IMPACT OF EMOTIONAL INTELLIGENCE ON NEW AGE LEADERSHIP STYLES

-FMCG Sector

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Abstract : This paper investigates the impact of Emotional Intelligence on new age leadership styles. Emotional intelligence, a critical factor in effective leadership, is defined as the ability to understand and manage emotions within oneself and others. This study explores the relationship between emotional intelligence and new age leadership styles which includes characteristics such as flexibility, adaptability, and collaboration in today's rapidly evolving business landscape. Utilizing a combination of literature review and empirical analysis, this research demonstrates the positive effect of emotional intelligence on new age leadership styles. The results offer valuable insights for HR professionals and organizations seeking to identify and develop leaders with high emotional intelligence to successfully navigate complex and dynamic business environments. The study explores the relationship between EI and new age leadership styles characterized by flexibility, adaptability, and collaboration, essential in today's rapidly evolving business landscape. HR professionals and organizations in the FMCG industry can use the insights provided in this research to identify, recruit, and develop leaders with high emotional intelligence. The final proposed model and hypothesis is derived.

Keywords - Emotional Intelligence, FMCG Industry, Leadership Styles.

I. INTRODUCTION

1. FAST MOVING CONSUMER GOODS MARKET

India is one of the greatest economies in the world in terms of purchasing power and consumer spending, with a population of over one billion. According to projections from the International Monetary Fund, India will have the largest and fastest-growing big economy in the world in 2016–17, with a GDP growth rate of 7.4% *(Kaka, N. & Madgavkar, A., 2016)*. The fast-moving consumer goods (FMCG) industry plays a significant role in the expansion of India's GDP. Food and dairy products, packaged foods, home goods, beverages, and other products are all included in this industry. FMCG makes up about 3 million jobs, or about 5% of all factory employment in India, and it is the fourth-largest sector of the Indian economy *(Husain, S., 2021)*. Leading international corporations are heavily represented in the sector, which is also known for its competitiveness between organized and unorganized firms, its well-established distribution system, and its low operational costs. The country's FMCG sector is expanding as a result of better supply and demand conditions. significant demand-side factors include expanding youth population, rising per capita spending, rising brand consciousness, and expanding prosperity and hunger for consumption among Indian consumers. On the other hand, the main supply side drivers

for the industry are the ease with which materials and technology can be imported, the lowered entrance barriers for international competitors, the development of new products, the rapid growth of real estate infrastructure, and the enhancement of supply chain effectiveness. Both the rural and urban divisions have contributed to the expansion of the FMCG industry, which generally consists of food and beverages, personal care products, and home care services. In the last five years, the percentage rise in monthly per capita spending in rural markets has exceeded that in urban markets, indicating that rural consumption is growing faster than urban consumption. In the upcoming years, it is anticipated that a number of government initiatives, including the Food Security Bill, the GST Bill, and FDI in the retail sector, will significantly benefit the nation's FMCG sector.
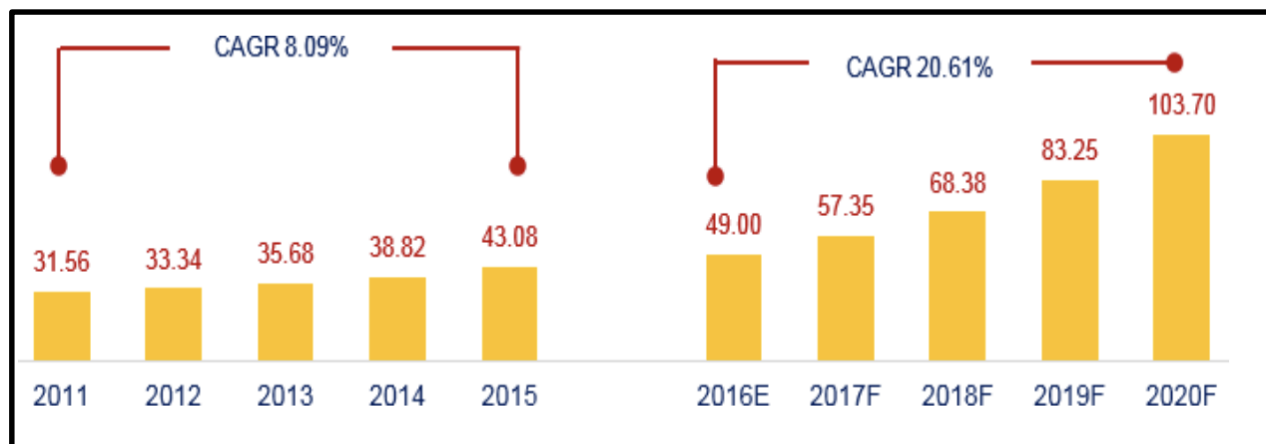

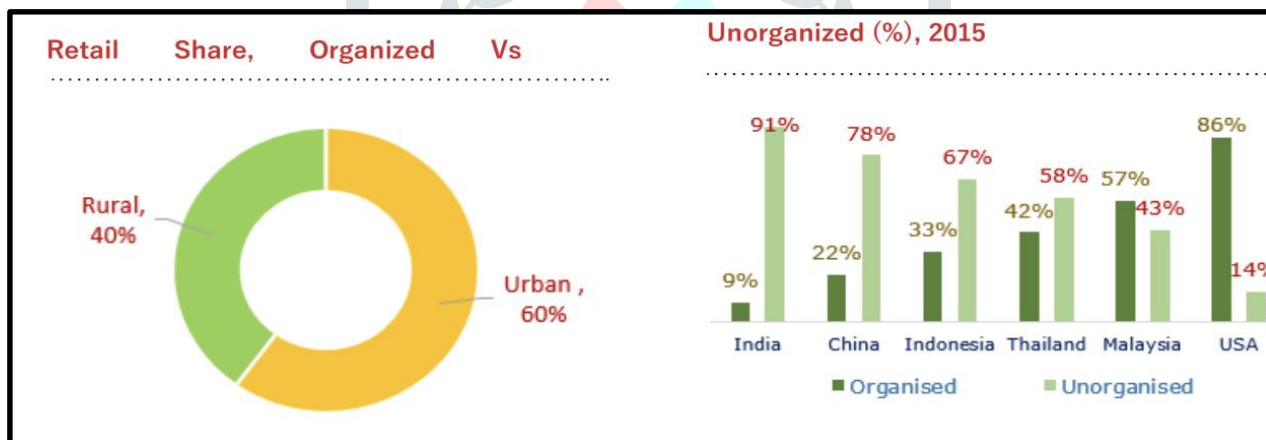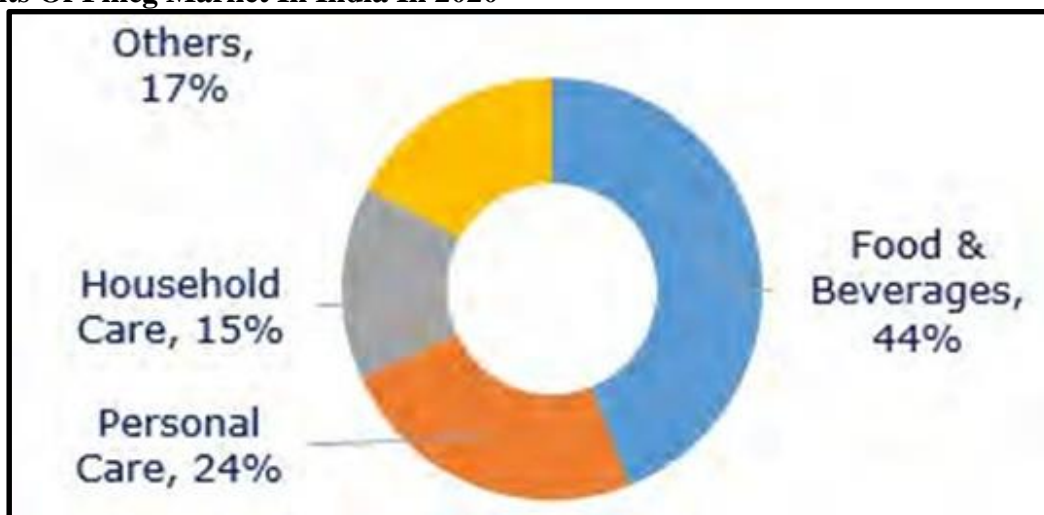*Fig 1 - Indian FMCG Market*
Source: Tech-Sci Research

Fig 2 - Retail share, Organized Vs Unorganized (%) 2015

The growth of FMCG from 2011 to 2015 is 8.09% while the CAGR from 2016 to 2020 is 20.61%. The Indian FMCG sector grows fast and is 20.61%. The urban share is 60% while the informal market is 91.9% and it is gradually reducing. The increasing urbanization and change in lifestyle contribute to it. There is a change in the market structure as market share of Household appliances and personal products increased.

1.1 Components Of Fmcg Market In India In 2020

Fig 3 - *Components of FMCG Market in India in 2020*
Source*: Tech-Sci Research*

The FMCG products include Food Products, Personal care, Household Products and Others over the counter products.

Table 1 - FMCG Product Classification

Indian FMCG Product Classification by Segments	
Food & Beverages	Beverages, staples, cereals, bakery products, snacks, chocolates, ice cream, tea/coffee/soft drinks, processed fruits and vegetables, dairy products, and branded flour, etc.
Personal Care	Oral care, hair care, skin care, cosmetics/deodorants, perfumes, feminine hygiene, baby care, shower products, etc.
Household Care	Dish/utensil cleaners, floor cleaners, toilet cleaners, air fresheners, insecticides and mosquito repellents, etc.
Others	OTC products, Tobacco products etc.

The Trends in Indian Food & Beverages Market Size, (USD Billion), 2015-2020 is as below:
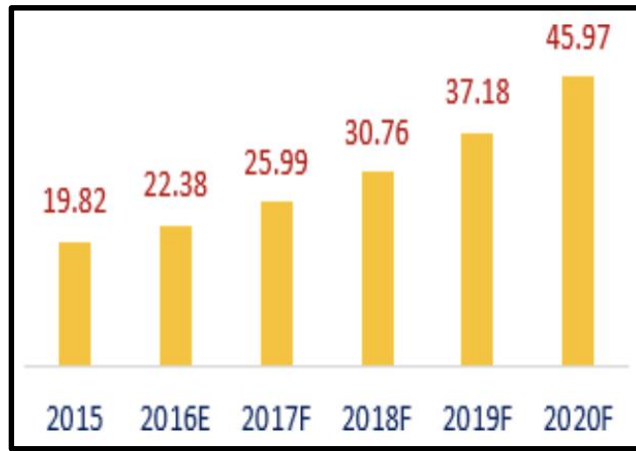
Fig 4 - Trends in Indian Food & Beverages Market Size
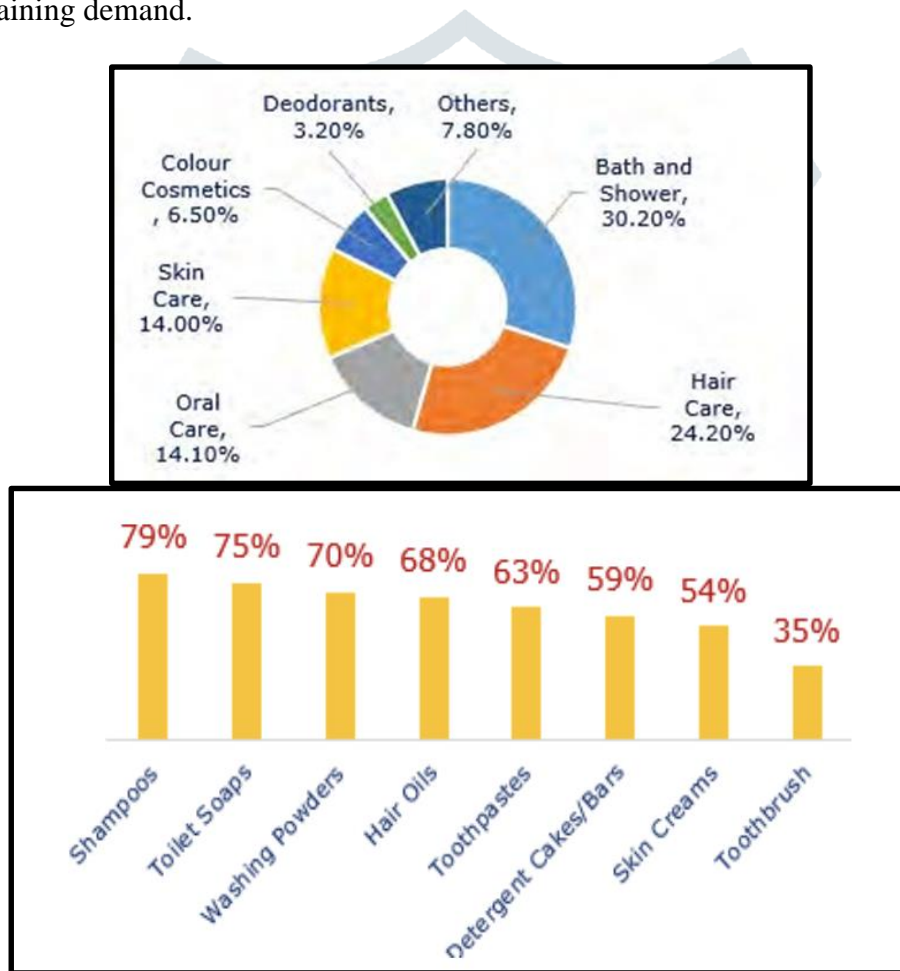
Food products are gaining demand.

Fig 5 - Demand of the food products and their market trends.

The market trend depends on the utility, demand and application.

1.2 Human Resource Management

Human resource management is the most crucial consideration for any business because it decides its sustainability and development. Human resources are relevant in any industry, large or small, as a well-developed and well managed human resource management mechanism will provide the enterprise with good opportunities (*Nabetin & Pabangou, 2020*). Human resource management (HRM) is the process of acquiring, training, appraising, and compensating employees and attending to their labor relations, health and safety, and fairness concerns (*Dessler, 2020*). Bangladeshi businesses have gained some human resource management skills, but there are still gaps, such as poor workforce productivity, low management ratios, and obsolete management philosophies. More research into the connection between human resource practices and employee commitment is needed. More research is required to define the antecedents of employee engagement across multiple domains

(*Allen and Meyer, 1990*). The FMCGing industry is knowledge-based. A knowledgeable and well equipped employee is essential to operate the business. People can be transformed into human resources when they are equipped with adequate knowledge, skills, and competencies. FMCGing industries are going through a series of rapid changes because of technological development. Technological advancement has changed the nature of FMCGs demanding employees perform better *(Roknuzzaman 2007)*.

1.2.1 Leadership

According to Inyang (2004) and Ukaidi (2016), "leadership" refers to a process or an action that does not entail the use of coercion or force to compel cooperation from a subordinate in an organization. The ability of management to produce "collaborated effort" depends on leadership competency because leadership plays a significant influence during group group, individual-individual, and individual-group interactions as well as any other type of communication inside the organization *(Obiwuru et al., 2011)*. A leader is skilled in inspiring and motivating employees through the use of authority. A leader is like an instructor or a guide to achieve the desired corporate goals. Leadership entails forcing people or workers to execute their tasks while maintaining their dignity and free permission (*Acua, 2017*). Every leader has a different approach or manner of getting the job done by having the followers work together. A leader's approach of giving direction, influencing plans, and inspiring people to accomplish a goal is known as their leadership style. Leadership style may be used to encourage employees in any organization. There are four widely used leadership philosophies in the world of management: autocratic, democratic, laissez-faire, and transformational.

Fig 6 - *Leadership Philosophies*

1.3 Emotional Intelligence

Emotional Intelligence (EI) has become a popular topic in the field of management since the publication of Goleman's (1995) best-seller book on the topic. Emotional Intelligence is a vital component of any successful workplace in the service industry. Studies report that, people who operate with a high level of EI have more successful work relationships with colleagues and superiors. They have greater work success and higher work satisfaction. In the past, when hiring new employees, Human Resource managers have focused on the work output skill of prospective hires or years of training and experience related to the position available. While those qualifications are important for performing work-related tasks, it is equally necessary that the person joining the workplace is emotionally intelligent and mature as a self manager. Emotional Intelligence in the workplace promotes an environment in which employees exhibit an equal amount of concern for their interpersonal relationships.
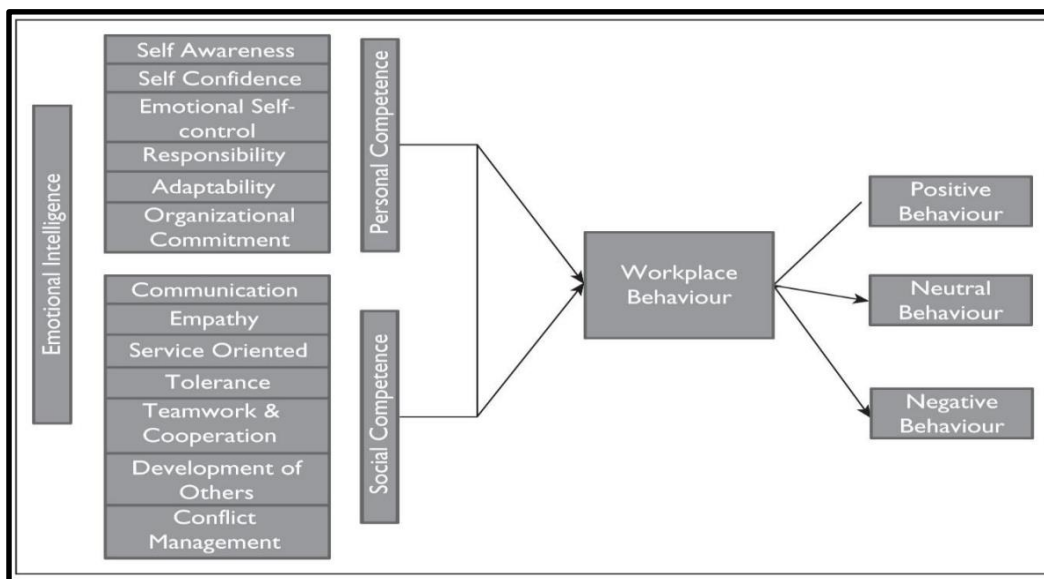
Fig 7: *Emotional Intelligence at workplace (Makkar, S.; Basu, S. (2019).)*

Emotional Intelligence is a crucial skill that companies desire their employees to have, but have not always articulated this fact. As the relevance of EI becomes more apparent, acquiring employees with high levels of emotional maturity will grow as important as academic qualifications. Emotionally intelligent organizations maximize potential for business success and increase productivity. Because, people in these organizations share more powerful connections. Various aspects of employees such as task or goal attainment, communicating skills, interpersonal process, and cohesion and conflict management contribute to team performance.

1.4 Importance Of Emotional Intelligence In Fmcging Industry

Emotional Intelligence is a set of qualities and competencies that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intrapersonal skills, that are outside the traditional areas of specific knowledge, general intelligence, and technical or professional skills. Emotions are an intrinsic part of our biological makeup, and every morning they march into the office with us and influence our behavior. Emotional intelligence consists of five factors: Knowing one's emotions, managing emotions, motivating one, recognizing emotions in others, and handling relationships, Goleman (1995). Emotional intelligence improves individual and organizational performance. It plays a significant role in the kind of work an employee produces, and the relationship he or she enjoys in the organization.

Fig 8: *The impact of emotional intelligence on creativity (Silva & Coelho, 2019)*
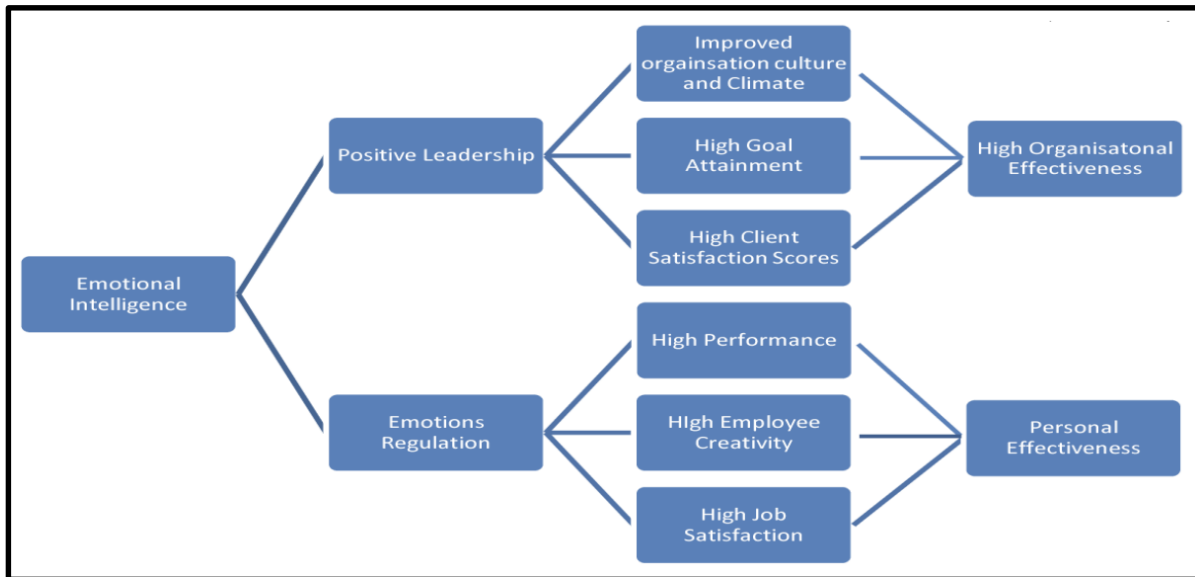
Fig 9: *Emotional Intelligence and Its Direct and Indirect Effects on Personal and Organizational Effectiveness Kohli, M.K. (2018)*
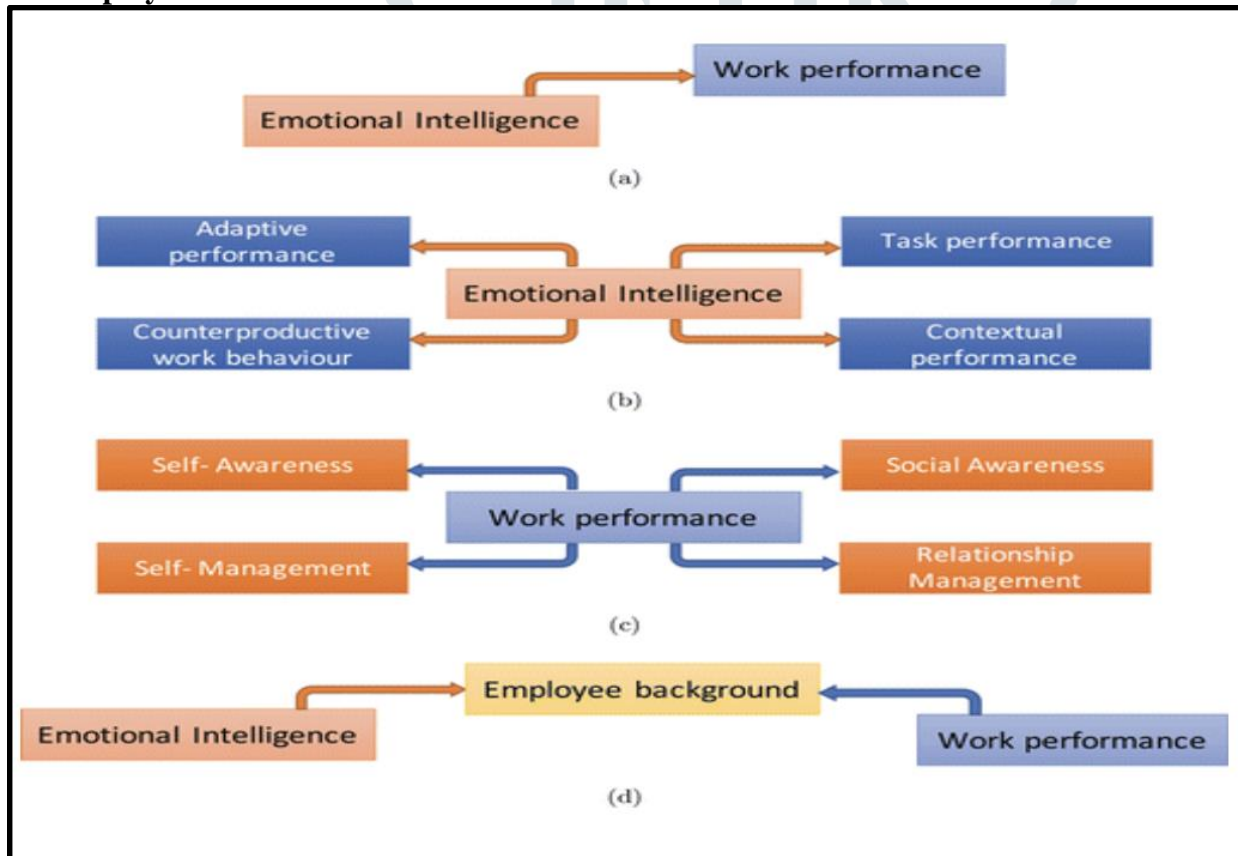
1.5 Employee Performance & EI

Fig 10: *Relationship between Emotional Intelligence and Work performance*
(Suhairy, Mohamed, Ahmad, Kaidi, & Sam, 2022)

Performance of an employee depends on many factors, personality traits, skill, knowledge, EI, etc as personal factors while organizational culture factors and socio-economic factors as the controlling factors. Emotional Intelligence has a direct influence on work performance. Emotional intelligence includes adaptive performance, task performance,   counterproductive work behavior and contextual performance. Self awareness and self-management cause social awareness and relationships.
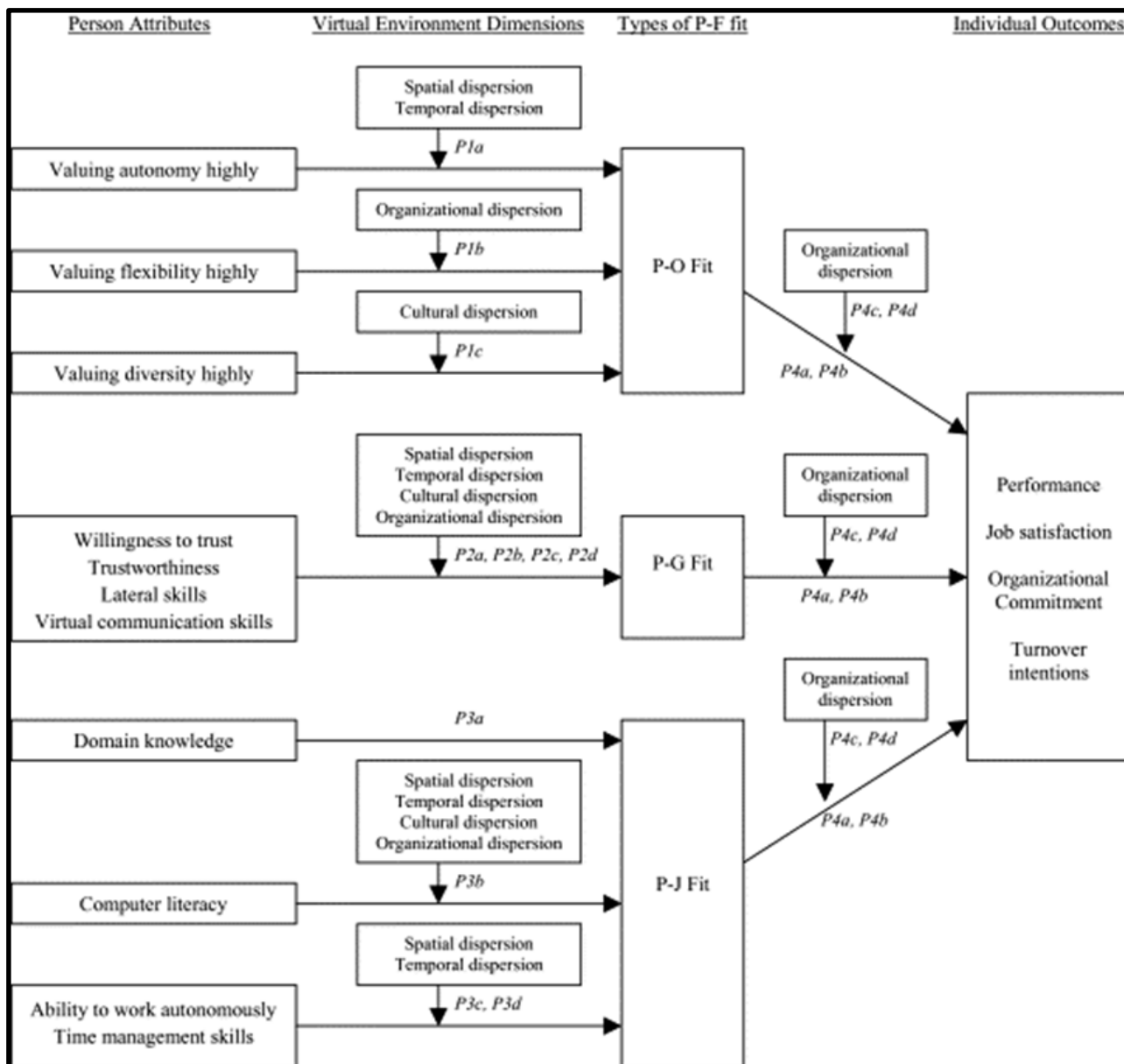
Fig 11: *Factors Influencing EI*

Job fit is an important factor in employee performance as the employee can not develop competence unless there is job fitness. There are two types of fitness: person-job fit and person – organization fit. P-O fit generally explains the fitness of a person to organization while the P-J fit explains the relation between the person and the needs of the specific job *(Venkatesh, Windeler, BartolIan, & O, 2017)*. The Person-Environment effect (P-E) effect includes both P-J and P-O fit *(Sekiguchi, 2004)*. The other dimensions of fit are, P-P fit (Person-Person), P-G (Person-Group) and P-V (Person Vocation/Occupation) fits. P-P fit explains interpersonal skills while P-G fit explains team effectiveness and P-V is the task or fit to do a particular work. Job fit has a direct effect on job performance

II. REVIEW OF LITERATURE

2. Concept Of Organizational Performance

2.1 Definition of Firm Performance:

Firm Performance is defined in many ways in which financial performance is prominent and it includes Return On Asset (ROA) (*Mishra & Mohanty, 2014*). It also reflects the fulfillment of economic objectives of the firm as well and it may be in monetary terms (**Richter, Schmidt, T.J., & Wulfhorst, 2017**). Effectiveness of firm performance include reputation, target achievement, relative performance with respect to customers etc. Operational effectiveness, and financial performance (indicators) are interrelated and mutual dependents as well. It depends on leadership based on value requirements, leader member relationship, competency, and experience (*CONȚU, 2020*).

2.2 Emotional Intelligence:

Leadership is the prime cartelist in organizational performance that integrates the facilities with the resources available. When the strategies and policies are framed, it is the responsibility of the leader to communicate them to the members using emotional intelligence (*Goleman, 2008*). The components of Emotional intelligence are, self-knowledge, self-awareness, social consciousness, empathy and relationship management. There are seven dimensions of social intelligence: empathy, attention to collaborators" states, awareness of organizational culture, influence on others, development and coaching of collaborators, inspiring the team, team work (*Horga, 2012*).

2.3 Leader-Member Exchange:

At present, the leader is the "key" to success for any organization that achieves its goals efficiently and solves its problems in a creative way. At the organizational level, leadership analysis consists of specifying the role of the leader within the teams that are formed within an organization (*Horga, 2012*).
(Graen & Uhl-Bien, 1995) posited that LMX theory has gone through four evolutionary stages, which are as follows:

2.3.1 Vertical Dyad Linkage:

This stage focused on the bilateral relationship between leaders and their subordinates. Contrary to average leadership style theory, leaders sometimes differentiate in their working relationship with their subordinates *(Dansereau, Graen, & Haga, 1975)* while some subordinates maintain high levels of mutual trust and respect. Lack of trust and respect with the leaders is also another experience. Short notes role of leadership in the employee withdrawal process, *(Graen, Liden, & Hoel, 1985).* Both are deviations from mutual trust between leader and member. The stages of leader- member exchange are (*Schermerhorn, Hunt, & Osborn, 2011*):

Stage 1 - Mutual interactions to evaluate each other"s motives, attitudes, and potential resources to be exchanged, and establish mutual role expectations.
Stage 2 - Initial meetings refining the original exchange relationship and developing mutual trust, loyalty, and respect for these "in-group" members.
Stage 3 - Transformation of intimate relations into mutual commitment and then to the vision, mission, and objectives of the work unit.
Stage 4 - Elevation to their needs with strong reliance on persuasion and consultation.
Stage 5 - Follow up with day-to-day observations and to interpersonal support in team effectiveness.

2.4 Concept Of Emotional Intelligence

(Sfetcu, 2020) explained the emotional intelligence models along with the instruments to measure them. The four components of Emotional intelligence (EI) are, self awareness, self management, self confidence, empathy and social awareness (*Daniel, Boyatzis, & McKee., 2002*):
Self-awareness: Ability to understand your own feelings.
Self-management : Controlling negative emotions and impulses.
Social Confidence : To trust in your own capabilities.
Relationship management: Interpersonal relationship.
Empathy : To view others"s performance with a positive approach.

2.5 Concept Of Organizational Commitment

Three component model of Organizational Commitment (*Meyers, Stanley, Herscovitch, & and Topolnytsky, 2002*)
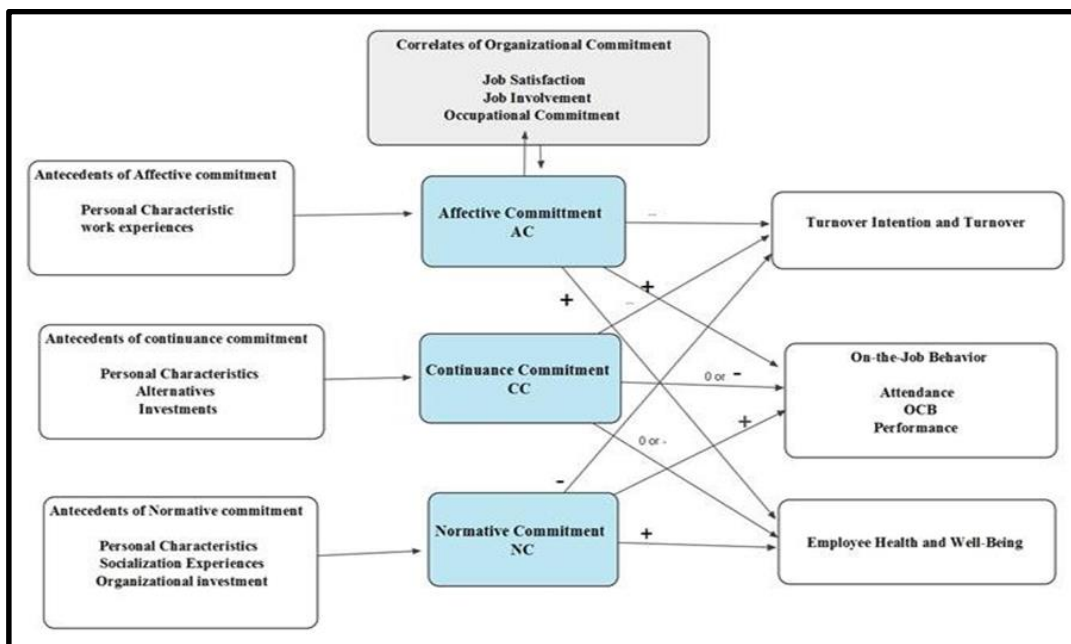
Fig 12: Model of Organizational Commitment

Affective Commitment: It is the employees' emotional attachment and involvement in organizational development. It is also an emotional affiliation toward the organization and to retain membership in the organization voluntarily (*Allen & Meyer, 1996*).

Continuance Commitment: It shows the continuance of association of the firm due to the benefits offered to the employees. The measurement and antecedents of affective, continuance and normative commitment to the organization. (*Allen & Meyer, 1990*)

Normative Commitment: It is the feeling of obligation of an individual towards the firm based on one's personal norms and values. This is also known as a binding commitment *(Beck & Wilson, 2000)*.

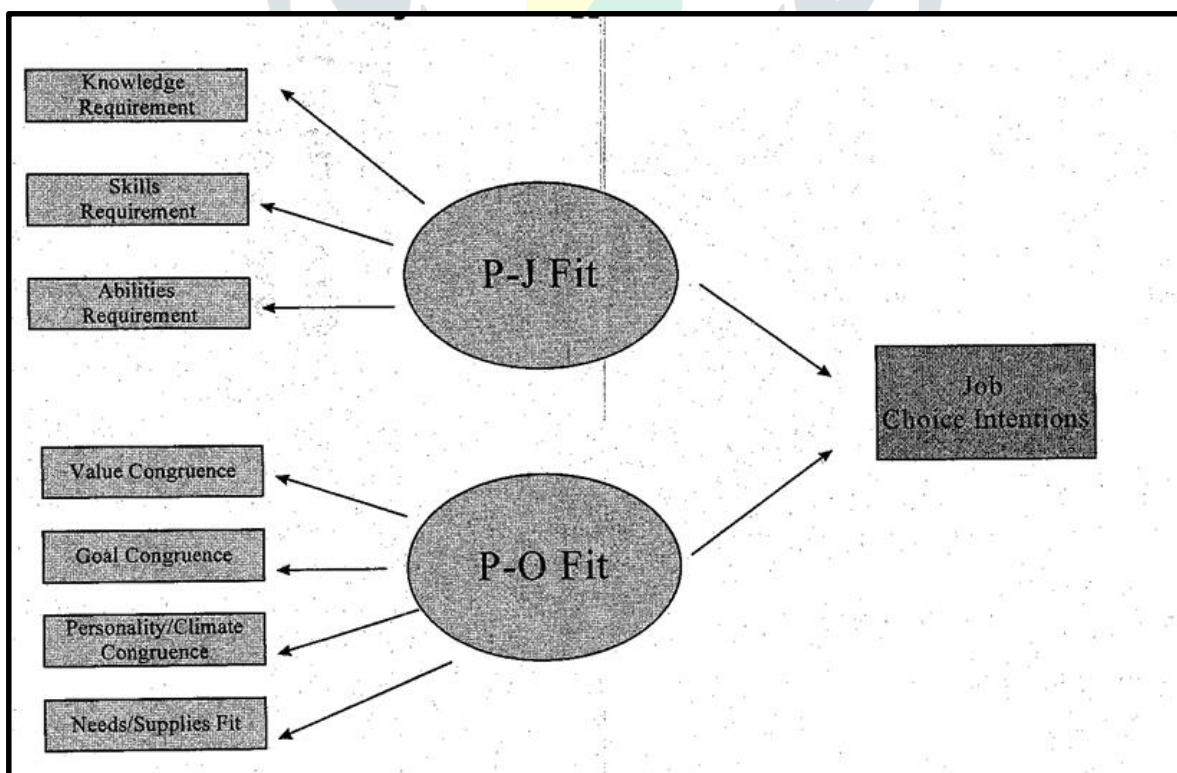## 2.4 Concept Of Job Fit (Rodgers, 2000)

Fig 13: Concepts of Job Fit

Relationship of person-job (P-J) fit and person-organization (P-0) fit explains the success of a person in life. It is the perceived fit, or compatibility, with organizational attributes (values, goals, personality/climate, needs/supplies) . These are more predictive of job choice intentions and it includes, job attributes (knowledge, skill, and ability requirements Person-environment (P-E) fit, is the degree of congruence or match between a person and environment. Among the various types of P-E fit, person-organization (P-O) fit and person-job (P-J) fit are prominent *(Holland, 1997)*. P-O fit is the compatibility between a person and the organization (*Kristof, 1996*). P-J fit is to match between a person and the demands of a job (*Tomoki, 2004*).
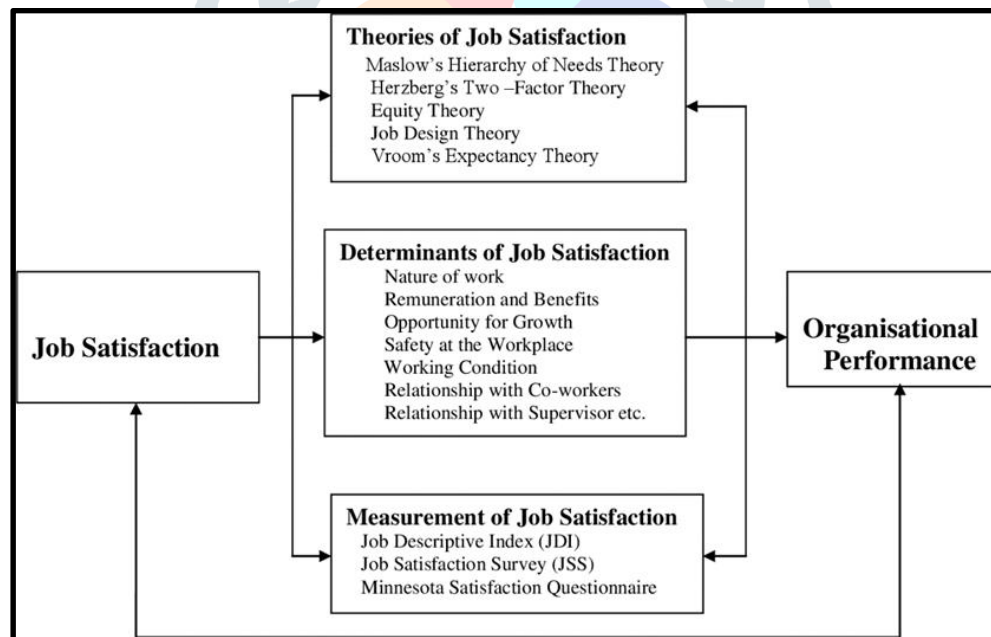
2.5 Concept Of Job Satisfaction

(*Macias & Bustillo, 2014*) explained job satisfaction as the degree to which people value and like their jobs. It is measured based on many attributes . They include the sociological concept of alienation and the economic concept of the (dis)utility derived from work. The factors that affect job satisfaction are, environmental, vocational, organizational and personal. Personal factors include benefits, timing, and results expected. Organizational factors include the facilities given, benefits offered, training and everything that enhances performance. Vocational gives all facilities that improve job performance. When an employee meets his own expectations, job satisfaction can be achieved (*Dziuba, Ingaldi, & Zhuravskaya, 2020*). Job satisfaction is a sense of an employee's achievements and successes. It is directly related to productivity and work performance, and personal well-being. Job satisfaction means fulfilling the task at the expected quality, quantity and time *(Aziri, 2011)*.

Various aspects of job satisfaction include, type of work they are doing, colleagues, superiors, peers and their salary (*George & Jones, 2008*). Leader-Member exchange, motivation and encouragement leads to job satisfaction (*Raziq & Maulabakhsh, 2015*). Job satisfaction depends on job design, employee competency, recognitions and benefits and role in organizations. Job satisfaction is important not only for employees but for the organizations as well *(Brenninger, 2015)*.

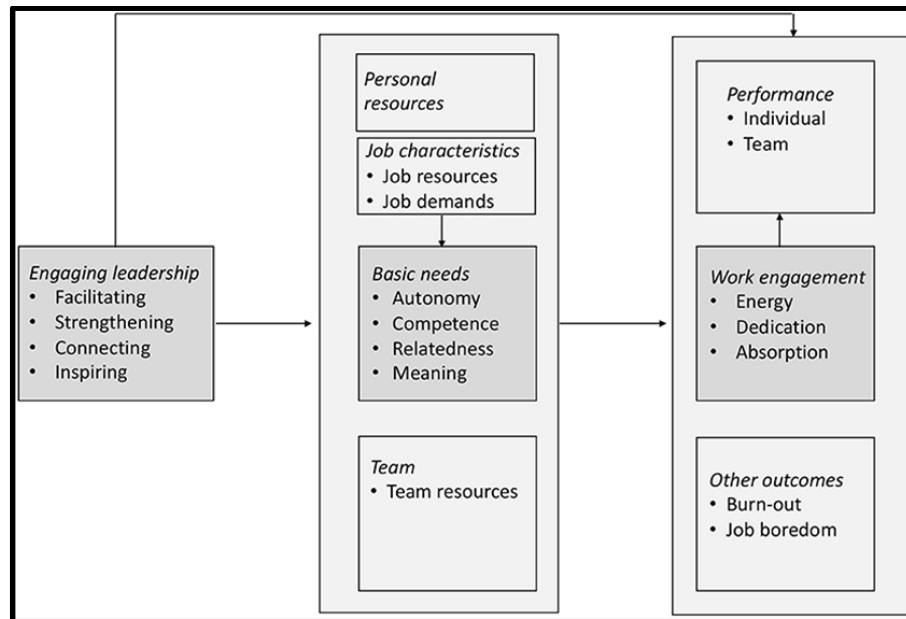## 2.6 Effect Of Job Satisfaction With Organization Performance

(Owusu, 2014)

Job satisfaction leads to determinants of job satisfaction and measurement of job satisfaction and delivers organizational performance. Determinants of job satisfaction demands, nature of work, remuneration and benefits, opportunity for growth, safety at the workplace, working condition, relationship with co-workers, relationship with supervisor.

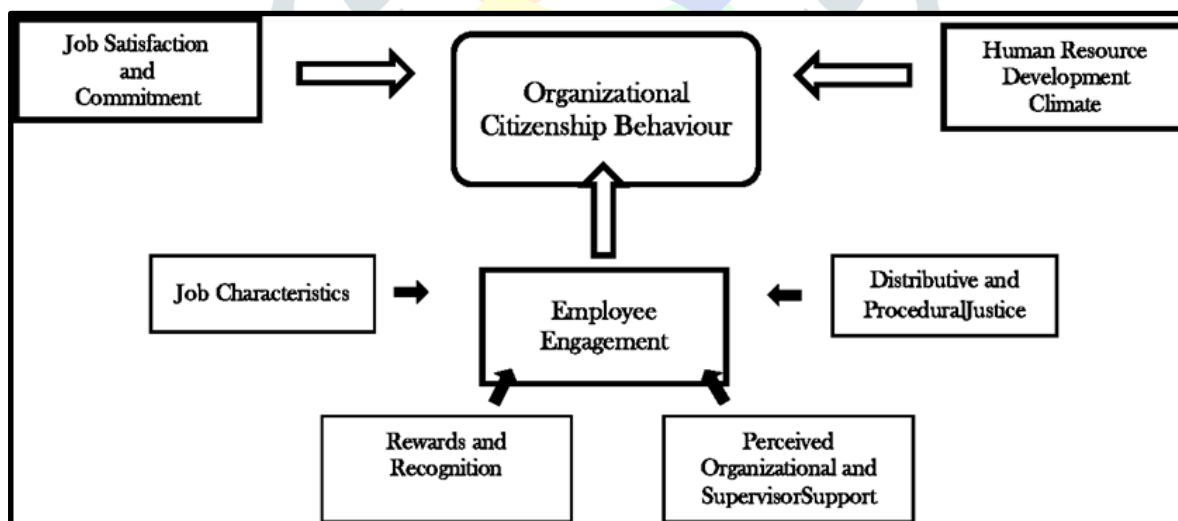## 2.7 Concept Of Employee Engagement
Workplace Engagement (*Schaufeli, 2021*)

Employee engagement has two components : personal resources and performance in two levels, individual and team. The true employee engagement increase job satisfaction and reduce employee turnover.

2.8 EVOLUTION ORGANIZATION EFFECTIVENESS
(Ahmed, Rasheed, & Jehanzeb, 2012)

Organizational Citizenship Behaviour is an integration of three components: Job satisfaction, Human resource climate, and employee engagement.

2.9 INDUSTRY LINKED HR ATTRIBUTES
a. Agility

Information Technology is a dynamic industry in which the product and design life cycle is very short and new innovations and technology adoption is very fast. It is at both employee level and organizational level. Technology facility and its management is organizational commitment while utilization is employee commitment **(ZEN-EX-Machina, 2020)**

2.10 RESEARCH GAP
Employee engagement is an outcome of a multiple effects like, personal efficacies of employees, organizational commitment and economic environment. The IT sector is a fast changing industry with multiple products/services. Employee engagement is the direct utilization of human skills for apt uses that results will be expected and optimum. Research gap identified from the literature is in the HR resource utility and outcome. The three gaps identified in the skill gap due lower employee agility , low technology adoption and higher degree of automation. This research analyzes the sources of the skill gap and the behavioral aspects of its solution.

III.PROPOSED MODEL:
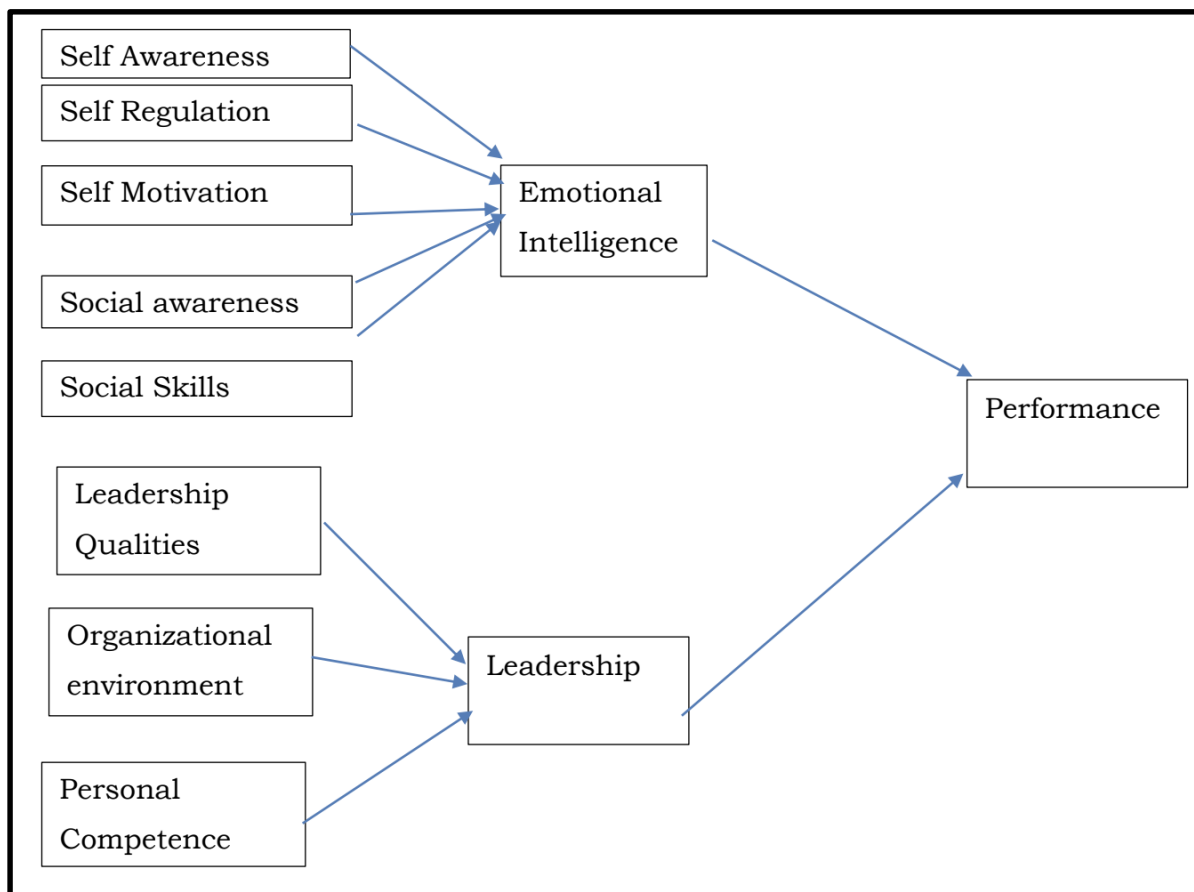
IV.OBJECTIVES:

- To examine the effect of Emotional Intelligence on Leadership.
- To analyze the effect of organizational commitment on employee engagement.
- EI and adaptability in the leadership process.
- To evolve a model to explain the effect of emotional intelligence, employee engagement on employee performance.
- To analyze the effect of Personal Competence on New Age Leadership Styles.
- To assess the effect of the Organizational Environment of EI on New Age Leadership.
- To evolve a model to explain the Effect of Emotional Intelligence on Leadership Qualities.
- To understand the influence of EI on the adoption and effectiveness of New Age Leadership Styles in the modern organizational culture.
- To explore the models of EI that are most closely associated with successful implementation of New Age Leadership Styles.

V.HYPOTHESIS

Objective 1: To examine the effect of Emotional intelligence on Leadership.
Emotional intelligence is one of the capabilities that enable the employees to meet the demands of the organization through delivering the results in time at the expected quality. The five components of emotional intelligence are self-awareness, self- regulation, self-motivation, empathy and social skills. The first three components are the self-adaptation with the environment through realizing one's own strength, control and motivation. The last two components, empathy and social skills, are the components that improve interpersonal skills. The factors that link emotional intelligence with employee performance are, learning skill and knowledge

sharing, technology adaptability, innovativeness and creativity. It further depends on experience (*Naz, Li, Nisar, & Rafiq, 2019*).

Hence, the hypothesis is -

$H_{0.1}$: There is no significant effect of EI on employee performance.

Objective 2: To analyze the effect of organizational commitment on employee engagement. *(Naz, Li, Nisar, & Rafiq, 2019*) explained the mediating effect of organization commitment in generating job satisfaction and employee engagement. Organization commitment has four parts: organization- customer, organization-employee, organization- investors and organization- supplier. In Human Resource management , the emphasis is given to organization commitment towards employees in providing facilities, training and rewards that the employees can perform well. Employee engagement also depends on competencies of employees, task involved, leader-member exchange and the characteristics of the task. Hence the organizational commitment and the employee engagement are mutually reciprocating. There is a mediating factor in the sequence of organizational commitment and employee engagement. It is nothing , but employee commitment. It is reflected in two ways, as loyalty and career advancement (*Vance, 2006*).

Hence, the hypothesis is -

$H_{0.2}$: There is no significant effect of the Organizational environment on employee adoption.

Objective 3: EI and adaptability on leadership process.

Leaders always bring all employees into one team and it needs more interaction with employees. The first step is to enhance their adaptability. EI plays a vital role in shaping the team through attracting employees.

Hence, the hypothesis is -

$H_{0.3}$: There is no significant effect of EI and employee adoption on opportunities and team building.

Objective 4: To evolve a model to explain the effect of emotional intelligence, employee engagement on employee performance.

A multiple linear regression model is used to explain the model involving emotional intelligence, Job fit, and organizational commitment on employee performance.

VI. CONCLUSION

This paper focuses on the impact of Emotional Intelligence (EI) on new age leadership styles and its significance in the fast-moving consumer goods (FMCG) industry. Emotional Intelligence, defined as the ability to understand and manage emotions within oneself and others, plays a crucial role in effective leadership. The research findings support the positive effect of Emotional Intelligence on new age leadership styles. Leaders with high emotional intelligence are better equipped to navigate the complexities of the FMCG industry, which plays a significant role in India's economic growth. The research highlights the relevance of employee engagement in the FMCG industry. Employee engagement, influenced by factors such as organizational commitment and job fit, directly impacts job satisfaction and overall performance.

In conclusion, this study highlights the importance of Emotional Intelligence in shaping new age leadership styles and its positive impact on employee performance and engagement in the FMCG industry. Organizations that recognize the significance of EI in their leaders and employees are more likely to thrive in the dynamic and competitive business environment. As the industry continues to grow, investing in emotional intelligence development becomes a strategic imperative for sustainable success in the fast-moving consumer goods market in India.

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