

# EFFECTIVE LEADERSHIP VIA EMOTIONAL ASTUTENESS

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**Abstract:** Emotional Astuteness is equated with eventual success in many areas. This article is to evaluate the relationship between leadership styles and its effectiveness, where EI is drawn as mediator of the relationship. The study reveals that EI was positively correlated with emotion in job performance and the outcome has exhibit that there is a correlation between EI and transformational leadership enhancing leader's performance.

**Index Terms - Emotional Astuteness, leadership, effectiveness, transformational, Transactional leadership**

## I. INTRODUCTION

Effective leadership in organisations could be achieved through Emotional Intelligence. The study aims to offer some insights on the functions of EI as mediator between leadership styles and leadership effectiveness which consists of task performance and ability of leaders at the individual level of analysis. Getting different people with their own agendas to choose the same path requires emotional balances. Thus emotional Astuteness is absolutely essential for effective leadership in order to be productive and prospective.

## II. Literature Review

Goleman (1998a-1998b) strongly argues that emotional intelligence is a pre-requisite for successful leadership. The leaders who know and can manage their own emotions and who display self-control and delay of gratification could serve a role model for their followers; thereby enhancing follower's trust in and respect for their leaders."Kuper and Webler" 2006 emphasized that the positive emotion facilitates organizational performance, including prioritizing demands and solving problems. Bass (1997) found transformational leadership, predicted higher employee ratings of effectiveness and satisfaction, where compared to transactional leadership. Anand and Udaisuryan(2010) discovered that leadership practices of executives are significantly related to EI. Singh et al (2012) identical that motivation, dimension in EI has extensive relationship between leadership effectiveness. Batool (2013) found significant positive relationship between transformational, transactional and passive leadership

## III. Objectives of the study

- To identify the relationship between EI and Leadership effectiveness.
- To recognise EI as a mediator between leadership styles and job performance of Team leaders in software industry.
- To inspect EI on job performance of team leaders.

## IV. 1. Research Hypotheses:

- EI positively relates to leadership practices
- Team leaders differ significantly in their EI and leadership practices based on their age, educational qualification and length of services.

## 2. Research Methodology:

The study is descriptive in nature. A software industry in South India has been identified for the study .200 Team leaders were selected through stratified random sampling. Both the EI inventory (SSEIT) and leadership form (Avalior & Bass, 2004) were administered at of 200 Questionnaires distributed, 180 have responded. The data collected were analyzed through Pearson product –covert correlation, to test the hypotheses.

### 3. Analysis & Discussion:

The sample consists of 180 Team leaders of software industry in south India. The participants are ranged in the age group from 25 to 60 years and the average age was 36.44(S.D =5.64). The respondents average work experience was 13.83 years (S.D =5.24) with a range from 1-9years (110 people/61.11%). 10-19 years of work experience (45 people/25%). The average position was 3.05 years(S.D=5.24) within a range from 1-28years.

**Table 3.1**

Demographic		Frequency (n=180)	Percentage	M 36.44
<b>Age</b>	<25	4	2.22	13.83
	26-35	55	30.56	
	36-45	96	53.33	
	>45	25	13.89	
<b>Work experience</b>	1-9	10	5.56	3.05
	10-19	45	25	
	20-29	110	61.11	
	>30	15		
<b>Education</b>	Diploma	70	38.89	
	UG	30	16.67	
	PG	75	41.67	
	And above	5	2.78	
<b>Tenure in position</b>	<5	60	33.33	
	6-10	40	22.22	
	11-15	42	23.33	
	16-20	20	11.11	
	>21	18	10.00	

The internal consistencies for sample has reported reliabilities of  $\alpha = 0.89$  for full scale  $\alpha = 0.97$  for expression of emotion,  $\alpha = 0.83$  for regulation of emotion and  $\alpha = 0.78$  utilization of emotion in problem solving

#### Leadership styles:

“Leader Form” (Avalio and Bass, 2006) was used to asserts leadership style. The Study measured only transformational leadership and transactional leadership styles. Internal consistency was acceptable for transformational leadership ( $\alpha = 0.89$ ) and Transactional leadership style ( $\alpha = 0.79$ )

#### Leadership Effectiveness:

Emotional intelligence correlated with several components of transformational leadership suggesting that it may be an important component of effective leadership. In particular emotional intelligence may account for how effective leaders monitor and respond to subordinates and make them feel ease at work.

**Table 3.2**  
Pearson product moment correlation between Independent and Dependent variable

Variables	1	2	3	4
<b>Leadership Effectiveness</b>	1			
<b>Emotional Astuteness</b>	454**	1		
<b>Transformational leadership</b>	342**	376**	1	
<b>Transactional leadership</b>	064	186**	110	1

The results exhibit a positive and significant correlation between emotional astuteness and effective leadership ( $r=45, n=180, p<0.01$ ) as well as a positive and significant correlation between transformational leadership and leadership effectiveness.

**Conclusion and Limitations:**

The study reveals that there is a significant relationship between EI and leadership effectiveness among the team leaders of Software Industry. The high correlation indicates that high level of EI is associated with higher leadership effectiveness. Furthermore it is observed that, leaders with high EI scores and transformational leadership skills could be expected to influence team members to yield more.

The findings and conclusions will only be representing the software industry in South Tamil Nadu Context. The gender influence on leadership styles, organizational culture and influence on leadership effectiveness, which might have effect on the research variables that are excluded in the study.

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