

“Impact of leadership styles and Emotional Intelligence on Employee’s Performance”

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ABSTRACT

This paper contribute that feelings and tackling the people play a central role in the organisational performance. It is suggested that emotional intelligence, the ability to understand and manage moods and emotions in the own and others effective leadership result to organization growth. Leaders who are high on emotional intelligence may create in their organizations a sense of belongingness, excitement, and positive approach. This type of leader generates the atmosphere of coordination and believe and they develop interpersonal relationships with their subordinate. This interpersonal relationships between leaders and their followers have been produce various advantages for organizations and all stake holders. The flexibility deriving from emotional intelligence may result to effective leadership in another way. Competent leaders are able to recognise interaction among the various issues they are confronted with helping them to respond to many problems simultaneously. Leadership style and Emotional intelligence may assist to a leader’s ability to successfully implement changes in an organization. They may be able to influence their team to reassess the feelings they experience and the way in which they display them. Based on the ability to do this, a leader may then be able to substitute an other view of the world that resolves emotional uncertainty.

Key Words: Leadership styles, Emotional Intelligence, Leader, organisation, Emotional uncertainty

Introduction

The word emotional intelligence is the new word and the first time it comes to an existence when a student of U.S.A uses this word in his dissertation in 1985. In the year 1990 Salovey and Mayer have worked on the people’s ability and emotions. It was the first study in the area of emotional intelligence. They found in their study that better administrator knows their own feelings, knows the feeling of others.

In the year 1995, D Goleman's book attracted the people's attention towards the term 'emotional intelligence' and popularised the mixture of emotion and intelligence. In his book he has given a lot of information and justified the relationship between brain, emotion and behaviour.

Previous 10 to 15 years back it was known that intelligence quotient (IQ) was necessary for success in career. For the above assumptions various intelligence scales have been came out. But these scales are not suitable for predicting that many people are good in interpersonal relationships, acceptable to person and f good managers of their career.

After that many experts and researcher's suggested that interpersonal skills, leadership qualities, self confidence, empathy, adaptability are the factors that differentiated the better and worst performers and it is not related to the intelligence quotient i.e. traditional intelligence

Emotion :-

According to webster's new word 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 are physiological changes, subjective cognitive states are expressive behaviours.

There are many researches and experts has given various basic emotions. Basic emotions are anger, aversion, courage, dejection, desire, despair, fear, hate, hope, love, sadness, disgust, joy, surprise , desire, happiness, interest, wonder , terror, anxiety, contempt, distress, guilt, shame, grief, elation, tender emotion, pain, pleasure, expectancy, panic, acceptance, anticipation , etc

Parrott .w.(2001) has classified the emotions in three parts that is primary emotion , secondary emotion and tertiary emotion. According to him if love is primary emotion then secondary emotion will be affection, last and longing and tertiary emotion will be adoration , affection , love , fondness, attraction , liking , caring , tenderness, compassion, sentimentality arousal, desire , passion infatuation and longing.

Emotion plays a vital role in providing a particular direction to the behaviour and thus shaping the personality according to their development. In every activity we have an emotional experience which is reflected in a mood. Emotion is complete state of arousal associated with varying degrees of psychological activation, a conscious , awareness of feeling with a specific cognitive level and tendency to move the organism into action. Emotion influence actions in many ways. Stronger emotion, greater the activity to which it will give rise. Before examining the details of some common emotion such as love , hate, fear, anger , etc, it may be be concluded on the basis of daily experiences, having emotion is a complex mental marked feeling tone.

P.T Young (1943) has defined emotion as a acute disturbance of the individual as a whole, psychological in origin , involving behaviour, conscious experience and visceral functioning.

According to R.S wood worth (1940), an emotion is a disturbed state of body . It is disturb glandular and muscular activity, each emotion is a feeling and each is at same time a motor set.

Thus it is clear that emotions have several important functions which plays an important role in our daily life. These functions comprise preparing for actions, Shaping future behaviour and helping to interact efficiently with other people.

Firjda(1970) suggests that his view of emotional expression is also applicable to emotion in general. But the relationship between expressive behaviour and emotion is too complicated for this sort of direct inference to be made. It is obvious that emotion can come in various expressions, sometimes with very little in common and often with little hope of its recognition out of context. On the other side, all the complex combinations of expression make sense in their situational context.

Izard(1972) , Ekman et al (1972) have described about the facial expression of emotions. According to them, facial expression may fill an information gap which is left in primarily visceral and cognitive theory of emotion. Izard has given two assumption for facial expressions. First, emotion is a complex of the psychological , muscular and phenomenological and has a biological and psychological function for the individual and a social function in interaction. Secondly, the relative importance of facial and body activity emotions has changed during the course of evaluation, such development being parallel in ontogeny .

It is clear that emotional are subjective internal experiences that combine mental and psychological state both. Mental state means the internal cognitive label and psychological state means physical sensations ore feelings in the body . In the biological term the autonomic nervous system is only the peripheral part of the neural mechanism for emotion . Higher centres in the brain receive messages from it and deliver messages both to it and to the somatic nerve to give the patterns of emotional display. Cortical and sub cortical part are involved in this process.

Intelligence -

Person to person are different in their ability , skill, knowledge and also in intelligency. Some may be bright or average also some may be dull. These differences are due to their 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.

According to Terman(1916), ‘an individual is intelligent in the proportion that he is able to carry on abstract thinking’.

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

The intelligent quotient as given by William stern, represented he ratio of a child’s mental age to their chronological age.

$$IQ = (\text{Mental age} / \text{chronological age}) \times 100$$

IQ scores are useful in many contexts. Some are as follows :-

It can act as predictors of educational achievements

It can be useful in recognising people with special needs.

It is also useful in the study of distribution in popularisation and relationship between them.

It is also a predictor of job performance and income.

Mainly intelligence can be divided into three parts:-

(a)Abstract intelligence :-

This type of intelligence refers to the aptitude for learning to read and solve problems of words, numbers, symbols and formulas. Abstract intelligence can test through the individual speed of doing work.

(b) Motor intelligence :-

It is the ability to deal with machines and related to physical education . it plays an important role in participating games and sports.

(c)social intelligence :-

It refers to the social contacts and interactions with others. It is the capacity to behave effectively in social situations. Socially intelligent people establishes relationship with each other more easily.

EMOTIONAL INTELLIGENCE

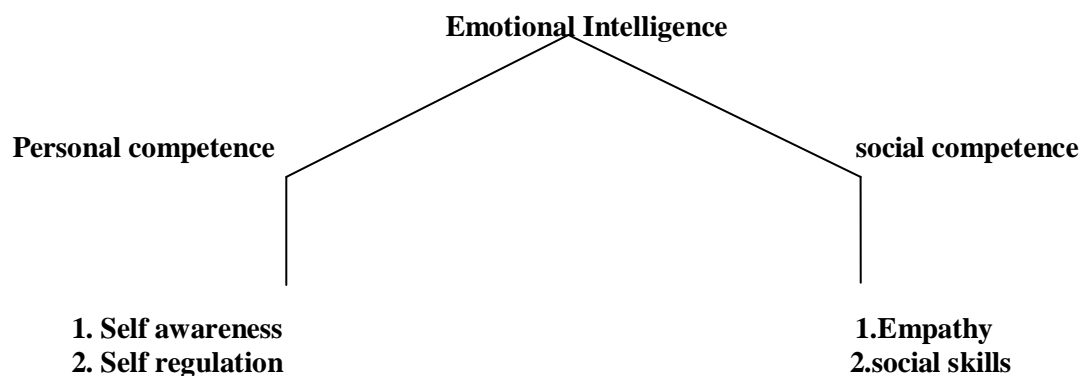
Previously, a decade before it was believed that intelligence quotient (IQ) was important factor for successful life. But scenario has changed with the advent of concept of emotional intelligence and its measure EQ as well as the subsequent research works done by the Daniel Goleman, Caruso, Mayor, & Solovey. 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.

Now thus, apart from the IQ, it is essential social and emotional skill, that gives success in career and life by supporting suitably in identifying and controlling the emotions of the self and others in a useful manner.

For concept of EI , the credit goes to John Mayor and Peter Salovey. They bought the term emotional intelligence in the year 1990 through their definition as “ a form of social intelligence that involves the ability to monitor’s one own and others feeling and emotions to discriminate among them and to use this information to guide one’s thinking and action”

In the year 1997 they have modified their definition that. ”emotional intelligence is the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions as to promote emotional and intellectual growth”.

Daniel Goleman has introduced and flourished the term emotional intelligence to the broad society with his book in the year 1995. The term EI may be new but the concepts as it appears too many , is not new. Aristotle (a greek philosopher who lived from 384 BC to 322 BC) has quoted about this. According to him emotional intelligence is a rare ability ‘ to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way’.



3. Motivation

Fig. 1: Goleman's Emotional Intelligence model (1995)

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

Self awareness

Managing emotions

Motivating oneself

Recognising emotions in others

Handling relationships

In the year 2002, Goleman has done modifications and given only four dimensions of emotional intelligence. They are :-

Self awareness

Self management

Social awareness

Relationship management

According to him , these emotional intelligence dimensions are not talents but learned abilities. Bechara, Tranel and Damasio (2000) has suggested that emotional intelligence is “ a collection of emotional abilities that constitute a form of intelligence that is different from cognitive intelligence or IQ”.

Thus, it is clear that emotional intelligence is more important than intelligence quotient. High IQ may give academics success, desired job but it cannot provide success in life and career. It has been seen that a person having high IQ, has failed due to lack of emotional intelligence. While a person having little IQ are seen to reach at the zenith.

According to Reuven Bar-on(2004),”emotional intelligence levels out the playing field for success. It helps account for those case where high IQ individuals faster in life, while others with only modest IQ can do exceptionally well”.

LEADERSHIP

People are most important part of the organisation, all above the machine, money, and material. People's management can be done through effective leadership i.e. winning support of people . For winning the support of people , it is compulsory for a manager to become the leader. A leader can influence people for desired goal.

It is obviously clear that in today's competitive environment, growth of any organisation depends upon the leadership style. Leadership is not a single shot activity ,it is the continuous process and it is

the relationship between leader and follower . Leader influences the behaviour of individual or group of people for main goal.

Leader's main job is to convince and guide the people ,create confidence ,develop morale and job satisfaction . Leader coaches the followers, counsels and mentors the followers.

Basic difference between leader and managers are, leaders manipulate the environment where as managers act within the environment.

According to Warren G.Bennis (1989) , for survival in the 21st century ,need of only leaders not managers. Leader controls the all uncertain situations, while managers surrender to it.

LEADERSHIP THEORIES

There is a lot of literature on leadership. Most of this literature is confusing and contradictory. Hence, we should draw different approaches to classify and study the leadership. Study of leadership theories is one on the best approaches to study leadership.

Traditional Theories		Behavioural Theories		Contingency/Situational Theories		Modern Theories
Trait Theory		Ohio State Studies		Tannenbaum and Schmidt's Leadership Pattern		Charismatic Leadership Theory
Group and Exchange Theory		University of Michigan Studies		Fiedler's Contingency Theory		Transformational Leadership Theory
		Scandinavian Studies		Path-Goal Theory		
		Continuous Theory		Hersey and Blanchard's Life-cycle/Situational Approach		
		Likert's Four Systems Managerial Grid				
		Leader-Participation Model				
Table 1 : Leadership Theories						

Leadership

“Leadership is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals “. (Harold Koont , 1986)

“Leadership is the activity of influencing people to strive willingly for group objectives.”(George K)

The main characteristics of leadership are as follows:

Leadership is a continuous process of influencing others behaviour.

Leadership is basically a personal quality that enables leaders to influence the subordinate's behaviour at work.

The success of a leader depends on the acceptance of his leadership by the followers.

There is a relationship between leader and follower which arises out of functioning for a common goal.(Dr.Khanka, 2000).

Some common traits which all leaders should possess:

1. A vision or purpose
2. Enthusiasm
3. Integrity
4. Curiosity and daring (Bennis, 1994).

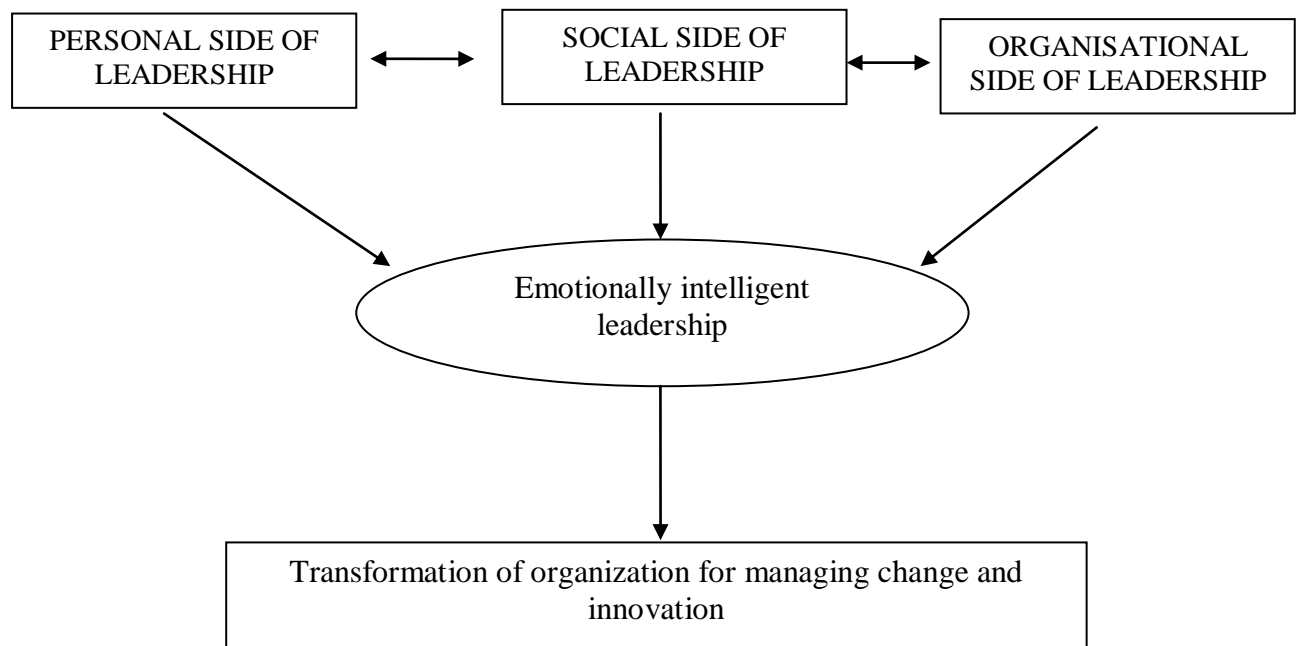


Fig.2: Emotionally Intelligent Leadership (Bennis, 1994)

The ways the leader's influences follower is called leadership style. Some basic styles of leadership are-

In autocratic or authoritative style the leader centralizes power and decision – making in himself /herself.

In democratic or participative style of leadership, the leader has taken decision in consultation with the subordinates.

In laissez faire or free rain style, it is just the opposite of autocratic style. In this style management leader leaves decision –making to the subordinates (Khanka, 2000)

Transactional leaders manage the transaction between the organization and its member's that the organization objective is achieved. They get things done by giving contingent rewards in terms of recognition Bay hike and advancement for those who perform better.

Transformational leaders focus on changing the attitude and assumption of their employees towards building commitment for organizational mission and objectives. (James M. Burns, 1978)

A brief Review of the work already done in the field:

Cavallo(2001) conducted the famous study at Johnson & Johnson and personal care group that involved 358 managers with 1400 employees in offices across 110 globe aiming to explore the competencies that makes a difference between high and average performers. He arrive with the conclusion that managers with “greater competence” were best performing leaders as to those with low emotional competence.

Sivanathan & Fekken(2002) made a judgement about the relationship of EI and moral reasoning of university residence staff with their leadership style and effectiveness. Finally it was discovered that emotionally intelligent leader were considered to be transformational in their leadership style by their subordinates and were more effective .Moral reasoning was related with effectiveness rather than EI

Benson Jonathan Linton (2003) examined about the relationship between leadership styles, quality and employee satisfaction in R& D environments.

law,wong & song (2004) conducted a study to discover the relationship between emotional intelligence and big five personality dimensions ,life satisfaction feeling of powerlessness and job performance .first study examined the 202 undergraduate students and second study examined 216 business undergraduate .Finally the conclusion arrived that stated the distinctions between EI and the big five though being connected with each other .EI was found to be strongly connected with life satisfaction and job performance but poorly connected with feelings of powerlessness.

Bradberry & Su (2006) examined EI of leaders in order to discover the relationship between EI and leaders and their job performance .It included the use of two measure of EI (one being skill based and other being ability based).the study was conducted for 212 employees in three organisations .the findings indicated that scores of both the two measures were positively but not significantly related with each.

Modassir & Singh(2008)investigated the connection between EI and transformational leadership of managers and organisational commitment behaviour(OCB) of followers in different industries in Goa and Daman. the study concluded relationship between subordinates perception of their leader as transformational and their OCB.EI was observed to be connected with conscientiousness and altruism .moreover no connectivity was found between EI and transformational leadership.

Wong, Wong & Peng (2010) studied the impact of social middle level leaders EI on teacher's job satisfaction in Hong kong . from the two studies , first included 107 teachers and were inquired about the characteristics of middle level leaders and it was conclude that most of them supported the EI of school middle level leaders in the success of schools .Other study involved 3866 teachers and middle level leaders were surveyed and results revealed a important impact of middle level leaders job satisfaction

Mishra & Mohapatra (2010) gone through the relationship between EI and job performance .the results arrived showing a significant positive relationship between EI and job performance as well as confirmed the concurrent validity of EI scale.

Zampetakis & Moustakis (2010) examined the impact of manager's trait of EI on group job satisfaction. The examination showed that managers trait EI was not directly connected with to group job satisfaction .Moreover, indirect relationship was discovered based on positive correlation between manager's trait EI & groups evaluative statements of manager's trait EI

O' Boyle J r et al(2011) conducted meta analysis of empirical research focusing about the relation among EI and Five factor model, cognitive ability and job performance. The research aimed on grasping the associations of three streams of EI with five factor model, cognitive ability and job performance. The results confirmed a strong correlation between EI measured by three streams and job performance .EI , Cognitive ability and four of the five factor model were positively associated whereas neuroticism(one of the five factor model) was negatively associated.

Nutan Chauhan (2011) , showed the changing scenario of leadership in insurance sector ,he found relationship between leadership style and performance of organisation with the effectiveness of this style on development of employees .Finally he concluded that leadership style followed in organisation Significantly affects performance of organisation in positive way.

Asha Kaul and Jithesh Kumar k(2011) examined the impact of feminine identity and soft influence tactics on leadership styles ,focussing on task oriented and participative .A significant correlation was found between feminine identity and soft influence tactics which directly impact the leadership styles of men and women. It tells that these leadership styles are not based on gender but are defined by the identity of leader.

Puja Khatri and Sumit Duggal (2011) studied 'test of transactional and transformational leadership behaviour salesman on customer relationship, marketing behaviour in India banking sector. It used Non probabilistic sampling methods. Testing of hypothesis was done using the survey among 61 sales persons and their customers in banking sector .conclusions showed that contingency reward system influence customer relationship up to a certain extent while management with expectations were not .

Anuradha Reddy (2011) tries to identify the impact of transformational and transactional leadership styles on employee job performance and job satisfaction in three different banks. MLQ(multifactor leadership questionnaire) was used for the survey. the results indicated that though transactional method of leadership still persists in a minor form , the overall management should take into consideration transformational leadership.

M.L Voon , M.C. Lo , K.S Ngui and N.B Ayob (2011) tells and shows about the influence of leadership style on employee's job satisfaction in public sector organisation. The study describes about the leadership is a process of influence between leaders and subordinates, where leader attempts to influence the behaviour of subordinates to achieve organisational goals. The results finally showed that transformational leadership style has a strong relationship with job satisfaction. This showed that transformational leadership is deemed suitable for managing government organisations.

R. Ali Hussain Alkahtani and Dr. Ismael Abu (2011) conducted a study to investigate the influence of big five dimensions of personality of Malaysian managers and the leadership styles these managers used on their leading change capabilities. The results finally revealed that Malaysian managers tended to enjoy personalities that are conscious and open to experience. The results of the study showed that extroversion personality 68 traits as well as involvement leadership style were positively related with leading change.

Muhammad Jamshed Khan , Naeem Aslam and Muhammad Naveed Riaz(2012) examined the role of transformational, transactional and laissez-faire leadership styles in predicting innovative work

behaviour among bank managers of Rawalpindi and Islamabad. The test revealed that women bank managers to have more transformational leadership style and men to be more innovative.

Noorlaila, H.I and Yunus Siti Raibah Anuar (2012) studied about trust moderating effect between EI & transformational leadership styles, that examines about predictive organisational relationship between EI and transformational leadership styles of managers working at commercial banks in Shah Alam. It also determines about moderating effect of trust of employees on their managers with their relationship. Finally the result concluded that there was significant positive relationship between several EI dimensions and transformational leadership styles of managers.

Anju G.S and J.K Raju (2013) presented a paper on the theory and concepts of banking, leadership and organisational effectiveness defined by various authors. They have shown their importance in private/public industries but no research was implemented in urban areas. It was also observed that researchers had not addressed organisational hierarchy of leadership styles and their influence on effectiveness.

Anwar and Ayesha Zahid Farooq (2012) conducted the study about effect of leadership styles in job outcomes that includes mediating role of organisational commitment, exploring the relationship between leadership styles, employee's job performance, satisfaction and organisational commitment. Proper sampling technique was used. The conclusions showed that organisational commitment also have a mediating effect on relationship between transformational leadership style and job outcomes.

Alan Abitbol (2012) investigates the effects of task evaluation knowledge and leadership styles on employee attitude towards a task. It focuses on how an employee approaches a task depends upon the understanding of an employee. The results based on ANOVA testing showed that leadership styles significantly influence all types of attitudes associated with a work task.

EI-based leadership is proving to be more effective than other models of leadership and is resulting in better performance. It has brought the EI-based leadership model within the bounds of current leadership theory by demonstrating the empirical relational linkage of its traits/competencies/abilities with the practices of transformational versus transactional and laissez faire leaders. Both the Ability model and the Competency model provide thorough and rigorous models for examining EI and its empirical effects, relationships and consequences. By possessing or gaining the emotional intelligence abilities and competencies, and using them as the basis of organizational leadership, it is proposed that these leaders will be more effective. (Hamish G. H. Elliott, 2003)

The Ability model of EI provides a suitable medium for examining why leaders need emotional intelligence through asking why leaders need to be able to (1) identify, (2) use, (3) understand, and (4) manage emotions (Caruso, Mayer and Salovey, 2002).

In research studies have found that the ability for a leader to identify emotions and feelings within themselves also allows them to accurately identify the emotions of peers and groups, to express emotions accurately, and to differentiate between honest and phoney emotional expressions. Empathy, the ability to understand and experience another person's feelings or emotions, is an important component of EI and facilitates a leader's social support and positive inter-personal relationships (George, 2000).

Empathy, a substantial EI component bore the strongest correlation with perceived effective leadership. This suggests that perceiving others feeling and empathizing with them may establish an affective bond that is beneficial for leadership (Kellet, Humphrey and Sleeth 2002).

In the research paper, Empathic emotion and leadership performance: An empirical analysis across 38 countries. Target-leaders who display empathic emotion from the perspective of their subordinates are rated as better performers by their bosses. Moreover, the cultural dimension of power distance moderates the relationship between empathy and boss ratings of performance. Consequently, we

propose that behaviors of empathic emotion are culturally relative leadership behavior and are perceived as more essential to performance and to success in high power distance cultures than in low power distance cultures. The findings integrate well with the past two decades of research in organizational behavior which has shown that culture plays a part in work-related values and attitudes (Golnaz ,Weber ,William,2011)

In the research paper “Impact of leadership style and emotions on subordinate performance” this study demonstrates that employee perceptions of a high transformational leadership style—one that evidences personal attention to the subordinate, emphasizes use of the subordinate’s intelligence, increases the subordinate’s level of enthusiasm, and transmits a sense of mission—can positively influence the employee in two key areas: directly increasing optimism and indirectly increasing performance. The results of this study suggest that organizations should seek to attract transformational leaders and encourage transformational leadership style in their current leaders. Such efforts should increase optimism and reduce frustration among subordinates, which in turn should lead to increased performance among subordinates (Kennedy and Anderson, 2002).

The study revealed that transformational leadership can influence attitudes and behaviours to include frustration and optimism emotions (Dubinsky, 1995).

In the research paper “The emotional and social intelligences of effective leadership” An emotional and social skill approach - There is little doubt that “people skills” – ability to communicate effectively, to manage social interactions and social relationships – are critical for today’s successful leaders. To conceptualize these critical leader abilities, this paper draws on early research on emotional and social skills in psychology and demonstrates how an emotional and social skill framework both relates to and can play a role in the development of effective workplace leaders. The parallels between the emotional and social skills framework and the new construct of emotional intelligence, and the older construct of social intelligence, are noted. We suggest that emotional and social skills can be targeted for assessment and development and can be an important component of a leadership development program. Research evidence suggests that emotional and social skills are both related to leader effectiveness and are able to be improved through training interventions. It is suggested that the emotional and social skills are both related to leader effectiveness and are able to be improved through training interventions (Riggio and Reichard, 2008).

In the research paper “Impact and measurement of Emotional Intelligence on Leadership Effectiveness”, Leadership is something that may not necessarily be tailor-made for everyone today. Much has to do with self confidence and the ability to believe in oneself before one can motivate others and elicit their respect. Hence, there are a few who are able to lead and approach each undertaking with confidence and achieve the desired results (Sattar Bawany,2010).

In the early years of leadership studies, the so-called ‘trait theory’ took the view that there is a set of traits that separates the leader from the pack. Traits claiming to be characteristic of leaders included intelligence, a drive to dominate others, being extroverted and having charisma. Today, people often point to the importance of emotional in achieving leadership effectiveness. It is cited that 7% of leadership success is attributable to intellect, 93% of success comes from trust, integrity, authenticity, honesty, creativity, believe, confrontation etc.(Cooper and Sawaf,1997)

It is found that while the qualities traditionally associated with leadership—such as intelligence, toughness, determination, and vision—are required for success, they are insufficient. Truly effective leaders are also distinguished by a high degree of emotional intelligence, which includes self-awareness, self-regulation, motivation, empathy, and social skill (Goleman, 2002).

The style of the leader is considered to be particularly important in achieving organizational goals with research consistently demonstrating the beliefs of transformational leadership style over the more traditional forms, such as transactional leadership style in term of achieving organizational goals (Conger, 1999).

The leader's style alone cannot be responsible for the performance of workers nor for the attainment of organizational goals. The worker too plays an important role. Specifically, workers perceptions of their leader's style and their feeling about their ability to perform and achieve organizational goals appear to be important factors (Kennedy & Anderson 2002).

Transformational leaders in particular appear to use emotion to motivate subordinates (Bass & Avolio, 1994)

Research shows that higher EI differentiate lower from higher performer, which can be critical for leadership position. Some noteworthy contribution in the field of EI and Leadership are mentioned below:

Goleman (1995) identified Emotional Intelligence as a total personal and social competence. Personal competences determine how we manage ourselves, whereas social competence determines how we handle our interpersonal relationship.

Barling, Slater and Kelloway (2000) examined the relationship between emotional intelligence and transformational leadership. They suggest managers with high emotional intelligence may be more capable of getting more output from less people.

Elias, Arnold and Hussey (2003) claim effective leadership is a combination of IQ and EQ. They compare intelligence quotient to the raw material of knowledge and emotional quotient to the ability to turn knowledge into action.

Those leaders who possess a strong set of interpersonal skills and can distinguish what approach is best to use for any given situation are most likely to be successful in their positions. Such skill needed for effective leadership comprises empathy, awareness, insight, and the ability to give feedback to employees. (Bass and Avolio, 1994)

Srivastava and Bharamanikar (2004) studied the relationship of EI with leadership excellence, success and job satisfaction. Studies showed that an emotionally intelligent person is more successful in all spheres than a person who possesses less emotional intelligence skills.

Singh (2007) study laid emphasis on developing their relationship skills in order to become effective leader.

CONCLUSION

The present analysis suggests that emotional intelligence and leadership styles are important for employee performance and organisational growth. Emotional intelligence contributes to effective leadership in various ways. Many experts have given the view that leadership is an emotion-laden process, both from a leader and a follower perspective.

For this, the study of emotional intelligence and leadership would benefit from the consideration of emotional intelligence in followers and its effects on the leadership process. Effective leadership requires strong engagement and all-embracing commitment for developing personal potentials of an individual (leader). The process requires a great deal of self-discipline, hard work, effort, and continuous learning. Seeking knowledge is a lifelong journey, and a successful leader is aware of it at all times. By developing potentials and transforming them into personality traits, sets the zenith for career development.

The main goal of this study was to outline new dimensions of leadership styles, which incorporate elements of emotional intelligence in order to strengthen relationship and employee loyalty. Top management is responsible for company's culture. The primary task of all line managers focuses on

promoting the emotional potential of employees, whereby each participant provides a unique contribution to overall team performance in accordance with its abilities. This promotes cordial and harmonious relationship instead of leading to conflicts. The survey also indicates the importance of developing leadership competencies, since all line managers must be able to recognize the potentials and limitations of their subordinates.

Our overall conclusion states, that emotional intelligence, which starts from top management and operates throughout the company and affects all levels of the organisation. Obtaining employee commitment to achieve common objectives remains an of those managers who have the desire to develop their leadership potential and create harmonious effects that can be noticed and measured in the entire organisation.

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