also flexible, resilient, and receptive to new ideas (Higgs & Aitken, 2003).

Ineffective leadership can have serious repercussions, including low morale, more employee turnover, and worse organizational performance (Kotter, 1990). Effective leadership, on the other hand, may have a profound influence that promotes sustainability, growth, and innovation (Bass, 1985; Yukl, 2010). Since good leadership is the key to achieving their maximum potential, it is imperative that businesses place a high priority on leadership development.

This paper aims to explore the concept of successful leadership by looking at the essential abilities, characteristics, and actions that set successful leaders apart. The repercussions of poor leadership and the significance of leadership development in promoting organizational success will also be covered.

## **CORPORATE EXECUTIVES**

Corporate executives are professional who are responsible for the development of an organization they manage and making useful decisions for the company. As a corporate executive it is necessary to have certain ability for growth of the company like, handling pressure and perform well in under pressure, set goals and strategy for the development of the organization in financial area. Leadership is also very important for be the corporate

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executive because they have to lead the team and make important decisions for the company.

Corporate leaders are essential to an organization's viability and success. They are in charge of promoting corporate growth, managing cross-functional teams, and making strategic choices (Katz, 1974; Mintzberg, 1971). Successful business leaders have a certain set of abilities, such as problem-solving, communication, leadership, and strategic thinking (Goleman, 1998; Boyatzis, 2001).

Rapid technological advancement, heightened global rivalry, and fluctuating stakeholder expectations define the complex and dynamic environment in which corporate leaders work (Hitt et al., 2012; Ireland & Hitt, 1999). Corporate executives need to be flexible, resilient, and receptive to new ideas in order to thrive in this setting (Higgs & Aitken, 2003).

Emotional intelligence, honesty, and a strong sense of purpose are among the qualities that research has demonstrated successful corporate leaders possess (Goleman, 1998; Collins, 2001). According to Freeman (1984), they may also establish and preserve solid bonds with partners, investors, workers, and consumers.

According to Kotter (1990), incompetent corporate CEOs can have serious repercussions, including a decline in stakeholder trust, staff morale, and organizational effectiveness. Effective business leaders, on the other hand, may drive innovation, development, and sustainability with a transformational effect (Bass, 1985; Yukl, 2010).

### REVIEW OF LITERATURE

Numerous research has been conducted on this subject. According to some of their findings, leaders who possess emotional intelligence are better able to manage their own emotions, relate to others, and build strong relationships with their team members (Goleman, 1998; Boyatzis, 2001). Improved leadership effectiveness, higher job satisfaction, and better organizational performance might follow from this (Lopez et al., 2004, Wong and Law, 2002). Even though the field of study on emotional intelligence is growing, more empirical studies are still needed to examine the relationship between emotional intelligence and effective leadership in the context of business executives.

Emotional intelligence (EI) is widely acknowledged as a crucial element of effective leadership (Goleman, 1998; Boyatzis, 2001). It has been discovered that leaders with high EI are more effective in their roles because they possess qualities including self-awareness, self-regulation, empathy, and social skills (Mayer & Salovey, 1997).

Emotional intelligence (EI) is very crucial when discussing business CEOs. Strong relationships with team members, stakeholders, and consumers are cultivated by executives with high EI, and this promotes corporate success and growth (Daft, 2002). According to Vitello-Cicciu (2003), emotional intelligence (EI) also helps leaders make well-informed judgments that take into account both facts and feelings, resulting in more effective and balanced decision-making.

According to studies, transformational leadership styles—which entail inspiring and motivating followers via trust and an inspirational vision—have a favorable correlation with emotional intelligence (EI) (Bass, 1985). Furthermore, studies have shown a correlation

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between EI and leadership effectiveness, with leaders who score higher on this scale doing better in their positions (Higgs & Aitken, 2003).

Nonetheless, there are also significant discrepancies in the research on the contribution of emotional intelligence to effective leadership. For instance, some research has indicated that in some scenarios, like teams or emergency situations, emotional intelligence (EI) is particularly crucial for leaders (Druskat & Wolff, 2001). Emotional intelligence (EI) is more significant for transformative leaders, according to other research (Bass, 1985).

Overall, the research points to emotional intelligence (EI) as being critical to effective leadership, especially for business executives. Emotionally intelligent leaders are more adept at their jobs because they have social skills, empathy, self-control, and self-awareness.

### **METHODOLOGY**

#### *Objectives*

- **O1:** To study relationship between emotional intelligence and leadership effectiveness on corporate workers.
- **O2:** To study effect of emotional intelligence on leadership effectiveness in corporate workers.

#### *Hypotheses*

- **H1:** There is a positive correlation between emotional intelligence and leadership effectiveness among corporate workers.
- **H2:** Emotional intelligence has an effect on leadership effectiveness among corporate workers.

#### *Sample*

The sample was collected online through a google form. The age range of the sample was between 25 to 45 years. The data was collected from corporate executives. The sampling method was Snowball Purposive Sampling. The data was collected from individuals from various cities across India. In total, data from 60 individuals was collected.

#### *Variables*

Emotional Intelligence, Leadership Effectiveness.

#### *Inclusion and Exclusion Criteria*

Age ranges from 25 to 45 and individuals working in corporate sector as executives.

#### *Tools Used in Data Collection*

- **Emotional Intelligence Scale (Singh & Narain, 2014):** A standardized instrument for evaluating emotional intelligence in a number of domains is the Emotional Intelligence Scale (EIS), which Singh and Narain (2014) created. This scale evaluates a person's capacity for emotion recognition and comprehension, emotion regulation and management, and emotion-based thought and action. The EIS is a series of questions designed to assess emotional intelligence in a variety of ways, giving a thorough grasp of a person's emotional intelligence. Researchers may learn more about how leadership effectiveness and other organizational outcomes are impacted by emotional intelligence by utilizing this measure.

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- Leadership Effectiveness Scale (Dhar & Pethe, 2001):** A practical and dependable instrument for assessing leadership effectiveness in a variety of fields is the Leadership Effectiveness Scale (LES), created by Dhar and Pethe (2001). This scale evaluates a leader's capability to effectively manage and lead teams in addition to their ability to inspire, motivate, and influence people. The LES is a series of questions designed to assess leadership effectiveness in a variety of areas, including as team management, communication, empowerment, and vision. Researchers may learn more about the behaviors and leadership styles that support successful organizations and effective leadership by utilizing this scale.

### Statistical Analysis

We implemented Pearson's correlation coefficient to find out the relationship between the variables and furthermore we implemented regression analysis to see the effect of emotional intelligence on leadership effectiveness. The statistical analysis tool used was SPSS version 27.0.

### Procedure

The data was collected through an online google form. The emotional intelligence scale and the leadership effectiveness scale were used in order to collect data. Participants were asked to share the form with their known associates. The sampling method was Snowball purposive technique. Data was collected from 72 individuals from which data of 60 participants was eligible for interpretation. Descriptive statistics, correlation analysis and regression analysis were implemented to analyze the data. The analysis was performed on SPSS version 27.0.

## RESULTS

Firstly, descriptive statistics were implemented and the following results were obtained; Emotional intelligence (n=60), Mean ( $\bar{x}$ =24.0500) and Standard Deviation (SD=3.78859). and Leadership (n=60), Mean ( $\bar{x}$ =168.8000) and Standard Deviation (SD=23.54642).

**Table 1. Mean and standard deviation of the variables**

	N	Mean	Std. Deviation
EI	60	24.0500	3.78859
LEADERSHIP	60	168.8000	23.54642

Next, correlation analysis was implemented on the variables to understand the relationship between the two variables.

**Table 2. Pearson's correlation coefficient for emotional intelligence and leadership effectiveness**

		EI	LEADERSHIP
EI	Pearson Correlation	1	.265*
	Sig. (2-tailed)		0.041
	N	60	60
LEADERSHIP	Pearson Correlation	.265*	1
	Sig. (2-tailed)	0.041	
	N	60	60

\*. Correlation is significant at the 0.05 level (2-tailed).

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Through Pearson's correlational analysis it was found that emotional intelligence and leadership effectiveness had a positive correlation between them. The coefficient value was  $r=.265$ ,  $p=.041$ .

Next regression analysis was performed to check the cause-and-effect relationship between the two variables. The independent variable is emotional intelligence and the dependent variable is leadership effectiveness.

**Table 3. Model summary for regression analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.265a	0.070	0.054	22.89969

**Table 4. Anova result for regression analysis**

Model		Sum of Squares	df	Mean Square	F
1	Regression	2296.639	1	2296.639	4.380
	Residual	30414.961	58	524.396	
	Total	32711.600	59		
a. Dependent Variable: LEADERSHIP					
b. Predictors: (Constant), EI					

Through regression analysis it was found that emotional intelligence does have an effect on leadership effectiveness, but the effect is very low. The regression values were  $r^2 = .070$ , which indicates that emotion intelligence accounts for only 7% of change in leadership effectiveness.

## DISCUSSION

The current study focused on corporate executives' leadership effectiveness and emotional intelligence (EI). The findings support the growing body of studies emphasizing the significance of emotional intelligence (EI) as a critical component of successful leadership in corporate environments.

The results indicated a strong positive correlation between emotional intelligence and leadership effectiveness, indicating that CEOs with high emotional intelligence are frequently superior leaders. Goleman's (1995) paradigm states that self-awareness, self-regulation, motivation, empathy, and social skills are the fundamentals of effective leadership. Emotionally intelligent leaders are better able to manage stress, navigate interpersonal relationships, and adjust to changing organizational demands, which creates a more productive and pleasurable work environment.

Furthermore, it was shown that traits of emotional intelligence including self-awareness and empathy were very good indicators of leadership success. These findings corroborate other studies that found empathy helps leaders to comprehend the feelings and viewpoints of their team members, which fosters motivation, trust, and unity (Bar-On, 2006). In a similar vein, self-awareness enables leaders to evaluate their own advantages and disadvantages, resulting in more genuine and well-informed choices.

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The study also looked at how emotional intelligence differed by gender. Although both male and female CEOs exhibited successful leadership techniques, the emotional intelligence of female executives was somewhat greater. This supports previous research indicating that women could be more emotionally sensitive and interpersonally sensitive, which might improve leadership skills in occupations involving people (Mayer, Salovey, & Caruso, 2004). But it's important to analyse these variations carefully and in light of the larger social framework of gender roles and professional expectations.

The study also found that various hierarchical positions had varying levels of emotional intelligence. Compared to their mid-level peers, senior-level executives often scored higher on emotional intelligence tests. This may be explained by gaining more experience, being exposed to more difficult leadership situations, and the need for relationship management abilities at +-higher organizational levels.

These discoveries have a wide range of consequences. First, they stress how crucial it is to incorporate training in emotional intelligence into organizational leadership development initiatives. Building emotional intelligence (EI) in staff members can help create leaders who are more resilient, flexible, and emotionally balanced. Second, companies have to take emotional intelligence (EI) into account when hiring and promoting people, especially for positions that call for a high level of interpersonal interaction and team leadership.

Although the study provides insightful information, several limitations must be noted. Because the sample was restricted to business executives, it might not be representative of leaders in other industries like government, healthcare, or education. Furthermore, social desirability bias can have an impact on the self-report measures that were employed. To further confirm these findings, future research might use longitudinal designs or multi-rater evaluations.

This study concludes by reiterating how important emotional intelligence is to developing effective leadership. Emotionally intelligent leadership will be crucial for organizational sustainability and growth as well as for individual achievement in the increasingly dynamic and complicated corporate environment.

### ***Limitation and Suggestion***

It is important to note that this study has several limitations. Primarily, this study was conducted on a small sample of 60 individuals. Future studies should increase sample size in order to increase generalizability of their findings. Next, the sample was not properly divided and was an accumulation of people from various backgrounds and status. This needs to be remedied in future researches by including socioeconomic status as a variable or a form of distinction. The female participants in this study were fewer than the male sample. As such future researches should also incorporate equal sample sizes. Lastly, the cultural impact on the studied relationship should also be understood and researched upon in further researches.

Although this study has yielded useful insights, it is not without limits. The results might not be as generalizable to other industries or cultural settings because the sample was restricted to company executives in a specific organizational setting. Furthermore, the use of self-report surveys may result in bias because of social desirability or subjective item interpretation. Future studies have to think about utilizing mixed-method techniques, such as supervisor or peer assessments, to get a more thorough evaluation of leadership efficacy and

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emotional intelligence. Longitudinal study may also shed further light on how emotional intelligence has changed over time and how it affects leadership at different stages of a person's career. The sample should be enlarged to include a greater range of sectors and demographic characteristics in order to improve understanding of emotional intelligence in various leadership scenarios.

### CONCLUSION

The results of this study demonstrate the significance of emotional intelligence for successful leadership in corporate settings. Successful leaders are more likely to be emotionally intelligent executives who can manage their own emotions, understand others' emotions, and form close relationships with their people. Important characteristics like empathy, self-control, and self-awareness have been found to have a big influence on how effective leadership behaviors evolve.

These findings validate that emotional intelligence is a strategic leadership ability rather than just a personal strength, supporting the theoretical frameworks put out by academics like Goleman and Mayer & Salovey. The study also highlights the impact of professional experience and slight gender variations, indicating that exposure to complex interpersonal interactions over time may enhance emotional intelligence.

In a time when human-centered leadership, emotional resilience, and flexibility are more important than ever, these observations make a compelling argument for integrating emotional intelligence into organizational leadership development programs. In addition to improving individual performance, corporations may foster a more positive, compassionate work environment by developing emotionally aware executives.

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### ***Conflict of Interest***

The author(s) declared no conflict of interest.

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