



RELATIONSHIP BETWEEN LEADERSHIP EFFECTIVENESS AND EMOTIONAL INTELLIGENCE

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Abstract

Emotional Intelligence is the most important characteristic of an individual as it deals with inter-personal and intra- personal aspects of an individual. Emotional intelligence is a concept firstly identified and introduced in scientific literature in 1990. It is considered as the most crucial aspect of personality and directly linked to organisational behaviour. Emotional skills can be used to manipulate other human beings in different situations. Emotional intelligence and leadership are related to each, the extent to which leadership is impacted by emotional intelligence, with the help of extensive theoretical and empirical review of literature. This paper will help to understand the different perspectives of emotional intelligence along with related components and to study the relationship between emotional intelligence and leadership effectiveness.

Keywords : Emotional intelligence, Leadership effectiveness, organisational behaviour

Introduction

Organizations are realizing the significance of structure modifications as a result of the uncertainties posed by the external environment and the changes they are undergoing. Tall structures were frequently used in the past, but more flattened structures are currently used instead. Management designs more adaptable systems that encourage innovation and a high degree of participative culture within a company. Employees must have a learning mindset in order to remain competitive and be able to adapt to both internal and external organizational changes. Therefore, having an effective leader in a business is crucial and highly important in situations like this. A wealth of leadership research shows how crucial effective leadership is to every corporate organization. Organizations now recognize the value of successful leadership and proceed with extreme caution when making decisions pertaining to the organization's leader. In a similar vein, "Emotional- Intelligence" is discovered to be among the most crucial elements influencing a leader's efficacy. Studies show that highly emotional intelligent leaders are more valuable and yield superior outcomes because they can handle a variety of circumstances.

As the function of leadership evolved, so did the position of the employee. Workers must exercise greater self-management and self-motivation since they are directly held accountable for their work. To handle crises or other pressing circumstances, workers are even expected to collaborate in groups and teams. When a crisis arises in an organization, cross-functional groups are frequently formed to address the problem by bringing together people with varying backgrounds and levels of expertise. One of the most important components for an organization's ability to operate effectively these days is group performance. It is common for staff members from different departments to collaborate on a single task or project in order to



guarantee that it is completed successfully. Group performance is therefore one of the crucial components that are frequently observed and used in organizations nowadays. Studies demonstrate that teams with higher emotional intelligence achieve superior outcomes. Studies show that teams with high emotional intelligence are more likely to be goal-oriented, supportive, and have good communication skills, all of which contribute to higher productivity. Higher emotional intelligence in a work group leads to improved comprehension and efficient communication, which fosters positive interpersonal relationships and makes group members supportive and amiable. Research has also shown that highly emotional-intelligent work groups may approach problems creatively and innovatively, which is equally important when forming cross-functional groups.

One can define emotion as a strong feeling which is derived by some circumstances, some action or by anything, managing and handling these emotions of oneself and others can be understood as emotional intelligence. According to one of the earliest and most used definitions by Salovey and Mayer (1990) 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”. They discussed that a high EI person has some emotions skills and ability that can easily identify the emotions triggering and can easily regulate those emotions of self and of others too. Goleman (1995) said about cognitive intelligent quotient (IQ) contributes only by 20 percent of the factors that directly affect and make way for success in one's life, the 80 percent indicates the additional factors which affect and influence including Emotional Intelligence. Humphrey, R.H. (2002) defined leadership as the process of interaction of a leader to his followers that needs leaders to influence and manipulate the behaviour and attitude of his followers in order to achieve the organisational objectives. Emotional intelligence is an intra- personal and interpersonal trait which helps the leader to deal with various mental states of followers and of oneself too. Considering the present scenario, leadership and emotional intelligence are all associated with each other because the effective leadership must have the understanding of emotions and other feelings associated with it (Cooper and Sawaf, 1997; Goleman, 1998a; Ryback, 1998).

Issah, M. (2018) discussed the changing role of leadership in the present era of competition, so the emotional intelligence factor demands more focus, as leadership is directly involved with the individuals as interpersonal skills are the integral part of Leadership. Leaders have the responsibility to make the followers ready to overcome the challenges and exploit the opportunity. Today's world is full of uncertainty and flexibility which require adaptability skills. Change always tosses the emotion because change requires coming out of the comfort zone and that exclusion of the comfort zone creates attitudinal inconsistency, and emotional instability which needs to be managed by the intelligence understood as emotional intelligence. Mayer, Caruso & Salovey, (2004) mentioned about emotional intelligence as the combination and collection of emotional and interpersonal skills that influence the way an individual perceive and define ourselves, develop, maintain and control interpersonal relationships, to deal with the challenges, and use emotional information in an impactful and effective way is considered as emotional intelligence.

Goalman (2004) found emotional intelligence is the most crucial skill in leading, hence a leader identified as impactful and successful must have an appreciable level of such skill set. Any



successful and effective leader can make a difference just not being par excellence in technical skills but differentiation can be made clearly by the emotional intelligence factor. Further Goleman added that to be successful as a leader must have to reflect his own experiences, identify the environmental cues, create an interpersonal relationship formally and intelligently handled the emotional competencies (Watkins, Earnhardt, Pittenger, Roberts, Rietsema, & Cosman-Ross, 2017).

Studies on leadership suggests that for improvement in organisational and institutional effectiveness, the leaders needs to respond empathetically with their co-workers, they need to understand the importance of understanding and managing the emotions of oneself along with others (Foltin and Keller,2012;Momeni,2009; Srivastava,2013).

In the present era of competition, competitive advantage is vital for any successful organisation. Any competitive edge will be executed only by the human resource, hence it is important to understand the aspect of emotion, and emotion has the power to influence the ability to perform a work or job. Any leader who is responsible to influence the followers in the right direction to achieve the organisational objective, so it is important to study both aspects together to reach at some conclusion.

Benefits of Emotional Intelligence on Life

- There is strong evidence that psychological conditions do have an impact on health. Long-term and short-term health tend to be worsened by depression, grief, and pessimism.
- Success is reliant on "mature adaptations" like generosity, humor, self-control, and optimism. People do evolve with time.
- 75% of careers fail due to issues with emotional competences, such as an inability to handle interpersonal conflicts, poor team leadership during challenging or contentious situations, or a lack of capacity to adapt to change or inspire trust.
- Emotional intelligence makes for 85–95% of the difference between a "good leader" and a "excellent leader."
- Impulsive girls are three times more likely to become pregnant in adolescence than impulsive boys, who are 3-6 times more likely to engage in aggressive behavior.
- It's possible to learn optimism. Optimists have higher levels of motivation, success, and achievement as well as much superior physical and mental health.
- A major debilitating disease is twice as likely to strike someone who is consistently gloomy or melancholy.
- Accurate emotional readers are better equipped to manage change and forge more solid social bonds.

The article will try to find out the conclusion on following points (Objectives):

- To study emotional intelligence and different perspectives of emotional intelligence.
- To study the extensive literature review about emotional intelligence and leadership.
- To study emotional intelligence and effective leadership in the same context.
- To find out a relationship between emotional intelligence and effective leadership.

Emotional Intelligence:

Greek philosophers such as Aristotle used the term intelligence to denote cognitive aspects such as memory. Thorndike (1920) defined three types of intelligences: Abstract, social and



mechanical; as deconstructing a common phenomena of level of intelligence, he defined that different types of intelligence are there in individuals at varying levels. He was the first who identified the term such as emotional intelligence in the 1920s, he equated social intelligence to emotional intelligence (EI). He also defined social intelligence as standing with each other and connecting socially to each other. Author connected it to human relations through which men and women children can be understood and managed so that they can act wisely and rationally. Howard Gardner (1975) came up with the concept of multiple intelligence. Later in 1983 he developed a system/model of seven multiple intelligences : intrapersonal, interpersonal, visual- spatial, body- kinesthetics, musical, logical- mathematical and naturalistics. While relating social intelligence, focussed over two intelligence Intrapersonal and interpersonal intelligence, he summed up these two concept as follows

- Intrapersonal intelligence helps the individual to understand the internal conflicts and by recognizing and managing these emotions they control their thoughts, acts, behaviour and performance.
- Interpersonal intelligence refers to the ability to recognize and understand the emotion of oneself along with others and also to influence others. (Gardner, 1990)

Salovey and Mayer (1990) defined emotional intelligence as identifying and managing the feelings of oneself and others to act and behave according to that emotional information. There are five domains of emotional intelligence as according to the Salovey and Mayer are as follows:

- Knowing one's emotion
- Managing emotions
- Motivating oneself
- Recognizing emotions in others
- Handling relationships

Salovey and Mayer(1990) also discussed about the EI skills which includes:

- The person having EI, potentially good positive mental health.
- They are exposed to each type of mental condition, like positive and negative mental health.
- They used to be aware of emotion, they have the ability to differentiate emotional information as per usage for oneself as well as of others.
- They have a good amount of empathy and are pleasant to be around.

Goleman (1995) defined four EI concepts and connections with relationship management,

- Self awareness
- Self management
- Social awareness
- Relationship management

He also developed five EI domains/notions:

- Self awareness,
- Self management,
- Motivation,
- Empathy and
- Social skills.



Self awareness is the ability to identify and understand our feelings and emotions. Self management can be understood as control and proper management of emotions and feelings of self and what are the reflection of these emotions on others.. Social skills are all about the development of interpersonal skills and management of those skills.

Individuals are able to influence their relationship with other people, when they work on the portion of awareness, the recognition of emotion of oneself and also of others to manage the act and behaviour. Motivation is the positive encouragement to stand out strong against the challenges and hardships. Empathy is a dictionary definition which means the ability to understand others' feelings. He also believes that the intelligence of emotions is born but it can also be learned. Goleman defined the emotional intelligence competencies with two respective terms: Recognition and regulation.

Recognition and regulation can be understood in two heads, which is called as scales.

- Self Personal Competence
- Other social competence
- Self awareness (Recognition) includes
 - Emotional self awareness,
 - Self confidence and
 - Accurate self assessment
- Social Awareness (Recognition) includes
 - Empathy
 - Organisational awareness
- Self Management (Regulations) includes
 - Self control
 - trustworthiness
 - Adaptability
 - Initiative and
 - Achievement drive

Goleman also discussed about competencies that helps to develop relationships include:-

- Help in developing others
- Inspirational leadership
- Catalyst for change
- Ability to influence
- Conflict management
- Teamwork and cooperation

These competencies are considered as leadership skills, but they are relevant outside of “leader/follower” relationships. According to him EI helps to create efficient, effective and persuasive leaders.

Mayer, Salovey and Caruso’s EI Ability Model (Faltas, 2017) explained that having perceptions of understanding emotions and information generated by these perceptions, and managing emotions in such a manner to facilitate thinking and direct decision making process. This EI framework emphasizes the four branch model.

There are following four branch model of EI developed by Mayer et al. (2004), they divided



abilities and skills of EI into four wideareas:

- Perceived emotions
- Use emotions to facilitate thought
- Understand emotions
- Manage emotions

‘Perceive emotions’ and use emotions to ‘facilitate thought’ is focussed towards the identification of emotion later the understanding and afterwards the management of emotions. This is more like a process.

Methods of classifying Emotional Intelligence (EI)

Petrides and Furnham (2000) proposed the distinction between the classifications of EI Measures. They defined the two types of EI: **Trait EI and ability EI**. Trait EI helps to measure typical behaviour in emotional relevant situations (like dealing with stress) with the help of questionnaires. Ability EI measures the individual’s subjective understanding of emotions, feelings and emotional dealing. In short, trait EI deals with the objective measure such as questionnaires and based on self-report and ability EI deals with the subjective and theoretical measures and based on the maximal performance items.

Ashkanasy and Daus (2005) explained another method of differentiating EI measures, that are three EI “streams”. First stream relies upon Salovey and Mayer’s model which measures ability; second stream, which includes self- report and third stream defined by author as ‘mixed EI’ which measures both the traits and the ability and competencies along with social skills which directly influence the personality measures. The concept of personality measures was included by O’ Boyle et al. (2011). (Cited by Stella Mavroveli, 2019).

Emotional Intelligence Scale

There are many emotional intelligence scales , some of them are as follows; they have been selected because they are widely used for research of EI:

- Mayer-Salovey-Caruso Emotional Intelligence Tests (MSCEIT) (Mayer et al. 2002)
- Emotional Quotient Inventory (EQ-i)
- Self-report Emotional Intelligence Test (SREIT) (Schutte et al., 1998)
- Emotional competence inventory (ECI)
- Emotional Intelligence appraisal (EIA)
- Work Profile Questionnaire-Emotional Intelligence Version (WPQEI)
- Levels of Emotional Awareness Scale (LEAS)
- Trait Emotional Intelligence Questionnaire (TEIQue) (Petrides and Furham, 2001)
- Bar-On Emotional Quotient Inventory (EQI) (Bar- on, 1997)
- Emotional and Social competence Inventory (ESCI) (Boyatzis and Goleman, 2007)
- The Situational Test of Emotional Management (STEM) (MacCann and Roberts, 2008)

To give clear understanding about EI, Emotional Intelligence models have been developed. EI models are developed from simple to complex in such a manner that simple EI stands for recognition, awareness, understanding and evaluation of emotional feelings (smiling, crying, different facial expression) whereas complex ones are controlling and managing the level of emotions of oneself and others. (Bar-On, 1997; Goleman, 1998; Wells and Matthews, 1999; Lynn, 2000; Mayer and Cobb, 2000).



Personal influence

Personal influence can be understood as the influence which is purely based on self values which envisions life. This can also be achieved by self regulation executive function (SREF), this model helps to identify the negative emotions and cognition (Mathews, Zeidner, and Roberts, 2004)

Leadership Effectiveness

Art of War, as in commentary on Sun Tzu, Jia Lin said Leadership is a combination of intelligence, trustworthiness, humaneness, courage, and discipline .. and a leader can not rely only on a single factor, if relied only on single this must have some repercussions. Reliance on intelligence, humaneness, fixation of trust, dependence of strength, excessive discipline alone results in rebelliousness, weakness, folly, violence and cruelty respectively. The combination of these five traits will make a real leader. The 34th president of the United States, Dwight D. Eisenhower defined leadership as “the ability to decide what is to be done, and then to get others to want to do it.”

Radu and Ramona (2014) defined leadership as the capability of an individual to ensure the participation of other people in a particular manner, with the help of communication and convictions orient some people that create and build trust in the people to follow the same direction.

According to Ganta, and Manukonda (2014), leadership is a synonym of power where one person/an individual has the ability to influence, manipulate and change the value, belief and attitude system of another person. For an organisation to sustain their business, in this economic environment of such a fast pace, leadership can be proved as a most vital and life- changing part Cabeza-Erikson, Edwards, and Van Brabant, 2008).

Chemers (2000) defined that leadership is “the process of social influence in which one can get the help and support of others to achieve a common objective.” Leaders are the one who control and manage the activities of an organisation and effective leaders are not just able to set some optimum objectives or goal but they play equally important roles in the operations regarding completion of the task or achievement of the objective with the help of feasible strategies. Good Leaders influence and motivate employees in a positive direction by creating positive organizational culture and through various employee benefit programmes (Hao, 2015).

Wise leaders used to take responsibility to guide and help the organisation to look forward towards an uncertain future, they will have to use their skills and abilities in an effective and efficient manner to deal with that uncertainty, they also have the responsibility to create a secured environment for employees to decrease the feeling of insecurity among their employees related to uncertainty of their future and of the organisation as well. The leader has the power to understand and recognize the full potential of their followers, by using this power, the leader can influence employees to motivate in their respective domain which ultimately contribute to the overall organisational success. Yukl (2013) explained leadership as the process of influencing and facilitating individuals and groups of people to understand and realize what is to be done and how to achieve the objectives in a collective manner. When a leader makes personal sacrifices, this is a simple and direct manner to show the leader's respect and value for the organisation (Jacobson and House, 2001).



Effective Leadership

Grint (2017) defined A person with great leadership ability can be a good source or example or role model to their employees, as effective leaders who gain trust of their employees because of the good results and achievements of the objective of that leader and change the values, belief and behaviours of their employees. Northhouse (2009) supported this assertion and stated that an effective leader will help in the achievement of organisational goals and objectives. Wasim, and Imran (2020) also supported that a effective leader who influences towards the right direction to the employees and direct them to work in a collective manner to achieve the organizational objective.

The effectiveness of leaders are often proportionately related to various organisational conditions, intrapersonal and interpersonal behaviours. Effectiveness of leadership can be measured by the success of the organisation. Employees can be inspired if a leader helps them to connect their activities and actions to the organisational goals as well as their own personal goals and this will have some optimistic and positive impact on their followers and on the society as well (Avolio, and Locke,2002; Choi, and Mai- Dalton,1999; Yorges et al.,1999).

To Measure the leader's effectiveness Yukl (2021) pointed employees dissatisfaction out. With the help of attitude and perception of employees that are based on multiple factors:

- The level of leader's effectiveness, particularly through attitudes and perception of employees
- The ability to achieve the organisational goals and ability to increase business life quality and skills of employees
- The ability to help the employees to grow their psychological domain.
- Employees' respect and gratitude towards their leaders
- Willingness to fulfill a leaders' request, absenteeism, retention, complaining and slow-downs.

Conger (1999) mentioned that an effective leader must have the ability to create a long term goal or vision of the future of the organisation, and ensure the focus and commitment of the employees towards their organisation.

Hogg (2020) explained that leadership effectiveness helps to recognize and understand the attitudes, norms, beliefs, behaviours and values of employees towards the organisation. Choi and Mai- Dalton (1998) defined leadership effectiveness, that leadership effectiveness can be understood as the personal sacrifice of the leader for the organisation's well-being, encouraging the employees to stay in the organisation. These sacrifices indicate that the leader is truly dedicated towards the organisation. (Prapavessis, and Carron, 1992). So, this self-sacrifice does not have only short- term impact but has a long- term positive impact on employees. The employees describe their perspective towards the organisation and the extent to which they are committed to the organisation (Turner et al., 1987).

Leaders primarily, are the members of the organisation so that they can share membership of more than one group within the organisation and can lead the employees from different groups. Leaders' possess different characteristics of the leader along with the common characteristics of the members, so these common characteristics of the leader as the member of an organisation plays a key role in leadership effectiveness, the leader effectiveness ensures the effective and impactful representation of each employee at organisation level (Yorges et



al., 1999). Therefore the evaluation of effective leaders must have wider parameters including subjective indicators: financial criteria, marketing and sales, profit, earning, return on investment, market share and shareholders comments as well (Procházka & Smutný, 2011).

Atkinson (2015) explained that ineffective leaders are the ones who are not flexible and do not promote change in the organisation, therefore the effective leadership can be measured by change management within the organisation.

Emotional Intelligence and Effective Leadership

According to Goleman, the success criteria used to assess our work and profession have undergone a significant transformation. A new standard has established itself. They are neither academic prowess nor specialized expertise. They are assumed to exist. Today, the emphasis is on character traits like initiative, empathy, adaptability, and persuasiveness. These characteristics will determine the difference between an organization's star performance who is promoted and the average employee. These characteristics will become even more crucial for leaders to properly carry out their duties.

In organizations, leaders are significant. To overcome challenges and take the company to new heights, they must have outstanding abilities. Each leader must adapt their particular styles to the various circumstances. It is now understood thanks to research that all successful leaders have EI. Technical proficiency and high IQ are prerequisites for admittance and are assumed. "EI is the pre-requisite for leadership," When star performers were compared to typical performers, EI rather than cognitive talents was responsible for 90% of the variance in their profiles. The performance of a corporation and the EI of its leaders are unquestionably related.

According to Goleman, "Emotional competence is particularly central to leadership". He continues by saying that lack of interpersonal skills in team leaders will result in a hostile work environment and subpar performance from the team members. A company's top management team that has a similar, positive emotional outlook has market adjusted earnings per share that are 4 to 6 percent greater than teams with different outlooks.

The transactional leadership is always considered as a more effective leadership style than transformational leadership, always found more effective than transactional leadership, transactional leadership always promotes greater organisational performance (Lowe and Kroeck, 1996).

Salovey (2019) developed a model of transformational leadership and EI. This study emphasizes creative thinking and flexible planning. These two factors are directly related to intellectual stimulation (one component of transformational leadership). Intellectual stimulation is affected by EI and most likely have relationships among them.

Demand related to emotional intelligence, new age Leaders have to met

As the world has changed, the countries are more and more democratic as compared to before, where obeying leaders was the responsibility of the the flowers, but time has changed, this new world demanded flexibility, more viability with technology as well as the changing mental status status and mental health needs to be emphasized in order to focus emotional intelligence Batool (2013)has explained the demands:

- Consultation and involvement with the subordinates (because leaders are often criticized for not having communication with subordinates regarding goals.)



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- Autonomy and freedom to the subordinates to act.
 - Opportunities for growth
 - Teamwork and inclusion

In recent research, it was found that leaders who have the capability to control and manage their own emotions effectively with the help of self- regulatory methods are able to develop the skills to adapt to the needs of followers. (Rogelberg et al., 2013). Similarly, Howard and Irving (2014) explained that leadership is affected and impacted by self- awareness and emotional intelligence. Chen and others found in their research that leaders have the ability to influence the emotions of subordinates or followers. They mentioned that EI and leadership theories were primarily tested in western countries. This needs to be more researched in non-western nations as well. It was supported by the study that there is a relationship between leadership and EI and also have found that there are different meanings of different expressions and behaviour in different cultures (Chen et al., 2015)

Kerr et al. (2016) explained that higher EI score denotes and is directly related with the high effectiveness in leadership because the emotional intelligence will help the leader to understand the subordinates' feelings by which they are affected during the job, EI helps them to identify these emotions and then leader can act accordingly.

Conclusion

This study was totally dedicated to emotional intelligence, effective leadership and the relationship these two factors have with each other. And this study found effective leadership can act as key for the successful completion of any task or objective in this competitive world. Emotional intelligence can act as a fuel which drives the leadership to be effective and empathetic in such a manner which pushes the subordinate to the right direction. As emotional intelligence empowers the leader to think not just objectively but emotionally too, to take decisions according to the subordinates' will. After reviewing literature it can be established that emotional intelligence is one of the crucial part of effective leadership which empowers the leader to understand the fact that to perform optimistically, employees need to be free from emotional burdens, and these can be identified and controlled by the ability of emotional intelligence. So many studies established the fact that emotional intelligence can also affect the intensity of achievement of an organisational goal. Leaders have to take various decisions according to the goals and make the strategies and implementation of these strategies solely depends upon capabilities and skills of the employees, to utilise these abilities the leader will have to be emotionally intelligent.

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