

EMOTIONAL INTELLIGENCE OF HUMAN RESOURCE MANAGERS AND ITS IMPACT ON LEADER'S EFFECTIVENESS – USING DANIEL GOLEMAN'S EI MODEL

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ABSTRACT

Background: Emotional Intelligence refers to the ability to recognize, understand, and manage both our own emotions and the emotions of others. It encompasses a variety of skills, including empathy, self-awareness, self-regulation, social awareness, and relationship management. In an organization, Emotional Intelligence helps the leaders to perform effectively and can be measured by their ability to inspire, motivate, and guide others toward a common goal or vision. Effective leaders typically demonstrate a combination of strong interpersonal skills, strategic thinking, Emotional Intelligence, and a clear understanding of organizational dynamics.

Problem of the study: The study aims to identify the impact of Emotional Intelligence of Human Resource managers and how it impacts their leadership effectively and how it benefits the organization.

Method used: The researcher has adopted descriptive research study. The sample for the study is Human Resource Managers from different Information Technology companies and Business managers in Chennai. The total sample of the study comprises 112 employees from Chennai. Statistical techniques like the Correlation, Factor Analysis and Structural Equation model were used.

Results: The findings of the research results show that there is a significant relationship between Emotional Intelligence and Human Resource managers which influences the leadership effectiveness and the Daniel Goleman's model was an excellent fit.

Conclusion: Based on the study findings it was concluded that the Emotionally Intelligent Human resource managers can perform their leadership effectively and benefits the organization overall.

Keywords: Emotional Intelligence (EI), HR Managers, Leaders Effectiveness, Organizational Business

INTRODUCTION

Emotional Intelligence refers to the ability to recognize, understand, and manage both our own emotions and the emotions of others. It encompasses a variety of skills, including empathy, self-awareness, self-regulation, social awareness, and relationship management. Individuals with high Emotional Intelligence are often better equipped to navigate social interactions, handle conflicts effectively, and build strong interpersonal relationships. [1]

One of the key aspects of Emotional Intelligence is self-awareness, which involves recognizing and understanding our own emotions, strengths, weaknesses, values, and motivations..[2] This self-awareness allows us to better regulate our emotions and behaviors, leading to improved decision-making and communication

Emotional Intelligence plays a critical role in both personal and professional success, as it influences how we interact with others, handle stress, make decisions, and navigate the complexities of social and work environments.[3]

Leaders' effectiveness can be measured by their ability to inspire, motivate, and guide others toward a common goal or vision. [4] Effective leaders typically demonstrate a combination of strong interpersonal skills, strategic thinking, Emotional Intelligence, and a clear understanding of organizational dynamics.

Leader effectiveness is not determined solely by individual traits or behaviors but also by the ability to inspire and empower others to achieve common goals.[5] . Effective leaders create a positive and supportive work environment where people feel motivated, engaged, and valued, ultimately driving success for the organization.

DANIEL GOLEMAN'S EMOTIONAL INTELLIGENCE MODEL

Daniel Goleman, in his 1995 book "Emotional Intelligence: Why It Can Matter More Than IQ," popularized his idea of emotional intelligence (EI). Although Goleman's model lacks

the citations that one would find in a scientific study, it is based on several psychological theories and research findings. [6] The main concepts and inspirations of Goleman's Emotional Intelligence model are summarized as follows:

Self-Awareness: Goleman's theory of self-awareness is based on psychological theories, including those put out by psychologists David Goleman and William James. Psychology's early studies on self-concept and introspection are where the idea that self-awareness is a cornerstone of emotional intelligence originated. [7]

Self-regulation: Research on impulse control, emotion regulation, and self-control has an impact on the concept of self-regulation as a component of emotional intelligence. Roy Baumeister and Walter Mischel, among other psychologists, have made significant contributions to our knowledge of self-regulation and its significance for adaptive behavior.[8]

Motivation: Theories of motivation from different psychologists, such as Frederick Herzberg's two-factor theory and Abraham Maslow's hierarchy of needs, are the basis for Goleman's concept of motivation in the context of emotional intelligence. Goleman places a strong emphasis on how intrinsic motivation—such as the desire for success and fulfillment—drives behavior and output.[9]

Empathy: Research in developmental psychology and social psychology is used to support the inclusion of empathy as a component of emotional intelligence. Scholars such as Carl Rogers and Lawrence Kohlberg have investigated the evolution of empathy and its function in moral thinking and interpersonal relationships.[10]

Social skills: Goleman's emotional intelligence model places a strong emphasis on the role those social skills—like cooperation, communication, and conflict resolution—play in successful leadership. Psychologists like Kurt Lewin, Robert House, and Daniel Katz have undertaken study on interpersonal interactions, group dynamics, and leadership effectiveness that lends credence to these views. [11]

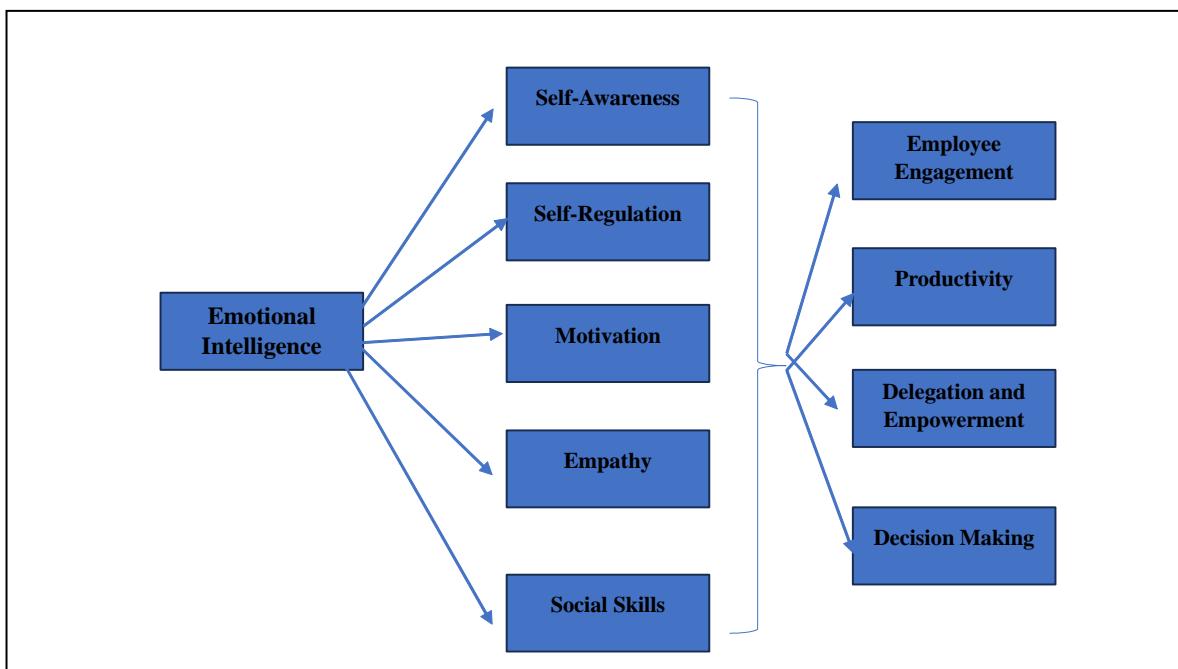


Figure 1 Daniel Goleman's Model of Emotional Intelligence moderated with Leadership Effectiveness

REVIEW OF LITERATURE

Mayer, J. D., and Salovey, P. (1990). [12] The intelligence of emotion. The definition of emotional intelligence provided in this groundbreaking work is "the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions." It prepared the way for further studies on emotional intelligence.

Goleman, D. (1995). [13] Emotional Intelligence: Why It Can Matter More Than IQ. It was Goleman's book that brought emotional intelligence to the attention of the general public. He maintained that emotional intelligence (EI), which encompasses traits like self-awareness, self-

control, empathy, and social skills, is essential for both success in one's personal and professional life.

M. A. Brackett and J. D. Mayer (2003). [14] Consistency, disparity, and progressive validity of conflicting emotional intelligence tests. This study looked at the reliability of several emotional intelligence tests and how well they may predict a range of outcomes, including grades, relationships with others, and mental health.

Goleman, D., and Cherniss, C. (2001). [15] *The Emotionally Intelligent Workplace: Identifying, Assessing, and Enhancing Emotional Intelligence in People, Teams, and Institutions.* This book explores the use of emotional intelligence in the workplace and how it affects teamwork, organizational culture, and the efficacy of leadership.

In 2010, **Joseph and Newman** [16] published a book. Integrative meta-analysis and cascade model of emotional intelligence. The results of multiple studies on emotional intelligence were combined in this meta-analysis, which also looked at the association between emotional intelligence and well-being, job performance, and leadership effectiveness.

Bass, B. M., and Avolio, B. J. (1991). [4] *The Comprehensive Leadership Development Program: Foundational and Enhanced Guidebooks.* The idea of transformational leadership—which emphasizes inspiring and encouraging followers to achieve higher levels of performance—was first presented in this groundbreaking work. The study delineates the constituents of transformative leadership and its influence on the efficacy of organizations.

Yukl, G. (2012). [5] *Effective Leadership Behavior: What We Understand and What Still Needs to Be Investigated.* This work, which was published in the *Journal of Organizational Conduct*, offers a thorough analysis of the literature on the efficacy of leadership conduct. It talks about several leadership philosophies and how they affect corporate results, including transformational, transactional, and servant leadership.

B. M. Bass (1985). [17] *Above & Beyond in Performance and Leadership.* The relationship between various leadership philosophies and organizational effectiveness is examined in this book by Bernard Bass. It covers the ideas of transformational and transactional leadership and how they affect worker performance, motivation, and satisfaction.

In 2004, **Judge and Piccolo** [18] published a book. A meta-analytic examination of the relative validity of transformational versus transactional leadership. This meta-analysis, which was published in the *Journal of Applied Psychology*, looks at how well transformational and transactional leadership styles predict several employee outcomes, including performance, commitment, and work satisfaction.

Northouse (2015) [19] P. G. Theory and Practice of Leadership. An overview of several leadership theories, such as trait theory, behavioral theory, contingency theory, and transformational leadership, is given in this extensively used textbook. It goes over each theory's advantages and disadvantages as well as how they might be applied to the real world of leadership development.

RESEARCH METHODOLOGY

The methodical procedure used to collect, examine, and evaluate data to find answers to research questions or validate hypotheses is referred to as research methodology. It includes the methods, processes, and resources that researchers employ to carry out their investigations and guarantee the accuracy and consistency of their conclusions. [20]

Objectives of the study

The study consists of the following research objectives:

1. To find out the Impacts of Emotional Intelligence on Human Resource Managers of of IT and Business.
2. To know the factors associated with Emotional Intelligence and Leaders effectiveness and Accountability of managing their Business
3. To check the model fitness of Daniel Goleman Emotional Intelligence Model moderated with Leader's effectiveness in Business organization.

Type of Research adopted

Descriptive research type is used for the study

Sampling Method and sample size.

The snowball sampling method is used to gather data from the Information Technology Human Resource Managers who are working in various departments of the IT industry and Business with a total sample size of 112 in Chennai.

Types of Data Collection

The researcher has adopted primary sources as well as secondary sources for the current study. The primary source of information is collected using framed questionnaires and secondary data is collected using different websites, theses, and research articles.

Statistical Analysis

Statistical techniques like the Correlation, Confirmatory Factor Analysis and Structural Equation model were used.

CORRELATION

		Self-Awareness	Self-Management	Motivation	Empathy	Social Skills
Self-Awareness	Pearson Correlation	1	.893**	.651**	.676**	.564**
	Sig. (2-tailed)		.000	.000	.000	.000
	N		112	112	112	112
Self-Management	Pearson Correlation		1	.652**	.667**	.614**
	Sig. (2-tailed)			.000	.000	.000
	N			112	112	112
Motivation	Pearson Correlation			1	.860**	.725**
	Sig. (2-tailed)				.000	.000
	N				112	112
Empathy	Pearson Correlation				1	.731**
	Sig. (2-tailed)					.000
	N					112
Social Skills	Pearson Correlation					1
	Sig. (2-tailed)					
	N					

**. Correlation is significant at the 0.01 level (2-tailed).

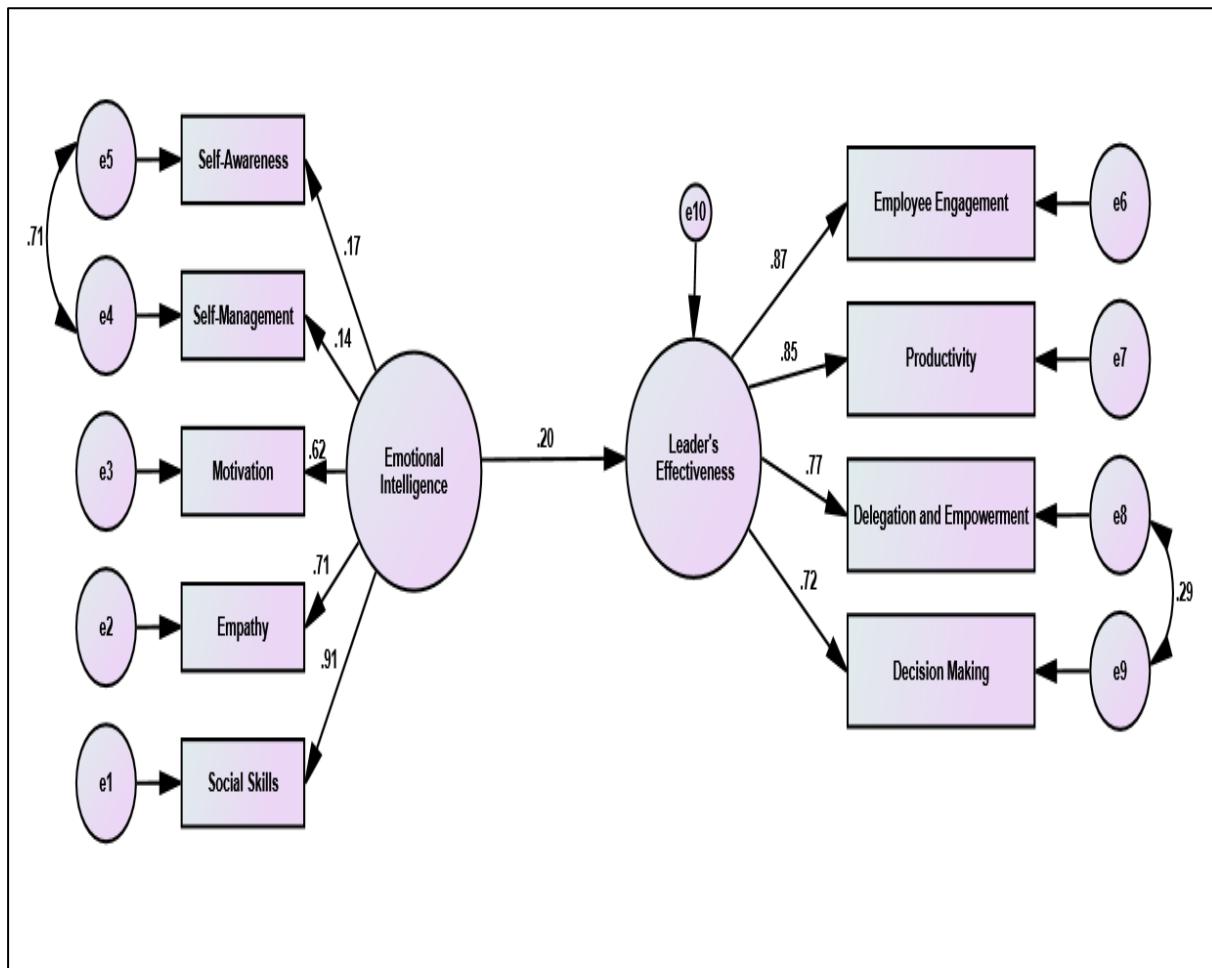
INFERENCE

From the above table of Correlation, it can be inferred that, the significant values of all the factors are 0.000 which is significant at 1% level. The Pearson correlation value for all the factors also 1. This shows that the factors are positively correlated with all the variables. Since all the variables are positive, it shows a positive relationship between the factors.

STRUCTURAL EQUATION MODEL USING CFA

The Structural Equation Models are hypotheses that describe the connections between latent variables and observed variables as well as the relationships between the two. Latent variables are those that are conceptually understood by humans but are not directly measurable. The current study aims to understand the relationship between Emotional Intelligence and Leaders effectiveness.

Null Hypothesis: The Structural Equation Model does not have a perfect fit



Source: Computed data

Table 1 Fitness of Model Measures

Measures	Estimates	Thumb rule	Interpretation
CMIN	33.580	--	--
DF	21	--	--
CMIN/DF	1.599	Between 1 and 3	***
CFI	0.996	>0.95	***
SRMR	0.021	<0.08	***
RMSEA	0.032	<0.06	***

PClose	0.935	>0.05	***
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Source: Computed data

Table 2 Covariances

			Estimate	S.E.	C.R.	P
e4	<-->	e5	.753	.054	14.022	***
e8	<-->	e9	.090	.025	3.556	***

Source: Computed data

Table 3 Weights of Regression

			Estimate	S.E.	C.R.	P
F2	<---	F1	.140	.036	3.894	***
WCSAT1	<---	F1	1.000			
WCSAT2	<---	F1	.647	.046	13.938	***
WCSAT3	<---	F1	.592	.046	12.789	***
WCSAT4	<---	F1	.111	.042	2.635	.008
WCSAT5	<---	F1	.134	.040	3.350	***
WCSAT6	<---	F2	1.000			
WCSAT7	<---	F2	1.053	.040	26.081	***
WCSAT8	<---	F2	1.092	.048	22.730	***
WCSAT9	<---	F2	.878	.040	21.894	***

Source: Computed data

Table 4 Standardized Regression Weights

			Estimate
F2	<---	F1	.182
WCSAT1	<---	F1	.924
WCSAT2	<---	F1	.706
WCSAT3	<---	F1	.612
WCSAT4	<---	F1	.116
WCSAT5	<---	F1	.148
WCSAT6	<---	F2	.857
WCSAT7	<---	F2	.855
WCSAT8	<---	F2	.783
WCSAT9	<---	F2	.778

Source: Computed data

INFERENCE

Table 1 shows the model fit measures with its recommended threshold limits. From the table, all the model fit measures satisfy the recommended limits. The CMIN/DF value is 1.599 which is less than 5, the GFI value is 0.988 greater than 0.9, the AGFI value is 0.974 which is greater than 0.9, CFI value is 9.996 which is greater than 0.9, the value SRMR is 0.021 which

is < 0.08 , the value of TLI is 0.993 which is $>$ than 0.9 and the value of RMSEA is 0.032 which is < 0.05 , and the value of P close is 0.935 which is > 0.05 and Hence, it can be concluded that the null hypothesis, is rejected. This shows that the SEM has a perfect fit with its variables.

FINDINGS AND DISCUSSION

From the study results it was found that Emotional Intelligence helps in managing emotions of the Human Resource Managers of business and IT and manages their leadership traits effectively in the organization. Emotional Intelligence helps in identifying the different emotions of every IT employee individually and helps the employees how to manage their emotions. On the other hand, Leadership effectiveness is attained through Emotional Intelligence which leads to attainment of Decision Making, Employee Engagement, Delegation and Empowerment and Productivity. The Daniel Goleman's model of Emotional Intelligence as used to identify the fitness of the model using the moderator of Leader's effectiveness. The output of the Structural Equation model displays that the model has a perfect fit which shows that there is a relationship between the variables mentioned in the study.

RECOMMENDATIONS

- In their capacity as an organization's human resource manager, they must recognize the accomplishments of their team members and share in their joy. Thank them and acknowledge their work; this will help to raise their spirits and motivation.
- Create constructive coping strategies to handle stress and avoid burnout. Make self-care activities a priority, including physical activity, enough sleep, and downtime. Establish limits to keep a good work-life balance.
- Remain receptive to criticism and actively look for chances to advance both professionally and personally. Read books, take workshops, or engage with a coach to improve your leadership and emotional intelligence.

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COMPETING INTERESTS

The authors declare that they have no financial or personal relationships that may have inappropriately influenced them in writing this article.

ETHICAL CONSIDERATIONS

This article followed all ethical standards for research without direct contact with human or animal subjects.

AUTHORS CONTRIBUTIONS

S is the corresponding author for this article and A has supervised this article.

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DATA AVAILABILITY

The data that support the findings of this study are available from the author upon reasonable request.

DISCLAIMER

The views and opinions expressed in this article are those of the authors and do not necessarily reflect the official policy or position of any affiliated agency of the authors.

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