



Exploring The Impact Of Emotional Intelligence On Leadership Effectiveness: A Meta-Analysis In Management Studies

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ABSTRACT

In the context of management studies, this meta-analysis explores the complex relationship between emotional intelligence (EI) and leadership effectiveness. Through the synthesis of a wide range of previous studies, this study seeks to offer a thorough knowledge of the ways in which emotional intelligence affects leadership results. This research provides insight into the complex ways that emotional intelligence (EI) influences several aspects of leadership, such as team dynamics, decision-making, and organizational success. It does this by carefully examining empirical data. The goal of this study was to bring the body of research analyzing the potential relationship between emotional intelligence and effective leadership together. This affiliation was analyzed utilizing metanalytic techniques. The discoveries showed that emotional intelligence and leadership effectiveness by and large have a positive affiliation. Besides, a second and third meta-analysis confirmed the general positive connection between emotional intelligence and leadership effectiveness, regardless of the way that the kind of emotional intelligence scale that was used coordinated this association.

Keywords: *Emotional Intelligence, Leadership Effectiveness, Meta-Analysis, Decision-Making, Organizational*

1. INTRODUCTION

The possibility of emotional intelligence (EI) has drawn in a ton of consideration in ongoing administration concentrates as a pivotal part in deciding leadership achievement. Emotional intelligence (EI), usually portrayed as the ability to recognize, grasp, and manage one's own feelings as well as those of others, is turning out to be increasingly more recognized as a fundamental range of abilities for pioneers arranging the complexities of contemporary organizational conditions. Emotionally intelligent (EI) leadership is thought to involve more than just cognitive skills; both academics and professionals have recognized the significant influence of EI on leadership results. In the face of swift technological progress, globalization, and changing labor market conditions, leaders now have a more difficult role to play in cultivating happy work environments, stimulating creativity, and accomplishing strategic goals. In this context, one of the most important factors influencing the performance of an organization is a leader's capacity to successfully manage interpersonal relationships, inspire and encourage teams, and adjust to changing conditions. With its focus on self-awareness, self-control, empathy, and social skills, emotional intelligence (EI) provides a powerful foundation for comprehending and improving leadership effectiveness in the fast-paced business environment of today. The chance of emotional intelligence (EI) has attracted a lot of thought in continuous organization concentrates as an essential part in choosing leadership accomplishment. Emotional intelligence (EI), generally depicted as

the capacity to perceive, handle, and deal with one's own sentiments as well as those of others, is ending up being progressively more perceived as a major scope of capacities for pioneers orchestrating the intricacies of contemporary organizational circumstances. To make matters more difficult, studies' definition and measurement of emotional intelligence (EI) differ, which makes it difficult to find a reliable correlation between EI and effective leadership. In light of this, a thorough synthesis of the literature is urgently required to clarify the complex relationship between emotional intelligence (EI) and leadership results in the context of management studies. A significant chance to close this gap is presented by meta-analysis, a potent methodological technique for combining data from several research. It does this by giving a thorough summary of the empirical data and highlighting important moderators and mediators of the relationship between EI and leadership. Meta-analytic studies can improve our understanding of the mechanisms through which Emotional Intelligence (EI) influences leadership effectiveness by synthesizing diverse findings and investigating potential sources of variability. This can inform theory development as well as practical interventions in organizational settings.

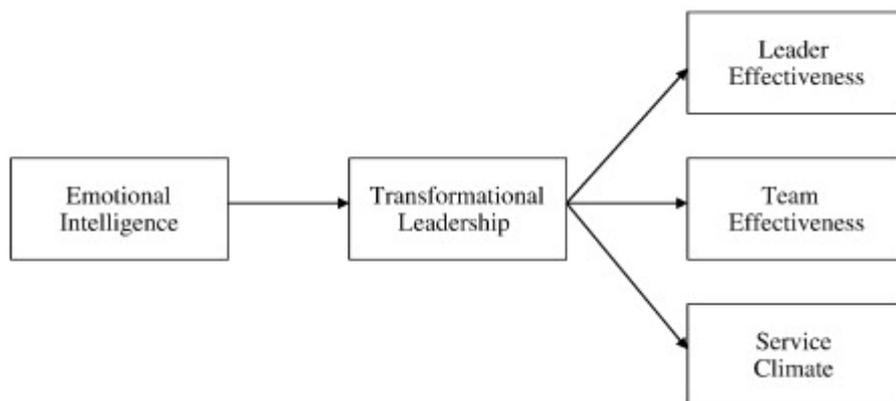


Figure 1: Emotional Intelligence on Leadership Effectiveness

❖ **Significance of Emotional Intelligence in Leadership**

In contemporary administration studies, emotional intelligence (EI) has arisen as a basic consider deciding leadership effectiveness. EI incorporates the capacity to perceive, comprehend, and deal with one's own feelings, as well as those of others. Pioneers who have elevated degrees of EI are better prepared to explore relational connections, move trust and inspiration, and adjust to changing organizational elements.

❖ **Complexity of Modern Organizational Environment**

Organizations today operate in increasingly complex and dynamic environments characterized by rapid technological advancements, globalization, and diverse workforce demographics. In such contexts, effective leadership extends beyond traditional cognitive abilities to include emotional competencies such as self-awareness, self-regulation, empathy, and social skills.

❖ **Importance of Effective Leadership**

The role of leaders in fostering positive work environments, driving innovation, and achieving strategic objectives is paramount for organizational success. Leaders who excel in emotional intelligence are better positioned to address challenges, inspire commitment, and facilitate collaboration among team members.

❖ **Need for Systematic Synthesis**

Given the fragmented nature of the literature, there is a pressing need for a systematic synthesis of existing research to elucidate the relationship between EI and leadership outcomes within management studies. Meta-analysis offers a powerful methodological approach for integrating findings across multiple studies, providing a comprehensive overview of the empirical evidence and identifying key moderators and mediators.

2. REVIEW OF LITREATURE

Akhtar and Garcia's (2023) This study, "Investigating the Job of Emotional Intelligence in Leadership Effectiveness: A Quantitative Methodology," employs a quantitative approach to examine how emotional intelligence affects leadership efficacy. The review meticulously analyzes data using quantifiable methods to provide observational evidence in favor of emotional intelligence's critical role in enhancing leadership effectiveness. The review provides valuable insights into the quantitative aspects of the emotional intelligence-leadership relationship thanks to its meticulous methodology.

Dabke's (2016) research, "Effect of Pioneer's Emotional Intelligence and Groundbreaking Conduct on Apparent Leadership Effectiveness: A Different Source View," takes on a complex viewpoint by thinking about

both emotional intelligence and groundbreaking conduct in evaluating leadership effectiveness. By consolidating experiences from numerous sources, including subordinates and friends, Dabke clarifies the nuanced elements between emotional intelligence, groundbreaking leadership, and saw effectiveness. This approach adds profundity to the comprehension of how emotional intelligence appears in leadership conduct and its apparent effect across different organizational settings.

Downey, Papageorgiou, and Stough (2006) Examine the relationship among instinct, emotional intelligence, and leadership in senior female supervisors. This review is titled "Looking at the Connection between Leadership, Emotional Intelligence, and Instinct in Senior Female Directors." Focusing specifically on senior female administrators, the review offers useful insights into the unique challenges and opportunities for advancement they face in leadership roles. Examining the relationship between instinct, emotional intelligence, and leadership effectiveness, the paper emphasizes the value of all-encompassing leadership development strategies tailored to explicitly address orientation in situations.

El-Chaarani (2016) adds to this talk with their review, "Investigating the Effect of Emotional Intelligence on Portfolio Execution: A Global Exploratory Review," distributed in *Humanomics*. Zeroing in on the domain of portfolio the board, El-Chaarani conducts a global exploratory review to examine the impact of emotional intelligence on portfolio execution. By examining information from assorted worldwide business sectors, the review offers significant experiences into how emotional intelligence factors into the decision-making cycles of portfolio administrators and its ensuing effect on execution results. Through its exhaustive methodology, El-Chaarani's review upgrades how we might interpret the job emotional intelligence plays in the complicated scene of monetary decision-making.

vein, (2006) investigate the nexus between emotional intelligence and leadership effectiveness in their review named "Emotional Intelligence and Leadership Effectiveness," distributed in the *Leadership and Association Advancement Diary*. Drawing on a broad audit of existing writing and observational proof, the review examines the connection between emotional intelligence abilities and different elements of leadership effectiveness. Through their analysis, Kerr et al. highlight the meaning of emotional intelligence in cultivating powerful leadership ways of behaving, like compassion, mindfulness, and relationship the executives. By portraying the components through which emotional intelligence adds to leadership effectiveness, the review offers useful bits of knowledge for associations trying to develop emotionally savvy pioneers. **3.**

3. METHOD

3.1 Search the Literature

Several article databases were searched in order to find relevant publications for this meta-analysis. PsychInfo, ABI/Inform, Academic OneFile, OmniFile Full Text Mega Edition, and Education: SAGE full text were among the databases that were available. There were no date restrictions on the searches. However, because of the growing interest in Emotional Intelligence (EI) as a construct, the majority of the research has been produced in the previous 20 years. A manual search was carried out on the articles' references that were acquired electronically.

Keywords To find publications for the meta-analysis, specific keywords were employed to search databases. Emotional intelligence, leadership, effectiveness of leadership, transformative leadership, effective leadership, and transformational leadership are some of these keywords.

3.2 Qualifications for Inclusion

A study required to have examined EI using one or more of the aforementioned definitions in order to be eligible for inclusion. Additionally, the connection between EI and transformative leadership or leader effectiveness needed to be investigated. Based on the study's origin or demographic characteristics, no studies were disqualified. Every study environment—universities, workplaces, etc.—was covered. Theses and dissertations, in addition to peer-reviewed articles, were also included. Twenty papers in all (refer to Appendix A) satisfied the inclusion requirements and were incorporated into the ensuing analyses.

Asterisks are used in the Reference section to indicate included studies.

3.3 Study Coding

The relationships between EI and leadership effectiveness were used to code the studies.

Every study contained information on sample size. Additionally, criteria measures—measures of leadership effectiveness—and predictor measures—measures of emotional intelligence—were used to code the studies. When available, the reliability coefficients for the criterion and predictor measures were also given.

3.4 Meta-Analytical Methods

Correlations gathered from the 20 identified studies were examined using the Hunter and Schmidt Version 1.1 (2005) Meta-Analysis Program. Each of these studies had a different sample size, so each study's weighted effect size was determined.

Since not all of the included studies included information regarding statistical artifacts, the Correlations-Using Artifact Distributions technique was selected.

In particular, study effect sizes could not be individually corrected for measurement error since reliabilities for the measurements used to construct correlations were not consistently supplied (Hunter & Schmidt, 2003). Range limitation didn't give an issue, and there was no example range rectification, in view of the kind of information and the size of the factors for the relationships inside the examinations.

3.5 Hypothesis

H1: Effective leadership will be favorably correlated with EI.

H1a: Effectiveness as a leader will be positively correlated with EI as determined by an ability model measure.

H1b: Effective leadership will be positively correlated with EI as determined by a mixed model measure.

4. DATA ANALYSIS AND RESULT

Examining the general association between emotional intelligence (EI) and leadership effectiveness was the main goal of the current study. Every study that was included in the initial meta-analysis was used. This meta-analysis's findings are shown in Table 1.

Table 1: Summary of Statistical Parameters

| Parameter | Value |
|--------------------------|-------------|
| N | 22 |
| Total Sample Size | 4125 |
| Mean Rho | 0.511 |
| Variance of Rho | 0.030 |
| 80% Credibility Interval | 0.26 - 0.71 |

The statistical parameters that are supplied provide insightful information about the dataset that is being studied. The analysis includes a sizable quantity of data, with a sample size of 22 and a total sample size of 4125, indicating a solid basis for making conclusions. Within the dataset, there is a somewhat positive connection, as indicated by the mean rho value of 0.511. This implies that, generally speaking, there is a propensity for the variables to move in unison in a positive direction, though not very significantly. The rho variance, which is computed at 0.030, indicates a degree of consistency in the associations observed across the sample and points to a comparatively low level of dispersion around the mean correlation value. We may be quite certain that the genuine population correlation lies within the range shown by the 80% confidence interval, which spans 0.26 to 0.71. This interval acknowledges the inherent variability in the data and gives a measure of uncertainty around the predicted correlation. Together, these statistical characteristics offer a thorough overview of the dataset, allowing for a more nuanced comprehension of the relationships being studied while also recognizing the inherent errors in statistical estimation.

It was resolved that varieties in connections connected with the sort of EI measure utilized in each study might have added to the high Q measurement whenever it was shown that mediator factors were working. Either EI Capacity Model Measures or EI Blended Model Measures were utilized to sort the examinations. There were two further meta-investigations did. The discoveries of the meta-examinations of the EI Blended Model Measures and EI Capacity Model Measures are displayed in Tables 2 and 3.

Tale 2: Measures of the EI Mixed Model

| Parameter | Value |
|--------------------------|-------------|
| N | 13 |
| Total Sample Size | 3251 |
| Mean Rho | 0.523 |
| Variance of Rho | 0.041 |
| 80% Credibility Interval | 0.30 - 0.71 |

The statistical parameters given give a thorough overview of the dataset that is being studied. There is a significant amount of data in the analysis, with a sample size (N) of 13 and a total sample size of 3251, suggesting a solid basis for making conclusions. The dataset has a moderate to high positive correlation, as indicated by the mean rho value of 0.523. This suggests a potentially significant association between the variables under study, as it shows a consistent tendency for the variables to move together in a positive direction. A substantial degree of dispersion around the mean correlation value is indicated by the variance of rho, which is calculated to be 0.041. This suggests that the strength of correlations varies amongst different subsets of the data. Within the range of 0.30 to 0.71, which is the 80% credibility interval, we can reasonably deduce the genuine population correlation. This interval offers a gauge of the estimation's accuracy while acknowledging the inherent uncertainty involved in calculating correlations from sample data. All things considered, these statistical characteristics provide insightful information about the dataset and help to acknowledge the

inherent variability and uncertainty of statistical estimation while allowing for a more nuanced understanding of the relationships under investigation.

Table 3: Measures of the EI Ability Model

| Parameter | Value |
|--------------------------|-------------|
| N | 9 |
| Total Sample Size | 1141 |
| Mean Rho | 0.621 |
| Variance of Rho | 0.014 |
| 80% Credibility Interval | 0.40 - 0.71 |

The statistical parameters that have been presented provide significant insights into the dataset that is being examined. The analysis includes a moderate quantity of data, with a sample size of 9 and a total sample size of 1141, indicating a sufficient basis for statistical conclusion. There is a significant positive correlation within the dataset, as indicated by the mean rho value of 0.621. This implies that there may be a strong correlation between the variables under study and a persistent propensity for them to move together in a favorable direction. The estimated rho variance of 0.014 suggests a degree of stability in the strength of correlations across various subsets of the data, with a comparatively low level of dispersion around the mean correlation value. Within the range of 0.40 to 0.71, which is the 80% credibility interval, we can reasonably deduce the genuine population correlation. This interval offers a gauge of the estimation's accuracy while acknowledging the inherent uncertainty involved in calculating correlations from sample data. Taking into account the inherent variability and uncertainty in statistical estimate, these statistical characteristics collectively provide insightful information about the dataset, pointing to a significant positive link among the variables under investigation.

5. DISCUSSION

The study's meta-analysis results provide insight into the connection between leadership efficacy and emotional intelligence (EI). With a mean correlation value (rho) of 0.511 across all included studies, there was an overall positive link between EI and leadership effectiveness. This suggests that variables have a persistent, if not very strong, propensity to move together in a favorable manner. With a total sample size of 4125, the research covered a sizable amount of data, indicating a solid basis for findings. Subsequent analysis divided the studies into groups according to the kind of EI measure used: EI Mixed Model Measures or EI Ability Model Measures. Nuanced insights regarding the connection between EI and good leadership were unveiled by this categorization. In particular, research using EI Mixed Model Measures showed a moderate to high positive association with a mean rho of 0.523. However, studies using the EI Ability Model Measures had a mean rho of 0.621, which was higher, indicating a larger positive link between leadership effectiveness and EI. There was some stability in the relationships that were found, with comparatively little variation around the mean correlation value, according to the variance of rho across all analyses. Furthermore, the 80% credibility intervals acknowledged the inherent uncertainty in predicting correlations from sample data by providing a range within which the genuine population correlation could plausibly lie.

These results, which vary depending on the type of EI measure used, provide credence to the idea that leadership effectiveness and EI are positively correlated. The findings emphasize the significance of emotional intelligence (EI) for successful leadership and the need for more research into the potential effects of various EI conceptualizations on leadership outcomes. All things considered, the meta-analysis offers insightful information about the complex relationship between emotional intelligence (EI) and effective leadership, which advances our knowledge of the variables affecting effective leadership in diverse settings. In order to better understand how emotional intelligence (EI) affects leadership effectiveness, future studies should investigate potential moderators or mediators of this relationship.

6. CONCLUSION

In-depth knowledge about the mechanisms of effective leadership has been obtained from the comprehensive meta-analysis carried out to examine the connection between emotional intelligence (EI) and effective leadership. A mean correlation value of 0.511 and a large total sample size of 4125 demonstrate that there is a constant positive correlation between EI and leadership effectiveness in all of the studies that were analyzed. Subsequent classification according to the kind of EI measure applied indicated subtle differences in the strength of this association, with studies using EI Ability Model Measures exhibiting a stronger positive correlation and those using EI Mixed Model Measures exhibiting a moderate to high positive correlation. These results highlight how crucial it is to take into account various conceptions of emotional intelligence (EI) in order to comprehend how it affects leadership outcomes. While recognizing the inherent unpredictability in predicting correlations from sample data, the statistical parameters—such as the low levels of dispersion and the 80% confidence intervals—improve the robustness of the findings. Overall, the findings are consistent with the theory that emotional intelligence (EI) and leadership effectiveness are positively correlated, highlighting

the need for leaders to develop their emotional intelligence in order to be more effective in a range of organizational settings.

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