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The Role of Emotional Intelligence in Business Leadership Communication

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Abstract

In the rapidly evolving landscape of modern business organizations, leadership effectiveness is no longer determined solely by intellectual capability or technical proficiency. Instead, Emotional Intelligence (EI) has emerged as a crucial factor influencing how leaders communicate, connect, and lead within complex workplace environments. Emotional Intelligence refers to the capacity of individuals to recognize, understand, regulate, and utilize emotions—both their own and those of others—in a constructive and meaningful way. In leadership contexts, this ability significantly shapes communication styles, decision-making processes, and relationship management.

This paper seeks to provide a comprehensive examination of the role of Emotional Intelligence in business leadership communication by exploring its theoretical foundations and key dimensions, including self-awareness, self-regulation, motivation, empathy, and social skills. It emphasizes that leadership communication is not merely the transmission of information, but a dynamic, emotionally influenced process that requires sensitivity, adaptability, and awareness of human behavior. Leaders with high Emotional Intelligence are better equipped to interpret non-verbal cues, respond to emotional undercurrents, and foster open and transparent communication channels within organizations.

Furthermore, the study highlights how emotionally intelligent leadership contributes to enhanced organizational effectiveness. It demonstrates that leaders who integrate EI into their communication practices are more successful in resolving conflicts, managing stress, motivating employees, and building cohesive teams. Such leaders create a positive work environment characterized by trust, collaboration, and mutual respect, which ultimately leads to improved employee engagement and productivity. The paper also examines the role of EI in facilitating constructive feedback, promoting innovation, and strengthening leader–follower relationships.

At the same time, the paper acknowledges certain challenges associated with Emotional Intelligence, including issues related to its measurement, conceptual ambiguity, and varying interpretations across disciplines. Despite these limitations, the growing relevance of EI in leadership studies underscores its importance in contemporary organizational settings. The study

concludes by discussing the implications for leadership development, suggesting that organizations should prioritize the cultivation of emotional competencies through training, reflective practices, and experiential learning.

Overall, this research reinforces the idea that Emotional Intelligence is not an optional trait but an essential leadership competency that significantly enhances the quality and effectiveness of communication in business environments.

1. Introduction

In the contemporary business world, characterized by rapid globalization, technological advancement, and increasing organizational complexity, the role of leadership has undergone a significant transformation. Leadership effectiveness is no longer confined to the ability to formulate strategies or make rational decisions; rather, it increasingly depends on how effectively leaders communicate with their teams and stakeholders. Communication acts as the central mechanism through which leaders articulate vision, align organizational goals, resolve conflicts, and inspire performance. It is through communication that leadership is both expressed and experienced within organizations.

However, communication in organizational settings is not merely a logical or information-driven process. It is deeply influenced by emotions, perceptions, and interpersonal dynamics. Every interaction between a leader and employees carries an emotional undertone that can either strengthen or weaken relationships. For instance, the tone of voice, choice of words, body language, and responsiveness of a leader can significantly affect how messages are interpreted. Ineffective communication often arises not from a lack of clarity in content but from an inability to manage the emotional context in which communication occurs. This highlights the importance of understanding the emotional dimensions of communication in leadership.

Later, scholars such as Daniel Goleman expanded the concept and emphasized its relevance in leadership and organizational behavior, bringing EI into mainstream management discourse.

In leadership contexts, these competencies are particularly important because leaders are required to interact with diverse individuals, manage conflicts, handle pressure, and make decisions that affect the well-being of others. It allows them to communicate in a composed and thoughtful manner. At the same time, they demonstrate empathy by understanding the emotions and perspectives of their team members, thereby fostering trust and mutual respect.

Moreover, emotionally intelligent leaders are better positioned to create a positive organizational climate. Their communication tends to be more inclusive, supportive, and motivating, which enhances employee engagement and satisfaction. They are also skilled at interpreting non-verbal cues and emotional signals, enabling them to address issues proactively before they escalate into

conflicts. In contrast, leaders with low Emotional Intelligence may struggle with miscommunication, interpersonal tensions, and reduced team cohesion.

In essence, the growing recognition of Emotional Intelligence reflects a broader shift in leadership paradigms—from authority-based and task-oriented approaches to more relationship-oriented and people-centric models. As organizations continue to evolve in complexity and diversity, the ability to integrate emotional awareness with effective communication is becoming a critical determinant of leadership success. Therefore, understanding the role of Emotional Intelligence in leadership communication is not only relevant but essential for achieving sustainable organizational performance.

2. Concept of Emotional Intelligence

Emotional Intelligence (EI) is a multifaceted concept that has its roots in the broader framework of social intelligence, which emphasizes an individual's ability to understand and manage social relationships effectively. While traditional notions of intelligence focused primarily on cognitive abilities such as reasoning, memory, and problem-solving, the emergence of Emotional Intelligence marked a significant shift toward recognizing the importance of emotions in shaping human behavior and decision-making. EI acknowledges that emotions are not obstacles to rational thinking but rather essential components that can enhance or hinder an individual's ability to function effectively in personal and professional contexts.

The formal conceptualization of Emotional Intelligence was first articulated by John D. Mayer and Peter Salovey, who defined it as the capacity to perceive, assess, and manage emotions in oneself and others. According to their model, EI involves a set of interrelated abilities, to promote emotional and intellectual growth. This ability-based perspective highlights that emotionally intelligent individuals can effectively integrate emotional information into cognitive processes, thereby improving judgment and decision-making.

Building upon this foundation, Daniel Goleman played a pivotal role in popularizing Emotional Intelligence within the domain of business and leadership. In his influential works published in 1995 and 1998, Goleman expanded the concept beyond cognitive abilities to include a range of personal and social competencies that determine how individuals manage themselves and their relationships. He proposed five key components of Emotional Intelligence, which have since become widely accepted in organizational studies.

The first component, Self-aware individuals are more conscious of their emotional states and are better able to align their actions with their internal values. This awareness forms the foundation upon which other emotional competencies are built.

The second component, **self-regulation**, It includes qualities such as emotional stability, adaptability, and the capacity to think before acting. Leaders who demonstrate strong self-regulation are less likely to react impulsively and are better equipped to handle pressure with composure and resilience.

The third component, **motivation**, relates to an individual's internal drive to achieve goals with energy and persistence. Emotionally intelligent individuals are often intrinsically motivated, displaying a strong commitment to their work, optimism in the face of challenges, and a desire for continuous improvement. This intrinsic motivation enables leaders to inspire and energize their teams.

The fourth component, **empathy**, Empathy is particularly important in leadership communication, as it allows leaders to respond appropriately to the concerns and emotions of their team members, thereby fostering trust and cooperation.

The fifth component, **social skills**, encompasses the ability to build and maintain healthy interpersonal relationships. It includes teamwork, and the ability to influence and persuade others. Leaders with strong social skills can navigate complex social environments, facilitate collaboration, and create a positive organizational culture.

Collectively, these components of Emotional Intelligence shape how individuals perceive themselves, interact with others, and respond to various organizational situations. In the context of business leadership, EI serves as a critical foundation for effective communication, as it enables leaders to balance emotional awareness with rational thinking. By integrating these emotional competencies into their behavior, leaders can enhance their ability to manage relationships, resolve conflicts, and create an environment that promotes mutual understanding and organizational success.

3. Emotional Intelligence and Leadership

Leadership, at its core, is the process of influencing and guiding individuals or groups toward the achievement of common goals. While traditional leadership theories emphasized authority, control, and task-oriented behaviors, contemporary perspectives increasingly recognize the importance of emotions in shaping leadership effectiveness. Emotions influence how leaders perceive situations, make decisions, and interact with their followers. In this context, Emotional Intelligence (EI) has emerged as a vital attribute that distinguishes effective leaders from less effective ones.

The integration of Emotional Intelligence into leadership provides a deeper understanding of how leaders can manage themselves and their relationships in organizational settings. As highlighted by scholars such as Daniel Goleman, emotionally intelligent leaders possess the ability to

recognize emotional cues, regulate their responses, and use emotional information constructively. This enables them to navigate complex interpersonal dynamics and foster a work environment that is both productive and harmonious. Leadership, therefore, is not only about directing actions but also about managing emotions—both one’s own and those of others.

One of the key contributions of EI to leadership lies in its ability to **enhance interpersonal relationships**. Leaders who are emotionally intelligent are more approachable, empathetic, and responsive to the needs of their team members. They actively listen, show genuine concern, and communicate in a manner that builds trust and respect. Strong interpersonal relationships are essential for collaboration, employee satisfaction, and long-term organizational success. In contrast, leaders lacking emotional awareness may struggle with misunderstandings, conflicts, and reduced team morale.

Another significant aspect is the role of EI in **improving adaptability and decision-making**. In dynamic business environments, leaders are often required to make decisions under pressure and uncertainty. Emotional Intelligence enables leaders to remain calm, think clearly, and avoid impulsive reactions. By understanding their own emotional triggers and biases, they can make more balanced and rational decisions. Furthermore, emotionally intelligent leaders are more adaptable to change, as they can manage stress effectively and maintain a positive outlook even in challenging situations.

EI also plays a crucial role in **strengthening team cohesion**. Teams are composed of individuals with diverse personalities, backgrounds, and emotional responses. By fostering open communication, resolving conflicts constructively, and promoting mutual respect, such leaders enhance team unity and cooperation. This sense of cohesion not only improves performance but also contributes to a supportive organizational culture.

In addition, Emotional Intelligence is closely linked to **transformational leadership**. Transformational leaders use emotional appeal, vision, and personal connection to influence their teams. They encourage innovation, nurture individual potential, and create a shared sense of purpose. EI enables leaders to connect with employees on an emotional level, making their vision more compelling and their leadership more impactful.

Empirical studies have consistently indicated that Emotional Intelligence serves as a distinguishing factor between outstanding and average leaders, particularly in complex and high-pressure organizational environments. Leaders who possess high levels of EI are better equipped to handle interpersonal challenges, manage organizational change, and sustain long-term relationships with stakeholders. Their ability to balance emotional sensitivity with strategic thinking allows them to lead more effectively in an increasingly interconnected and human-centric business world.

In conclusion, Emotional Intelligence is not merely an additional leadership trait but a fundamental capability that enhances the overall quality of leadership. By integrating emotional awareness with effective management practices, leaders can influence their teams more positively, make better decisions, and create an environment that supports both individual and organizational growth.

4. Role of Emotional Intelligence in Leadership Communication

Leadership communication is not limited to the transmission of instructions or information; it is a dynamic and interactive process that involves emotional exchange, perception, and interpretation. Emotional Intelligence (EI) significantly enhances the quality and effectiveness of this process by enabling leaders to communicate with awareness, sensitivity, and adaptability. Leaders who possess high EI are able to align their communication strategies with the emotional needs of their audience, thereby fostering understanding, trust, and cooperation within the organization.

4.1 Enhancing Clarity and Understanding

One of the primary roles of Emotional Intelligence in leadership communication is to enhance clarity and mutual understanding. Communication often fails not because of incorrect information but due to misinterpretation influenced by emotions. Emotionally intelligent leaders are attentive to both verbal and non-verbal cues such as tone of voice, facial expressions, gestures, and body language. This heightened awareness allows them to gauge how their message is being received and to adjust their communication style accordingly.

Moreover, such leaders are capable of simplifying complex ideas and presenting them in a manner that resonates with the emotional and cognitive level of their audience. They are mindful of the emotional climate in which communication takes place and ensure that their messages are delivered with sensitivity and respect. By doing so, they minimize misunderstandings and create an environment where employees feel comfortable seeking clarification and expressing their views.

4.2 Building Trust and Credibility

Trust forms the foundation of all effective leadership communication, and Emotional Intelligence plays a critical role in its development. Leaders who demonstrate empathy, honesty, and authenticity are more likely to gain the confidence and loyalty of their employees. Emotional Intelligence enables leaders to understand the concerns, expectations, and emotions of their team members, allowing them to respond in a manner that is both appropriate and reassuring.

When leaders communicate with transparency and consistency, they establish credibility and strengthen their relationships with employees. Emotionally intelligent leaders also acknowledge their own limitations and mistakes, which further enhances their authenticity. As trust grows,

communication becomes more open and effective, facilitating better collaboration and organizational harmony.

4.3 Conflict Resolution

Conflict is an inevitable aspect of organizational life, arising from differences in opinions, values, and interests. The manner in which leaders handle conflict significantly influences team dynamics and overall productivity. Emotional Intelligence equips leaders with the skills necessary to manage conflicts in a constructive and balanced way.

Leaders with high EI are able to **recognize emotional triggers**, both in themselves and others, which helps them understand the root causes of conflict. They maintain **emotional composure**, avoiding impulsive reactions that could escalate tensions. Instead of imposing solutions, they encourage **open dialogue**, allowing all parties to express their perspectives and feelings. This approach fosters mutual understanding and respect, leading to solutions that are collaborative rather than confrontational. As a result, conflicts are transformed into opportunities for learning and improvement rather than sources of division.

4.4 Motivation and Engagement

Another important role of Emotional Intelligence in leadership communication is its ability to enhance employee motivation and engagement.

Through positive reinforcement, encouragement, and meaningful dialogue, emotionally intelligent leaders create a sense of value and inclusion among employees. They celebrate achievements, acknowledge efforts, and provide support during challenging times. This emotionally supportive communication strengthens employee commitment, increases job satisfaction, and promotes a proactive work culture.

4.5 Feedback and Performance Management

Providing feedback is one of the most delicate aspects of leadership communication, as it directly affects an individual's confidence and performance. Instead of focusing solely on criticism, emotionally intelligent leaders balance their feedback by recognizing strengths while addressing areas for improvement.

They are careful in choosing their words, tone, and timing to ensure that feedback is received positively rather than defensively. By creating a safe and respectful communication environment, they encourage employees to view feedback as an opportunity for growth and development. Furthermore, emotionally intelligent leaders actively listen to employee responses and involve them in the performance improvement process, thereby fostering a sense of ownership and accountability.

5. Impact on Organizational Effectiveness

The effectiveness of any organization is deeply influenced by the quality of its leadership and the manner in which communication flows across different levels. When leadership communication is guided by Emotional Intelligence (EI), it creates a strong foundation for organizational success by aligning individual goals with collective objectives and fostering a positive work environment. Emotionally intelligent communication not only improves interpersonal relationships but also enhances overall organizational functioning in a sustainable manner.

One of the most significant outcomes of EI-driven leadership communication is **higher employee engagement**. Employees are more likely to be engaged when they feel that their emotions, ideas, and contributions are recognized and respected. Emotionally intelligent leaders communicate with empathy and attentiveness, which helps employees feel heard and valued. This emotional connection strengthens their commitment to organizational goals and encourages them to contribute more actively. Engaged employees tend to demonstrate higher levels of enthusiasm, creativity, and responsibility, all of which contribute to improved productivity.

Another important impact is **improved teamwork and collaboration**. Organizations today rely heavily on teamwork to achieve complex objectives. By effectively managing interpersonal dynamics and resolving misunderstandings, emotionally intelligent leaders promote cooperation and collective problem-solving. This collaborative atmosphere enhances efficiency and leads to better-quality outcomes.

EI also plays a crucial role in **reducing workplace stress**. Modern organizational settings are often characterized by high pressure, tight deadlines, and constant change, which can lead to stress and burnout among employees. Through supportive communication, encouragement, and realistic expectation-setting, they help employees manage pressure more effectively. A reduction in workplace stress not only improves employee well-being but also minimizes absenteeism and turnover.

Furthermore, EI-driven communication contributes to **better organizational performance**. When leaders communicate clearly, empathetically, and consistently, it reduces confusion and enhances alignment within the organization. Employees understand their roles and responsibilities more clearly, which leads to improved efficiency and goal attainment. Additionally, emotionally intelligent leaders are able to motivate their teams, manage conflicts, and adapt to changing circumstances, all of which are essential for maintaining high performance in competitive environments.

Beyond these tangible outcomes, Emotional Intelligence also contributes significantly to the development of a **supportive organizational culture**. Culture is shaped by shared values, beliefs, and communication patterns within an organization. Leaders who consistently

demonstrate empathy, fairness, and respect set a positive example for others to follow. Over time, this fosters a culture where employees feel psychologically safe, appreciated, and motivated to perform at their best. Such a culture not only enhances internal functioning but also strengthens the organization's reputation externally.

In conclusion, the integration of Emotional Intelligence into leadership communication has far-reaching implications for organizational effectiveness. By enhancing engagement, promoting collaboration, reducing stress, and improving performance, EI serves as a powerful tool for achieving both individual and organizational success. It ensures that organizations are not only productive but also humane, adaptive, and resilient in the face of evolving challenges.

6. Challenges and Criticism of Emotional Intelligence

Despite the widespread acceptance and application of Emotional Intelligence (EI) in leadership and organizational studies, the concept has not been free from criticism and debate. While many scholars and practitioners consider EI to be a valuable framework for understanding human behavior and improving leadership effectiveness, others have raised concerns regarding its conceptual clarity, measurement, and empirical validity. These criticisms highlight the need for a more rigorous and balanced approach to the study and application of EI.

One of the primary challenges associated with Emotional Intelligence is the **lack of a universally accepted definition**. Since its introduction by John D. Mayer and Peter Salovey, EI has been interpreted and expanded by various scholars, each offering slightly different perspectives. For instance, while the original model emphasized EI as a cognitive ability related to processing emotional information, later interpretations—particularly those popularized by Daniel Goleman—broadened the concept to include personality traits and behavioral competencies. This divergence has led to conceptual ambiguity, making it difficult to establish a single, coherent definition of EI that is universally accepted across disciplines.

Another significant issue is related to **measurement difficulties**. Assessing Emotional Intelligence in a reliable and valid manner has proven to be challenging. Different measurement tools, such as self-report questionnaires and ability-based tests, often yield inconsistent results. While ability-based assessments may not fully capture the complexity of emotional behavior in real-life situations. As a result, there is ongoing debate regarding the accuracy and credibility of EI measurement instruments, which in turn affects the empirical robustness of research findings.

The **overemphasis of EI in leadership studies** is also a point of criticism. In recent years, EI has been widely promoted as a key determinant of leadership success, sometimes overshadowing other important factors such as cognitive intelligence, technical expertise, and organizational context. Critics argue that while EI is undoubtedly important, it should not be viewed as the sole or dominant factor in effective leadership. Leadership effectiveness is multifaceted and

influenced by a combination of skills, experiences, and situational variables. Overstating the role of EI may lead to an incomplete understanding of leadership dynamics.

The lack of clear empirical boundaries between EI and personality traits has led to skepticism regarding its theoretical uniqueness and scientific validity. Critics argue that without clearer differentiation, the practical utility of EI as a separate construct remains limited.

In addition to these concerns, there is also debate regarding the **generalizability of EI across different cultural and organizational contexts**. Emotional expression and interpretation vary significantly across cultures, which may influence how EI is understood and applied. What is considered emotionally intelligent behavior in one cultural setting may not necessarily be perceived in the same way in another. This cultural variability further complicates the development of standardized models and measurement tools.

In conclusion, while Emotional Intelligence has made significant contributions to the understanding of leadership and communication, it is important to acknowledge its limitations and criticisms. Addressing issues related to definition, measurement, conceptual overlap, and contextual applicability is essential for strengthening the theoretical and practical foundations of EI. A balanced perspective that integrates Emotional Intelligence with other leadership competencies will provide a more comprehensive and realistic understanding of effective leadership in organizational settings.

7. Implications for Business Leadership

The growing recognition of Emotional Intelligence (EI) as a key determinant of effective leadership communication has important implications for business organizations. In an increasingly complex and people-centric work environment, organizations must move beyond traditional leadership development approaches that focus primarily on technical and cognitive skills. Instead, there is a need to systematically integrate emotional competencies into leadership practices, training programs, and organizational culture. By doing so, organizations can cultivate leaders who are not only strategically capable but also emotionally aware and socially effective.

One of the most important implications is the need for **structured training in emotional awareness and regulation**. Organizations should design leadership development programs that help individuals understand their own emotional patterns, triggers, and behavioral responses. Such training can include workshops, simulations, and role-playing exercises that allow leaders to practice managing emotions in real-life scenarios. By enhancing self-awareness and self-regulation, leaders become better equipped to communicate calmly, respond thoughtfully, and handle challenging interpersonal situations with confidence.

Another critical area is the promotion of **reflective practices** in leadership development. Reflection enables leaders to evaluate their actions, communication styles, and emotional responses in different situations. Techniques such as journaling, feedback sessions, and guided self-assessment encourage leaders to learn from their experiences and continuously improve their interpersonal effectiveness. Reflective leaders are more likely to recognize their strengths and limitations, which contributes to more authentic and adaptive communication.

By evaluating EI competencies alongside technical qualifications, organizations can identify candidates who possess strong interpersonal skills, empathy, and emotional resilience. This approach ensures that individuals selected for leadership roles are capable of managing relationships effectively and contributing to a positive organizational environment. However, it is important that such assessments are used carefully and in combination with other evaluation methods to ensure fairness and accuracy.

In addition, organizations should integrate EI into **performance management and leadership evaluation systems**. Recognizing and rewarding emotionally intelligent behaviors—such as effective conflict resolution, team support, and transparent communication—reinforces their importance within the organization. This alignment between organizational values and evaluation criteria ensures that EI is not treated as an abstract concept but as a practical and measurable aspect of leadership effectiveness.

Developing Emotional Intelligence competencies among leaders ultimately leads to more effective communication, stronger relationships, and improved organizational outcomes. Leaders who are emotionally intelligent are better able to inspire trust, manage change, and motivate their teams, all of which are essential in today's competitive business environment. Therefore, integrating EI into leadership development is not merely an optional initiative but a strategic necessity for organizations seeking long-term success and sustainability.

8. Conclusion

In the contemporary business environment, where organizational success depends heavily on effective leadership and meaningful communication, Emotional Intelligence (EI) has emerged as a crucial connecting link between rational decision-making and human understanding. Leadership is no longer confined to issuing directives or achieving targets; it involves managing relationships, addressing emotional dynamics, and creating a shared sense of purpose. In this context, Emotional Intelligence enhances the quality of leadership communication by enabling leaders to respond thoughtfully rather than react impulsively, thereby ensuring that communication remains constructive and impactful.

Leaders who possess high levels of Emotional Intelligence demonstrate a deeper awareness of both their own emotions and those of others. This awareness allows them to communicate with

clarity, empathy, and sensitivity, which in turn helps in building trust and credibility within the organization. Trust, once established, becomes the foundation for open dialogue, effective teamwork, and long-term collaboration. Moreover, emotionally intelligent leaders are better equipped to handle conflicts in a balanced and composed manner, transforming potential disagreements into opportunities for growth and mutual understanding.

Another significant contribution of EI lies in its ability to foster collaboration and collective engagement. As a result, communication becomes more transparent and meaningful, leading to stronger alignment between individual efforts and organizational objectives.

As organizations continue to evolve in response to globalization, technological advancements, and changing workforce expectations, the importance of Emotional Intelligence in leadership communication is expected to grow even further. Modern workplaces are becoming increasingly diverse and interconnected, making it essential for leaders to navigate complex interpersonal relationships with sensitivity and adaptability. In such environments, technical expertise alone is insufficient; the ability to manage emotions and communicate effectively becomes a defining factor of leadership success.

Therefore, cultivating Emotional Intelligence should be regarded as a strategic priority for organizations aiming for sustainable growth and long-term effectiveness. This requires a conscious effort to integrate EI into leadership development programs, organizational culture, and performance evaluation systems. By doing so, organizations can develop leaders who are not only competent decision-makers but also compassionate communicators capable of inspiring and guiding their teams in a rapidly changing world.

In conclusion, EI is not an additional leadership skill but a fundamental competency that enhances the depth, quality, and effectiveness of business leadership communication. Its integration into leadership practices ensures that organizations remain resilient, adaptive, and people-oriented, ultimately contributing to enduring success.

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