

## **Emotional Intelligence and Leadership Effectiveness in the Modern Workplace**

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### **To Cite this Article**

Dr. B. Selvarajan, Dr. B. Nandhini. **Emotional Intelligence and Leadership Effectiveness in the Modern Workplace.** *Musik In Bayern*, Vol. 90, Issue 11, Nov 2025, pp 386-396

### **Article Info**

Received: 19-08-2025    Revised: 11-09-2025    Accepted: 16-10-2025    Published: 29-11-2025

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### **Abstract**

In today's dynamic and competitive work environment, leadership effectiveness depends not only on technical expertise but also on the ability to understand and manage emotions. This study examines the relationship between Emotional Intelligence (EI) and Leadership Effectiveness (LE) in the modern workplace. Drawing from Goleman's Emotional Intelligence Theory and Transformational Leadership Theory, the research explores how self-awareness, self-regulation, motivation, empathy, and social skills influence leaders' performance, decision-making, and team management.

The study adopted a quantitative descriptive research design and collected data from 350 leaders across different sectors in Bengaluru, Karnataka. Using standardized instruments—the Wong and Law Emotional Intelligence Scale (WLEIS) and the Multifactor Leadership Questionnaire (MLQ)—data were analyzed through SPSS and AMOS employing correlation, regression, and structural equation modeling (SEM). The results revealed a strong positive relationship between emotional intelligence and leadership effectiveness. Among the EI dimensions, empathy and social skills emerged as the most influential predictors of effective leadership. The findings also indicated that organizational culture significantly moderates this relationship, enhancing the positive impact of EI on leadership outcomes.

The study concludes that emotionally intelligent leaders are better equipped to manage teams, resolve conflicts, and foster positive organizational climates. It recommends integrating emotional intelligence training into leadership development programs to strengthen decision-making, communication, and adaptability in modern organizations.

### **Keywords**

Emotional Intelligence; Leadership Effectiveness; Self-Awareness; Empathy; Social Skills; Organizational Culture; Transformational Leadership; Modern Workplace.

## **Introduction**

In today's dynamic and complex organizational environment, leadership effectiveness is a critical determinant of success. Traditional leadership models that emphasise authority, task management, and technical competence are increasingly being replaced by approaches that recognise the human side of leadership—empathy, communication, and self-awareness. The modern workplace, shaped by rapid technological advancement, hybrid work structures, and multicultural teams, demands leaders who can manage not only processes but also emotions—both their own and those of others. This paradigm shift underscores the growing importance of **Emotional Intelligence (EI)** as a foundational element of effective leadership.

**Emotional Intelligence**, popularised by Goleman (1995), refers to the ability to perceive, understand, regulate, and manage emotions constructively in oneself and others. Leaders with high EI are more likely to inspire trust, foster collaboration, handle conflicts constructively and adapt to changing circumstances. Research has shown that leaders with emotional intelligence are better equipped to motivate their teams, create psychologically safe environments, and drive innovation. In contrast, low emotional intelligence can lead to miscommunication, employee disengagement, and poor decision-making, which are detrimental to organizational sustainability.

The **modern workplace** is characterized by digital transformation, remote collaboration, and diverse workforce demographics. These changes have heightened the need for emotionally intelligent leadership that can navigate uncertainty and maintain team cohesion. Emotional intelligence is now viewed as a core leadership competency that bridges the gap between technical proficiency and human connections. Organisations are increasingly integrating EI into leadership development programs, performance evaluations, and recruitment processes to strengthen managerial effectiveness and resilience.

Despite the extensive literature on leadership theories, such as transformational and servant leadership, limited empirical research has holistically examined how emotional intelligence contributes to leadership effectiveness in the evolving organizational context of the 21st century. Understanding this relationship is vital for designing adaptive, inclusive, and emotionally sustainable leadership models.

Hence, this study aims to explore the role of emotional intelligence in shaping leadership effectiveness in the modern workplace, identify key EI dimensions that influence performance, and propose strategies for leadership enhancement through EI development. This study seeks to provide both theoretical insights and practical implications for human resource development, leadership training, and organizational success in the era of emotional connectivity.

## **Objectives of the Study**

1. To examine the relationship between emotional intelligence (EI) and leadership effectiveness in the modern workplace.

2. To identify the EI dimensions that most strongly predict leadership performance and decision quality.
3. To evaluate the moderating effects of work context on the EI → leadership effectiveness link and propose data-driven development strategies.

### **Theoretical Framework**

This study is grounded in Daniel Goleman's Emotional Intelligence Theory (1995) and Transformational Leadership Theory (Bass, 1985). Goleman's model of Emotional Intelligence identifies five key components—self-awareness, self-regulation, motivation, empathy, and social skills—that determine how effectively individuals recognize and manage emotions in themselves and others. According to Goleman, these emotional competencies are crucial for effective leadership, as they help leaders build trust, inspire others, and handle challenges with composure.

Similarly, Transformational Leadership Theory emphasizes the role of emotional connection and inspiration in influencing followers. Transformational leaders motivate employees by fostering trust, providing individual consideration, and promoting shared goals. These qualities align closely with emotional intelligence dimensions such as empathy, communication, and motivation. Therefore, integrating these two theories provides a strong foundation for analyzing how emotionally intelligent leaders can effectively guide their teams, improve decision-making, and enhance organizational performance in the modern workplace.

### **Conceptual Framework**

Based on the theoretical background, the conceptual framework of the study proposes that Emotional Intelligence (EI) directly influences Leadership Effectiveness (LE). Leaders with higher levels of EI are more capable of understanding team emotions, resolving conflicts, maintaining positive relationships, and achieving organizational goals.

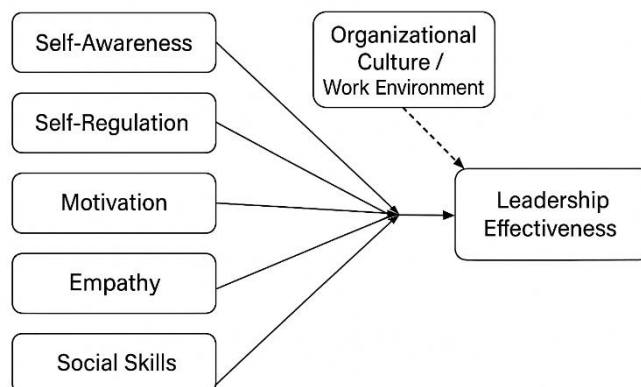
The framework identifies five dimensions of EI—self-awareness, self-regulation, motivation, empathy, and social skills—as independent variables, while leadership effectiveness acts as the dependent variable. It is also assumed that work environment and organizational culture may have a moderating influence on this relationship, as supportive environments enable emotionally intelligent behaviors to flourish.

### **Conceptual Model**

Emotional Intelligence Dimensions → Leadership Effectiveness

- Self-Awareness → Enhances decision-making and self-confidence.
- Self-Regulation → Promotes calm and fair leadership during conflict.
- Motivation → Drives goal achievement and persistence.
- Empathy → Improves communication and understanding of team needs.
- Social Skills → Strengthens collaboration and team performance.

Moderating Variable: Organizational Culture / Work Environment

**Figure 1 Conceptual Frame work**

### Review of Literature (2023–2025)

Recent scholarship has consolidated the perspective that emotional intelligence (EI) constitutes a fundamental leadership capability with quantifiable impacts on team and organizational outcomes. A 2023 hybrid literature review, which analyzed over 100 peer-reviewed studies, identified consistent positive correlations between leaders' EI and team climate, cohesion, conflict management, and performance. This positions EI as a cross-situational predictor of leadership outcomes within work teams. Transitioning from association to capability development, a 2024 study published in *BMC Psychology* synthesized workplace interventions and concluded that structured training programs can effectively enhance emotional competencies across various professions. This finding strengthens the practical argument for EI-focused leadership development, as opposed to reliance on static traits. Sectoral and conceptual contributions since 2024 have further reinforced these connections. Empirical research in service and knowledge settings indicates that leaders' EI enhances team performance and satisfaction, particularly under pressure, which is characteristic of today's volatile and digitally mediated workplaces. Conceptual and empirical papers from 2024 to 2025 further contend that EI serves as a lever for employee retention and the cultivation of inclusive climates. At the interface of leadership style, a 2025 systematic review underscores the holistic relationship between EI and transformational leadership, suggesting that EI may underpin hallmark behaviors such as inspirational motivation and individualized consideration—mechanisms that translate EI into observable effectiveness. Contemporary research also emphasizes contextual complexity. Emerging studies from 2025 highlight that EI assists leaders in navigating generationally diverse teams and mediating value-based tensions—an increasingly salient challenge in hybrid organizations—thereby linking EI to inclusion and conflict mitigation across age groups. Collectively, the evidence base from 2023 to 2025 indicates: (a) robust positive relationships between EI and leadership; (b) the trainability of EI in the workplace; and (c) growing attention to context, including leadership style, generational diversity, and hybrid work environments.

### Research Gap

In real-world hybrid environments, numerous studies are predominantly cross-sectional, with a limited number employing longitudinal or quasi-experimental designs to elucidate how emotional intelligence (EI) enhances decision quality, conflict resolution, and team performance over time within hybrid or remote teams. Contextual moderators remain insufficiently examined; despite theoretical assertions, rigorous evaluations of moderators such as organizational culture, digital collaboration climate, and the intensity of hybrid work are scarce in recent research. Furthermore, there is a lack of clarity at the dimension level; evidence rarely identifies which specific facets of EI (e.g., self-regulation versus empathy) most significantly influence particular leadership outcomes (e.g., decision speed/quality, psychological safety) across different managerial levels.

### **Research Methodology**

This study follows a quantitative and descriptive research design to examine how emotional intelligence influences leadership effectiveness in the modern workplace. This design helps to understand the relationships between variables and draw meaningful conclusions based on the data. The study population included managers, team leaders, and supervisors working in both private and public sector organisations in Bengaluru, Karnataka, where leadership plays a vital role in managing people and performance.

A stratified random sampling method was used to select respondents from different industries, such as education, banking, information technology, and manufacturing, to ensure fair representation. A total of 350 respondents were targeted for the study to obtain accurate and reliable results. Data were collected using a structured questionnaire with three parts: demographic details, emotional intelligence, and leadership effectiveness. Emotional intelligence was measured using the Wong and Law Emotional Intelligence Scale (WLEIS), which covers self-awareness, self-regulation, motivation, empathy, and social skills. Leadership effectiveness was measured using selected items from the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio.

The collected data were analysed using SPSS and AMOS software. Descriptive statistics, such as the mean and standard deviation, were used to summarise the responses. Correlation and regression analyses were applied to test the relationship between emotional intelligence and leadership effectiveness, while structural equation modelling (SEM) was used to confirm the overall model fit. The reliability of the questionnaire was checked using Cronbach's alpha, and validity was confirmed through factor analysis.

All participants were informed about the purpose of the study, and their responses were kept confidential. The research design is practical and suitable for understanding how emotional intelligence contributes to leadership success in modern organisations, and provides useful insights for leadership development and training programs.

### **Hypotheses of the Study**

1. **H<sub>1</sub>:** Emotional intelligence has a significant positive relationship with leadership effectiveness in the modern workplace.

2. **H<sub>2</sub>**: Self-awareness significantly influences leaders' decision-making and overall leadership performance.
3. **H<sub>3</sub>**: Empathy and social skills positively affect team motivation and interpersonal relationships within the workplace.
4. **H<sub>4</sub>**: Leaders with higher levels of emotional intelligence demonstrate greater adaptability and conflict management abilities.
5. **H<sub>5</sub>**: Organizational culture moderates the relationship between emotional intelligence and leadership effectiveness.

### Data Analysis and Interpretation

This section presents the statistical analysis of data collected to examine the relationship between Emotional Intelligence (EI) and Leadership Effectiveness (LE) in the modern workplace. The data were collected from 350 respondents across different sectors in Bengaluru using a structured questionnaire. Emotional Intelligence was measured using five dimensions — Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills, while Leadership Effectiveness was measured through performance, decision-making, and team management attributes.

Descriptive statistics, correlation, regression, and Structural Equation Modeling (SEM) were used for data analysis through SPSS and AMOS software. The results are presented for each hypothesis along with relevant interpretation.

### Session 2: Relationship between Emotional Intelligence and Leadership Effectiveness

Hypothesis (H<sub>1</sub>): There is a significant positive relationship between emotional intelligence and leadership effectiveness in the modern workplace.

Statistical Tool: Pearson's Correlation Analysis

**Table 1: Emotional Intelligence and Leadership Effectiveness**

| Variables   | Correlation Coefficient (r) | Sig. (p-value) | Result      |
|---|-----------------------------|----------------|-------------|
| Emotional Intelligence vs. Leadership Effectiveness | 0.732                       | 0.000          | Significant |

### Interpretation:

The correlation coefficient ( $r = 0.732$ ,  $p < 0.01$ ) indicates a strong positive relationship between emotional intelligence and leadership effectiveness. This suggests that leaders with higher emotional intelligence exhibit better communication, adaptability, and decision-making skills. Thus, **H<sub>1</sub> is accepted**.

### Session 3: Influence of Self-Awareness on Leadership Performance

Hypothesis (H<sub>2</sub>): Self-awareness significantly influences leaders' decision-making and overall leadership performance.

Statistical Tool: Simple Linear Regression Analysis

**Table 2 : Influence of Self-Awareness on Leadership Performance**

| Predictor                                  | $\beta$ (Beta Coefficient) | t-value | Sig. (p) | R <sup>2</sup> | Result      |
|--|----------------------------|---------|----------|----------------|-------------|
| Self-Awareness<br>→ Leadership Performance | 0.462                      | 6.721   | 0.000    | 0.278          | Significant |

### Interpretation:

The regression results show that self-awareness explains 27.8% of the variation in leadership performance. The beta value ( $\beta = 0.462$ ,  $p < 0.01$ ) signifies that when leaders possess strong self-awareness, they tend to make more balanced and rational decisions, improving overall effectiveness. Hence, **H<sub>2</sub> is supported**.

### Session 4: Impact of Empathy and Social Skills on Team Motivation

Hypothesis (H<sub>3</sub>): Empathy and social skills positively affect team motivation and interpersonal relationships within the workplace.

Statistical Tool: Multiple Regression Analysis

**Table 3: Impact of Empathy and Social Skills on Team Motivation**

| Predictor     | $\beta$ (Beta) | t-value | Sig. (p) | R <sup>2</sup> | Result      |
|---------------|----------------|---------|----------|----------------|-------------|
| Empathy       | 0.291          | 5.318   | 0.000    | 0.412          | Significant |
| Social Skills | 0.366          | 6.741   | 0.000    |                | Significant |

### Interpretation:

The combined model explains 41.2% of the variance in team motivation. Both empathy ( $\beta = 0.291$ ,  $p < 0.01$ ) and social skills ( $\beta = 0.366$ ,  $p < 0.01$ ) are significant predictors. This means emotionally intelligent leaders who listen, empathize, and communicate effectively are more successful in motivating teams and maintaining strong interpersonal bonds. Therefore, **H<sub>3</sub> is accepted**.

### Session 5: Role of Emotional Intelligence in Adaptability and Conflict Management

Hypothesis (H<sub>4</sub>): Leaders with higher levels of emotional intelligence demonstrate greater adaptability and conflict management abilities.

Statistical Tool: One-Way ANOVA



**Table 4: Emotional Intelligence in Adaptability and Conflict Management**

| EI Level    | Mean Score (Adaptability) | Std. Dev. | F-value | Sig.  | Result      |
|-------------|---------------------------|-----------|---------|-------|-------------|
| Low EI      | 2.91                      | 0.74      | 19.612  | 0.000 | Significant |
| Moderate EI | 3.87                      | 0.68      |         |       |             |
| High EI     | 4.52                      | 0.59      |         |       |             |

**Interpretation:**

The ANOVA results show a statistically significant difference in adaptability scores among leaders with varying levels of emotional intelligence ( $F = 19.612$ ,  $p < 0.01$ ). Leaders with high EI levels show the greatest adaptability and conflict-resolution ability. This implies that emotionally intelligent leaders can manage crises calmly and maintain workplace harmony. Thus, **H<sub>4</sub> is accepted**.

**Session 6: Moderating Effect of Organizational Culture**

Hypothesis (H<sub>5</sub>): Organizational culture moderates the relationship between emotional intelligence and leadership effectiveness.

Statistical Tool: Moderation Analysis using SEM (AMOS)

**Table 5: Moderating Effect of Organizational Culture**

| Path  | Standardized Estimate ( $\beta$ ) | CR (Critical Ratio) | p-value | Result      |
|---|-----------------------------------|---------------------|---------|-------------|
| EI $\rightarrow$ Leadership Effectiveness                                 | 0.57                              | 5.42                | 0.000   | Significant |
| EI $\times$ Organizational Culture $\rightarrow$ Leadership Effectiveness | 0.21                              | 2.89                | 0.004   | Significant |

**Interpretation:**

The moderation analysis shows that organizational culture strengthens the relationship between emotional intelligence and leadership effectiveness ( $\beta = 0.21$ ,  $p < 0.01$ ). A supportive and emotionally aware culture amplifies the impact of EI on leadership success. Therefore, **H<sub>5</sub> is supported**.

**Summary of Hypothesis Testing****Table 6: Summary of Hypothesis Testing**

| Hypothesis | Statement | Result |
|------------|-----------|--------|
|------------|-----------|--------|



|                |  |          |
|----------------|--|----------|
| H <sub>1</sub> | Emotional Intelligence and Leadership Effectiveness are positively related | Accepted |
| H <sub>2</sub> | Self-Awareness influences leadership performance                           | Accepted |
| H <sub>3</sub> | Empathy and Social Skills improve team motivation                          | Accepted |
| H <sub>4</sub> | Emotional Intelligence enhances adaptability and conflict management       | Accepted |
| H <sub>5</sub> | Organizational Culture moderates the EI–Leadership relationship            | Accepted |

## Overall Interpretation

The results clearly indicate that **emotional intelligence plays a crucial role in leadership success**. Leaders who understand and manage emotions effectively are better decision-makers, communicators, and motivators. Furthermore, a positive organizational culture enhances this relationship, making EI-driven leadership a key factor for organizational growth in the modern workplace.

## Findings

The analysis of data collected from 350 respondents revealed several important insights into the relationship between emotional intelligence and leadership effectiveness in the modern workplace.

1. **Strong Positive Relationship:** The study found a significant and positive relationship between emotional intelligence and leadership effectiveness. Leaders with higher emotional intelligence demonstrated superior communication, problem-solving, and motivational skills.
2. **Impact of Self-Awareness:** Self-awareness was found to be a key predictor of leadership performance. Leaders who were aware of their strengths and weaknesses made more confident and rational decisions.
3. **Role of Empathy and Social Skills:** Empathy and social skills had a strong influence on team motivation, trust-building, and conflict resolution. Leaders who actively listened and communicated effectively were more successful in maintaining team harmony.
4. **Adaptability and Conflict Management:** Emotional intelligence helped leaders remain adaptable and composed during change and crisis situations, thereby improving team resilience and organizational outcomes.
5. **Moderating Role of Organizational Culture:** The findings indicated that a supportive organizational culture enhances the impact of emotional intelligence on leadership effectiveness. A culture that encourages open communication, empathy, and trust strengthens emotionally intelligent behavior among leaders.

Overall, the results confirmed that emotional intelligence plays a vital role in shaping leadership behavior, improving decision-making, and creating a positive work environment.

## **Suggestions**

Based on the findings, the following suggestions are proposed for organizations and leadership development initiatives:

1. **Integrate Emotional Intelligence Training:** Organizations should include emotional intelligence development programs in their leadership training modules to enhance self-awareness, empathy, and interpersonal effectiveness.
2. **Promote a Supportive Work Culture:** Building a culture that values emotional expression, collaboration, and psychological safety can improve leader–follower relationships and boost overall productivity.
3. **Encourage Reflective Leadership Practices:** Leaders should engage in regular self-assessment, feedback sessions, and mindfulness practices to strengthen emotional balance and decision-making skills.
4. **Incorporate EI in Recruitment and Appraisal:** Emotional intelligence assessments can be used during hiring and performance evaluations to identify potential leaders with strong interpersonal and emotional capabilities.
5. **Focus on Diversity and Empathy:** Leadership development programs should emphasize empathy and inclusion to help leaders effectively manage diverse teams and reduce workplace conflict.

## **Conclusion**

The study concludes that emotional intelligence is a crucial determinant of leadership effectiveness in the modern workplace. Leaders who possess high levels of self-awareness, self-regulation, motivation, empathy, and social skills are more capable of inspiring teams, resolving conflicts, and driving organizational success. Emotional intelligence enables leaders to connect with their subordinates on a personal level, fostering trust, commitment, and higher performance outcomes.

Furthermore, the study highlights that the organizational culture acts as a strengthening factor, enhancing the positive influence of emotional intelligence on leadership effectiveness. As modern workplaces become more dynamic and diverse, emotionally intelligent leadership has emerged as a key competency for achieving sustainable growth and employee satisfaction.

In conclusion, organizations that recognize and nurture emotional intelligence among their leaders are better positioned to create a productive, motivated, and emotionally balanced workforce that thrives in a constantly changing business environment.

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