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Review Article

Understanding the impact of emotional intelligence and leadership qualities in an organization

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ABSTRACT

This review article explores the crucial role of emotional intelligence (EI) and leadership attributes in shaping organizational success. Emotional intelligence, the ability to recognize, understand, and manage emotions in oneself and others, is highlighted as a key factor in fostering positive interpersonal relationships and enhancing team dynamics. The article synthesizes research linking high EI in leaders to improved employee morale, productivity, and conflict resolution. Furthermore, the review emphasizes the significance of core leadership qualities such as vision, adaptability, communication, and decision-making in navigating the complexities of modern organizations. It examines the intersection of EI and leadership styles, including transformational, transactional, and servant leadership, to provide a holistic understanding of how emotional competencies contribute to effective leadership. By analyzing case studies and empirical findings, the article offers insights into how organizations can develop EI and leadership potential within their teams to drive sustainable growth, innovation, and employee well-being. The review ultimately underscores the need for organizations to prioritize emotional intelligence as a critical leadership attribute in order to cultivate a resilient and thriving workplace culture.

Keywords: Emotional intelligence; Leadership; Organizations; Workplace culture.

Introduction

When discussing leaders with average to above-average emotional intelligence, it is important to emphasise the value of continuously cultivating emotional intelligence. By doing so, leaders can greatly enhance their professional and personal lives through optimising activities and adopting an effective leadership style. Simultaneously, it is important to adopt a pragmatic perspective that includes self-reflection, even though there is a prevailing inclination towards uninformed optimism [1]. Having a clear vision and accurate self-awareness are crucial factors for comprehending one's weaknesses and strengths, enabling the identification and enhancement of weak areas, and maximising the utilisation of information

and skill sets [2]. Leaders who possess enhanced clarity and self-awareness are better equipped to make optimal decisions regarding a collaborative agreement that may offer material advantages but does not align with their values or long-term objectives in terms of representing their interests and priorities [3]. For an individual lacking cognitive ability, their decision-making process may result in internal conflicts arising from their personal values and interests. These conflicts might operate as a demotivating factor. One of the optimisation models is centred on utilising self-knowledge and intelligence in leadership to enhance leadership skills. This is achieved through focussing on three key aspects: a) emotional self-knowledge, b) accurate self-assessment, and c) self-confidence. The

key to success lies in accurately evaluating one's skill set, highlighting personal strengths, demonstrating confidence in tackling challenging projects, and serving as a role model by exhibiting enhanced self-assurance [4]. Therefore, by acquiring self-awareness and understanding one's own emotions and specific desires, one can develop self-control and the ability to achieve the intended goals [5].

The history, development, and explanation of leadership and emotional intelligence

The concept of intelligence originates from the Latin term "intelligere," which encompasses the ideas of organising, interacting, and establishing interactions between individuals. Specialised terminology suggests that intelligence surpasses thinking, which is restricted to making connections between the essential characteristics of phenomena and goals, without taking into account interpersonal relationships [6]. Bar-On, Handley, and Fund contend that the concept of intelligence as the capacity to adjust to one's surroundings allows for the inclusion of emotional intelligence as a valid construct for achieving outcomes. Opinions on intelligence vary, ranging from acknowledging and emphasising its significance in research to downplaying its relevance [7].

Both Socrates and Plato shared the belief that intellect is the key to comprehending the workings of both societies and individuals. Regarding Boudha, he promoted the liberation of persons from emotional intelligence as a means to attain the utmost level of enjoyment. In Western philosophy, intelligence has traditionally been regarded as a fundamental and inherent human quality, but in Eastern philosophy, the importance of emotional intelligence has been largely disregarded. Disputes also emerged concerning the roles and purposes of intelligence. While certain authors fully acknowledged the influence of emotional intelligence, others contemplated the idea of simplification. In the instance of Hegel, emotional intelligence served as a safeguard for the human psyche [8]. In contrast, Montaigne portrays intelligence as a means of constructing a deceptive perception of God, the universe, and individuals. Simultaneously, other scientists directed their attention towards elements unrelated to the cognitive abilities of individuals [9]. David Wechsler's definition of intelligence is the whole capacity of an individual to successfully accomplish specific objectives, consistently comprehend information, and establish effective social relationships [10]. From the start of 1940, the author introduces the elements associated with the intellect and socio-affective aspects. In 1940, David Wechsler, a Romanian-born American psychologist and creator of the Wechsler Intelligence Scales, argued that the prevailing model of intelligence

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was inadequate as it failed to encompass "the non-intellectual components of general intelligence". He discovered that the process of an individual adjusting to their surroundings involves both cognitive and non-cognitive factors [11]. Other researchers, in addition to Weschler, have also recognised these non-cognitive dimensions of intelligence as crucial for flexibility and the attainment of success.

As an illustration, in the late 1930s, Robert Thorndike examined the concept of social intelligence [12]. In 1983, Howard Gardner introduced the concept of "Multiple Intelligences," highlighting the existence of various forms of intellect [13]. Upon analysing the learning patterns of both adults and children, he observed that they exhibited their intellect through a variety of methods. He believes that both interpersonal and intrapersonal intelligence are equally important as IQ level and testing method. In the field of organisational psychology, Hemphill proposed that intelligence is the second crucial quality of leadership. Put simply, the study indicates that leaders who successfully cultivate relationships based on trust and respect with members of their own group are significantly more effective. In 2016, a group of American instructors, including Allen, J. L., Sylaska, K. M., and others. J. D. Mayer authored two articles in the scholarly periodical "Emotional Intelligence". An attempt was made to devise a scientific methodology for quantifying the variations in individuals' emotional aptitude. Therefore, they found that certain persons possess superior skills in recognising their own emotions as well as the emotions of others, enabling them to effectively manage the resolution of emotional issues based on their mental capacity. Given that the majority of their papers were produced within an academic setting, the names of the researchers and their findings are not widely recognised. Vasile Pavelcu thinks that emotion serves the purpose of averting disruptions, chaos, and enduring fragmentation of the psyche [14]. In order to re-establish equilibrium, it is necessary to achieve equilibrium by derivation and the dissipation of forces through vegetative methods. Positive emotions enhance memory and information processing, but negative emotions impede higher-level cognitive functions. Emotional intelligence is commonly linked to the psychologist and writer Daniel Goleman from New York. Goleman extensively wrote articles for Popular Psychology and New York Times magazines, where he shared some findings from scientific research. In 1995, the author published a book titled "Emotional Intelligence - Why it can matter more than IQ". The book discusses the critical aspects of emotional intelligence and how it impacts our daily lives. It emphasises the significance of emotional intelligence in achieving success [15]. Goleman

conducted a series of visits to schools for the purpose of documenting the programs focused on the development of emotional intelligence. Additionally, he investigated materials pertaining to emotions in general. After reviewing the materials related to the theme, particularly those by Mayer and Salovey, he was motivated to modify the title of the next specialised publication in the field of emotional intelligence. This alteration was intended to potentially increase the sales of the publication by leveraging the impact of the title [15].

Conceptual methods employed in specialised works

Kant perceives intelligence as being in harmony with sensitivity, and it is via this combination that knowledge is attained. Prior to Kant, Leonardo Da Vinci had established a connection between intelligence and sensory perception [16]. Cadillac advocates for intelligence as a distiller, using it as a means to filter raw content from his own perspective and within his area. Pascal argues that excessive emotional influence hinders intellectual potential, whereas Schopenhauer suggests that intelligence is subordinate to determination. The definition of intelligence and its components and functions have been influenced by conflicting perspectives across time. Descartes provided the most accurate definition of intelligence according to contemporary knowledge. He advocated that intellect is the key to acquiring a comprehensive understanding of science, which offers a wide range of perspectives. Here, the presentation showcases the primary current manifestations of the concept of intelligence: as a natural ability and as an intricate network of cognitive processes [17].

Intelligence is a characteristic of mental activity that involves a highly organised arrangement of cognitive and emotional processes. As the mechanisms and operations of other psychic functions develop and advance, the traits of intelligence will more dominate the chain of suppleness and flexibility. Leibniz, in his understanding, perceives intelligence as the manifestation of the endeavour to cultivate awareness. The concept of intelligence encompasses two distinct aspects [18]. Firstly, it refers to the capacity demonstrated by operational structures that possess qualities such as productivity, complexity, and flexibility. Secondly, it involves the process of assimilating and processing variable information in order to achieve optimal adaptation. In this context, intelligence is manifested as a set of distinctive features inherent to each individual, which are accentuated by their capacity for intellectual reasoning and cognitive processes. Simultaneously, J. Piaget explores the concept of intelligence from the lens of genetic psychology, viewing it as an innate capacity with a broad foundation [19]. Equilibrium, as explored

by the author, is rooted in the process of mental reorganisations, accommodations, or restructuring. The evaluation of intelligence is akin to a measure of adaptability, enabling a thorough comprehension and resolution of challenges. In situations where assimilation occurs at a surface level and accommodation is achieved slowly, the lack of intelligent harmonisation becomes apparent. This can result in mental weakness, with deficiencies in cerebral capacity or functional rigidity instead of flexibility. When considering the connection between intelligence and an instrumental structure that is unique to each person's personality, it becomes clear that life experiences, particularly those gained through university and professional endeavours, play a significant role in showcasing one's intellectual capabilities and making them measurable. From a rational standpoint, intelligence can be assessed based on the effectiveness of knowledge acquisition, taking into account the level of comprehension and the ability to tackle intricate and innovative problems. When it comes to the span of our lives, psychology places great importance on the ambiguity surrounding the concept of intelligence. It is often associated with the ability to gather knowledge, make sound judgements to tackle challenges, and encompass various skill sets. The first hypothesis is widely supported. Emotional intelligence plays a crucial role in various professional fields. However, for certain workplaces, it may not be essential to utilise emotional intelligence in these directions of professional development at the workplace, which emphasise the accomplishment of specific tasks through structured, fixed, and predetermined methods. There are roles that require interacting with fellow team members to ensure the successful accomplishment of the set goals. In addition to their professional duties, team members must possess the capacity to connect with others, gain their acceptance, and comprehend their perspectives. Today, managers, educators, recruitment teams, and human resources professionals are well-informed about the distinct qualities and abilities of individuals with exceptional traits that set them apart from the norm. Every emotion holds significance within the collective. For instance, a sense of fulfilment suggests that the activity being pursued is progressing positively and yielding benefits. The sense of fulfilment in the professional realm can signify a deep satisfaction, serving as proof and indication of the excellence of the achieved outcomes. Rational intelligence cannot function in isolation, but rather works in conjunction with various factors to achieve effective leadership and attain satisfaction in work or a fulfilling career [20]. Emotional intelligence is just one of the main components in this context. Emotional intelligence plays a crucial role in an individual's professional

growth, but it is dependent on other skills and abilities for its manifestation. A leadership style pertains to the distinct behaviours exhibited by a leader while overseeing, inspiring, guiding, and managing groups of individuals. Great leaders have the power to ignite political movements and drive social transformation. They have the ability to inspire and encourage others to excel, think creatively, and come up with new ideas." There are four primary categories of leadership: autocratic, managerial, democratic, and collaborative. The capacity to adeptly utilise emotional intelligence also suggests the capacity to handle and should be regarded as a replacement for expertise, abilities, or the collection of acquired knowledge.

The connection between emotional intelligence, leadership, and organisation

There is a strong correlation between emotional intelligence and leadership within the organisation, which is a significant factor in assessing professional performance. The evaluation of performance is a psychometric issue that takes into account the valuable insights gained from research findings and the expertise of psychology specialists. The field of performance evaluation is primarily concerned with the analysis of processes, including the categorisation, identification, and subsequent replication of information, as well as the integration of this information and the psychological mechanisms involved in the evaluation process. In performance evaluation, the cognitive approach considers two distinct aspects: the evaluation tool and the user's appendices. Classical psychometric techniques are used to design evaluative tools that minimise appreciative errors [21]. Additionally, social psychology examines the processes of assigning stereotypes and their impact on evaluations. Today, traditional evaluation systems often overlook the importance of employee motivation. The pressure to achieve optimal results with fewer employees often results in a greater emphasis on development at the expense of evaluation. Performance evaluation is conducted to mitigate the potential risks associated with retaining or promoting individuals who may not possess the necessary skills. It also aims to accurately articulate and quantify objectives, identify any deviations from the set objectives, and implement corrective measures. Additionally, performance evaluation helps determine the direction and strategies for employees' professional development, ultimately enhancing their overall performance. The evaluation is conducted based on three different sets of criteria: personality traits, behaviours and results. Emotional intelligence plays a crucial role in achieving success, but it cannot guarantee success without the required knowledge.

Conclusion

In the context of effective stress management, a leader must utilise their leadership skills and emotional intelligence to navigate the organisation. This requires a high level of tolerance for stress factors and the ability to find innovative solutions in tense or crisis situations. However, to effectively understand and connect with a group's emotions, leaders must first possess a strong sense of self-awareness and a clear understanding of their own intentions and priorities. Considering the future research directions, it is worth noting that emotional intelligence significantly influences the development of interpersonal relationships. Within the organisation, a leader must prioritise the development of strong interpersonal social relationships as a crucial aspect of their role. In this context, having a deep understanding of oneself, exercising discipline, and being able to recognise how certain actions can affect emotions are crucial for ensuring the success of an organisation. However, it is crucial to have a deep understanding of one's own leadership style and how it influences the socio-professional environment. This knowledge allows for effective utilisation of human resources and the successful achievement of objectives by recognising and responding to team members' reactions to external factors. When examining the connection between effective leadership and emotional intelligence, it becomes clear that there is a direct relationship and interdependence. The manager's leadership style is influenced by various factors, including the development of interpersonal relationships, proactive communication, and the skills of knowledge and self-control. These factors encompass emotional intelligence and social intelligence, which play a crucial role in effective leadership. Leaders who value emotional intelligence understand the importance of continuously developing this skill to enhance both their professional and personal lives. By upholding this equilibrium, the organisation is bound to thrive. Capable leaders will oversee its operations, ensuring that human, financial, material, and time resources are utilised effectively. This will guarantee organisational success and the attainment of key strategic goals.

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Conflict of Interest

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