

# Exploring the Impact of Emotional Intelligence Abilities on Inspirational Leadership Dimensions in Organizational Settings

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Inspirational leadership is a critical component of organizational success, as it fosters engagement, motivation, and collaboration among team members. Emotional intelligence (EI) has been identified as a key factor in effective leadership, as it enables leaders to understand and manage their own emotions and those of others. This study investigates the impact of EI abilities on inspirational leadership dimensions in organizational settings.

The research explores the relationship between EI and inspirational leadership dimensions such as self-awareness, self-regulation, social awareness, and relationship management. It examines how these EI competencies influence the ability of leaders to inspire and motivate their teams, manage conflicts, and adapt to change. The findings highlight the importance of emotional intelligence in creating a positive and productive work environment, where team members feel valued and heard. The study concludes that leaders with high EI are more likely to create a culture of empathy, collaboration, and continuous learning, which enhances team cohesion and overall organizational performance.

**Keywords:** Emotional Intelligence, Inspirational Leadership, Organizational Settings, Leadership Dimensions, Team Cohesion, Organizational Performance.

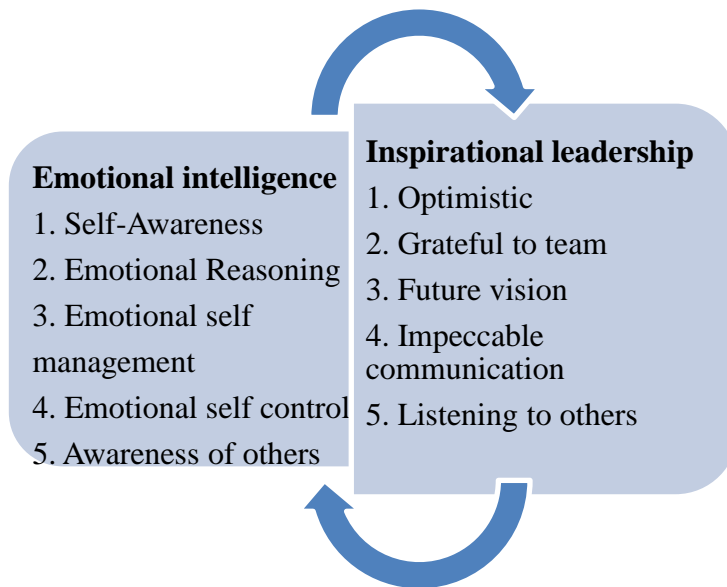
## 1. Introduction

Contemporary studies have revealed that emotional intelligence has emerged as a pivotal factor influencing various aspects of individuals' lives, encompassing their cognition, relationships, and emotional experiences. This interplay between emotions and cognitive

processes underscores the significance of emotional intelligence in shaping influential decision-making and fostering clarity of thought. Moreover, its profound impact extends to enhancing individual and organizational performance, problem-solving capabilities, innovation, and overall productivity (Ghosh & Rajaram, 2015; Jena & Goyal, 2022). Organizations strive to adapt to the rapid pace of change in today's business landscape, there arises a pressing need for openness to new ideas, innovation, and continuous learning. Quality and excellence stand as cornerstones for organizational improvement, shaping values, beliefs, and behaviours among employees (Jerab, and Mabrouk, 2023). Recognizing the pivotal role of emotional intelligence in leadership development, as highlighted by studies such as Sadr (2012) and Peter (2013), underscores the necessity of exploring its potential impact on fostering leadership competencies. Thus, it becomes imperative to investigate how emotional intelligence may contribute to the enhancement of leadership capabilities among employees. The ever-changing global landscape forces organizations to constantly adapt, placing immense pressure on leaders to successfully navigate change. This process is inherently emotional, as people resist disruption to their comfort zones. Anxieties and uncertainties arise, especially when change impacts core values and identities. Foltin & Keller (2012) observed increased resistance and scepticism during such periods. However, emotional intelligence (EI) emerges as a critical tool for leaders. Cultivating a culture to enhance emotional intelligence is crucial for maintaining a good and productive work environment, as workplaces become increasingly varied and complicated (Ghosh, 2020). With strong EI, leaders can manage their own emotions, empathize with others' anxieties, communicate change effectively, and foster a supportive environment (Coronado-Maldonado & Benítez-Márquez, 2023). Emotional intelligence facilitates navigating the complexities of change, minimizing resistance and creating a collaborative space for embracing new opportunities.

#### The Potential Role of EI in Fostering Inspirational Leadership

For investigating the problem statement and addressing the study objectives, a theoretical model (Figure 1) has been constructed. This model comprises two key variables: the independent variable representing dimensions of emotional intelligence, and the dependent variable representing the development of inspirational leadership competencies.



Source: ROL based Model.

Emotional intelligence (EI) serves as a critical foundation for inspirational leadership. Leaders with high self-awareness understand their emotions and how they impact others, allowing them to project confidence and optimism, vital for inspiring followers (Goleman, 2000). Effective self-regulation fosters trust and psychological safety by enabling leaders to remain calm under pressure, encouraging followers to take risks and innovate (Goleman, 1998). Intrinsic motivation, a hallmark of EI, makes a leader's passion contagious, inspiring followers to share their enthusiasm for the vision (Goleman, 2000). Empathy allows leaders to design communication and motivation to individual needs, fostering a sense of connection and belongingness, which is essential for building a sense of inspiration (Goleman, 2006). Finally, strong social skills enable leaders to effectively communicate the vision, build strong relationship, and manage conflict constructively, all crucial for inspiring and motivating a team (Goleman et al., 2002). In essence, EI equips leaders with the tools to create a positive and supportive environment, fostering follower inspiration and achievement. Finally, developing emotional intelligence at work is essential for fostering a positive and productive workplace through the enhancement of personal and professional effectiveness (Ghosh & Rajaram, 2015). Employees and executives that possess emotional intelligence are better able to control their emotions, communicate more empathically, and form cohesive teams. Employee satisfaction, output, and general success can be enhanced by investing in emotional intelligence training and developing an emotionally intelligent business culture (Ghosh, 2021).

### EI Competencies and Inspirational Leadership Dimensions

**Self-Awareness:** This self-knowledge is foundational for inspirational leadership, as it allows leaders to be authentic and build trust with their teams. **Self-Management:** allow leaders to manage their own emotions and impulses, which is crucial for maintaining composure and

guiding others effectively, especially during challenging times. Social Awareness: helps leaders articulate a shared vision that resonates with and inspires others. Relationship Management: Inspirational leadership, developing others, influence, change catalyst, conflict management, and building bonds are all EI competencies that directly contribute to a leader's ability to inspire and guide their teams. Research in neuroscience has shown that leaders who are rated as highly inspiring by their employees have greater harmony in the neural circuits that integrate thoughts and emotions. This brain-based evidence suggests that inspirational leaders can effectively connect with and engage their teams on both cognitive and emotional levels.

## 2. Review of some important research undertaken in this field.

Goleman, D. (1995)	defined and popularized the concept of emotional intelligence (EI) as a set of abilities distinct from IQ, crucial for success in various domains, including leadership. It draws on existing psychological research and integrates it with case studies and anecdotes. Proposes a framework for EI with five core components: self-awareness, self-regulation, motivation, empathy, and social skills. This book is credited with bringing EI to the forefront of public consciousness and sparking widespread interest in its applications.
Salovey, P., & Mayer, J. D. (1990)	introduce the concept of emotional intelligence (EI) as a construct focusing on cognitive abilities related to emotions. Proposes a theoretical model of EI with four key abilities: perceiving emotions, understanding emotions, reasoning with emotions, and managing emotions. Their work provided a more academically rigorous foundation for the EI concept, distinct from Goleman's popularized framework. Provides a foundational framework for understanding EI as a set of mental processes related to emotional information. Salovey and Mayer's model emphasizes the cognitive aspects of EI, such as the ability to identify and interpret emotions accurately.
Boyatzis, R. E., Goleman, D., & McKee, R. (2002)	explores the connection between emotional intelligence (EI) and leadership styles, particularly focusing on "Primal Leadership" behaviors. Combines existing research on EI with practical applications for leadership development. The authors draw on Goleman's EI framework and introduce the concept of "Primal Leadership" – a set of behaviors that leaders can develop to inspire and motivate followers. Identifies six core "Primal Leadership" behaviors and demonstrates how EI abilities support these behaviors for effective leadership. Boyatzis et al. argue that leaders high in EI are better equipped to enact these behaviors, fostering positive relationships and achieving results.
Bass, B. M. (1985)	introduce the concept of transformational leadership, a style that inspires and motivates followers to achieve extraordinary results. Presents a comprehensive framework for leadership, including transactional and transformational leadership styles. Bass's work laid the groundwork for understanding transformational leadership as a distinct style that goes beyond simply meeting basic expectations. Defines transformational leadership with key dimensions like idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions highlight the inspirational and motivational aspects of transformational leadership, where leaders set high standards, inspire followers to achieve them, and provide individualized support.
Avolio, B. J., Zhu, W., Bhatia, P., & James, H. (2009)	investigate the relationship between transformational leadership and follower creativity using a meta-analysis approach. Analyzes data from multiple studies to assess the overall effect of transformational leadership on follower creativity. Meta-analysis is a statistical technique that allows researchers to combine findings from multiple studies, providing a more robust picture of the relationship between variables. Provides strong evidence that transformational leadership fosters creativity in followers by inspiring them to think outside the box. Avolio et al.'s meta-analysis provided compelling quantitative evidence that transformational leadership is not just about motivation and goal achievement, but also about stimulating creativity and innovation.
Bass, B. M., & Steidlmeier, P. (1999)	highlight the ethical dimension of inspirational leadership, emphasizing the importance of authenticity and character. Integrates existing research on leadership ethics and transformational leadership. Bass and Steidlmeier argue that transformational leadership must be grounded in ethical behavior and genuine character. Proposes the concept of "authentic transformational leadership," where leaders act with integrity and inspire followers through genuine motivational behaviors.

## 3. Problem Statement

While the significance of emotional intelligence (EI) in shaping individual and organizational dynamics is increasingly acknowledged, there remains a gap in understanding its specific impact on leadership competencies within organizational settings. Despite

evidence suggesting a positive correlation between EI and leadership performance, there is a need to delve deeper into the mechanisms through which EI influences leadership effectiveness. Furthermore, as organizations navigate complex challenges and strive for continuous improvement, there is a growing imperative to identify factors that contribute to leadership development and organizational success. Therefore, this study aims to address this gap by examining the potential impact of EI on the development of leadership competencies among employees, thereby contributing to a deeper understanding of the role of EI in organizational leadership.

#### **4. Research Methodology**

To achieve the objectives of this research paper, a mixed-methods approach has been employed, integrating both quantitative and qualitative research methodologies. The quantitative component involves surveying individuals from various organizations to measure their levels of emotional intelligence and their perceptions of inspirational leadership. This survey will utilize (Mehta & Singh 2013) scales to ensure reliability and accuracy in assessing emotional intelligence and leadership perceptions. In addition to the quantitative analysis, the qualitative component consists of conducting focused group interviews with leaders across different sectors. These interviews will utilize a structured questionnaire designed to elicit in-depth insights into how emotional intelligence abilities influence various dimensions of inspirational leadership within organizational settings. By engaging leaders in discussions about their experiences and perspectives, this qualitative approach aims to uncover nuanced understandings of the relationship between emotional intelligence and leadership effectiveness. The combination of numerical data from surveys and rich, descriptive data from interviews will provide a comprehensive view of the impact of emotional intelligence on inspirational leadership. This approach not only facilitates a broader understanding of the topic but also helps identify practical implications for leadership development programs within organizations. Ultimately, the findings from this research are expected to contribute valuable insights to both academic literature and organizational practices, fostering a deeper understanding of the role emotional intelligence plays in effective leadership.

##### **4.1 OBJECTIVES:**

The primary objective is to examine the relationship between emotional intelligence abilities and inspirational leadership dimensions on selected start-up entrepreneurs. Followed by identifying the strategies for leveraging emotional intelligence to enhance leadership effectiveness and organisational performance.

##### **4.2 Research Hypothesis:**

Main hypothesis:

Ho: There is no statistically significant effect of the dimensions of emotional intelligence (as mentioned above) on the dimensions of Inspirational Leadership of selected start-up entrepreneurs in Bengaluru.

Sub-hypothesis:

Ho-1: There is no statistically significant effect of the dimension ‘Self-awareness’ (Emotional Expression, Awareness of Others, Emotional Reasoning, Emotional Self-Management, Emotional Management of Others and Emotional Self-Control) on the dimension ‘Expressing Unerring Positivity’ (Grateful to the Team, Vision for Future, Listening to Others) of Inspirational Leadership dimensions.

Ho-2: There is no statistically significant effect of the dimension ‘Emotional Self-Control’ on the dimension ‘Listening to Others’ of Inspirational Leadership dimensions.

**5. Data Analysis and Interpretation**

The data analysis is essential in research due to its substantial impact on the outcomes. The obtained data should be as precise as possible, with minimal or no errors. The questionnaire was designed as an instrument using variables and attributes identified from many research studies in the field of EI and Inspirational leaderships among start up entrepreneurs in Bengaluru.

Table – 5.1 Correlation between ‘Emotional Self-Awareness’ as a sub-dimension of ‘Emotional Intelligence’ and ‘all the attributes of Inspirational Leadership’:

Sub-dimensions’ Code	1	2	3	4	5
Emotional Self-Awareness	1	.950**	.951**	.949**	.928**
Grateful to the Team	.950**	1	.985**	.981**	.944**
Vision for the Future	.951**	.985**	1	.982**	.953**
Listening to Others	.949**	.981**	.982**	1	.950**
Passionate	.928**	.944**	.953**	.950**	1

\*\*\_. Correlation is significant at the 0.01 level (2-tailed).

The study looked at how Emotional Self-Awareness, an important part of Emotional Intelligence, relates to various aspects of Inspirational Leadership. It found strong positive connections between them, with significant correlations indicating that leaders who are more aware of their emotions tend to be more inspiring. Specifically, the dimensions of Vision for the Future and Grateful to the Team showed the highest relationships, suggesting they are particularly important for effective leadership. Overall, the results support the idea that improving Emotional Self-Awareness can help leaders connect better with their teams and create a positive work environment, especially for start-up entrepreneurs in Bengaluru. This highlights the value of training programs that focus on emotional intelligence to enhance leadership skills.

Table – 5.2 Correlation between ‘Emotional Expression’ as an attribute of Emotional Intelligence’ and ‘all the dimensions of Inspirational Leadership’:

Sub-Dimensions’ Code	EMO_EXP	GRT_FUL_T	VISN_F_F	LISTN_OTH	PASSION
Emotional Expression	1	.934**	.939**	.933**	.908**
Grateful to the Team	.934**	1	.985**	.981**	.944**
Vision for the Future	.939**	.985**	1	.982**	.953**

Listening to Others	.933**	.981**	.982**	1	.950**
Passionate	.908**	.944**	.953**	.950**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient is a useful tool for understanding the relationship between different dimensions of Inspirational Leadership and Emotional Expression, which is a part of Emotional Intelligence. The study found that all dimensions of Inspirational Leadership have a significant positive relationship with Emotional Expression, meaning that as leaders express their emotions more effectively, they become more inspiring. The strongest correlations were observed between Emotional Expression and the dimensions of Vision for the Future ( $r = .939$ ) and Grateful to the Team ( $r = .934$ ). This suggests that these aspects are particularly important for enhancing Inspirational Leadership among start-up entrepreneurs in Bengaluru. Overall, the findings support the idea that improving emotional expression can help leaders connect better with their teams and inspire them more effectively.

Table – 5.3 Correlation between ‘Management of Others’ of Emotional Intelligence’ and ‘each of the attributes of Inspirational Leadership’:

Sub-dimensions’ code	MGH_OTH	GRT_FUL_T	VISN_F_F	LISTN_OTH	PASSION
Management of Others	1	.606**	.621**	.592**	.641**
Grateful to the Team	.606**	1	.985**	.981**	.944**
Vision for the Future	.621**	.985**	1	.982**	.953**
Listening to Others	.592**	.981**	.982**	1	.950**
Passionate	.641**	.944**	.953**	.950**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient is a valuable tool for understanding the relationships between different dimensions of Inspirational Leadership and the Emotional Intelligence dimension known as Management of Others. The study found that all aspects of Inspirational Leadership are positively related to Management of Others, indicating that leaders who excel in these areas are better at managing their teams. The strongest correlations were seen with Vision for the Future ( $r = .939$ ) and Grateful to the Team ( $r = .934$ ), suggesting these dimensions are particularly important for effective leadership. Overall, the findings support the idea that enhancing the ability to manage others is crucial for inspiring leadership among start-up entrepreneurs in Bengaluru, with a special emphasis on having a clear vision for the future.

### Strategies for leveraging Emotional Intelligence

Developing self-awareness is crucial for effective leadership, as it allows individuals to better understand their emotions, values, and motivations. Engaging in self-reflection and journaling can enhance this understanding, while seeking feedback from others provides valuable insights into personal strengths and areas for improvement (Goleman, 1995). Additionally, effective emotional regulation is essential for managing emotions to achieve personal and professional goals. Techniques such as mindfulness, deep breathing, and emotional labeling can help individuals regulate their emotions more effectively (Thompson, 2013). Empathy is another vital component of emotional intelligence, enabling leaders to appreciate others' perspectives and emotions. This can be fostered through active listening,



asking open-ended questions, and practicing perspective-taking exercises (Goleman, 2001). Regular mindfulness meditation and self-reflection can further enhance self-awareness and emotional regulation (Kabat-Zinn, 2003). Creating a positive work culture is also important; this can be achieved by recognizing and validating employees' emotions, promoting empathy, and encouraging open communication (Goleman, 2002). Developing emotional intelligence skills in leaders can lead to improved leadership effectiveness, increased employee engagement, and better organizational performance (Goleman, 2015). Finally, team-building activities that emphasize active listening and empathy can enhance collaboration and teamwork (Parker et al., 2013). By prioritizing these practices, organizations can cultivate a more emotionally intelligent workforce, ultimately leading to greater success. By implementing these strategies, individuals and organizations can improve communication and relationships, enhance decision-making and problem-solving, increase employee engagement and well-being, foster a positive work culture, develop effective leadership, improve overall performance and effectiveness.

## **6. Practical Implications**

Start-up entrepreneurs can significantly benefit from incorporating emotional intelligence (EI) training into their professional development. By organizing workshops, seminars, and online courses, essential EI skills can be imparted, fostering an entrepreneurial culture rooted in emotionally intelligent leadership. Establishing mentorship programs that pair emerging entrepreneurs with experienced business leaders can further facilitate the transfer of these skills, providing structured learning opportunities. For start-ups aiming to cultivate a strong organizational culture, prioritizing EI can lead to a more engaged and motivated workforce. Actively promoting values such as empathy, collaboration, and open communication ensures that employees remain aligned with the organization's mission, enhancing team cohesion and performance. Additionally, incorporating EI assessments into interviews and evaluation criteria can help identify candidates with strong emotional awareness and interpersonal skills. Industry leaders can also integrate EI into their leadership development frameworks, creating a pipeline of emotionally intelligent leaders capable of inspiring and guiding their teams through challenges. By institutionalizing EI training in entrepreneurship education, the government can help cultivate a generation of leaders who are both innovative and emotionally aware, ultimately benefiting the broader economy. Investing in EI training for start-up entrepreneurs can yield significant advantages, including improved employee engagement, better team dynamics, and more effective leadership, positioning start-ups for long-term success in a competitive business landscape.

## **7. Future Scope**

Organizational leaders and HR professionals can leverage this understanding of EI and inspirational leadership to develop targeted training and coaching programs that help leaders cultivate the necessary EI competencies. By doing so, they can enhance the inspirational capacity of their leadership teams and ultimately improve overall organizational performance and success.



## 8. Conclusion

There is abundant evidence that emotional intelligence will enable people to perform better in the job as well as in life. Times of crisis are times of change where new “social contracts” are established, and you should not shy away from exploring new social interaction and partnership as these would shape your lives and business going forward. Our final message is, invest in emotional intelligence and cultivate a mindset of exponential growth, ethics, stress management and steady decision making. This will allow you to navigate crises with more profit, impact while attracting positive people. One of the best emotional intelligence advice Warren Buffet received from one of his friends was “you can always tell someone to go to hell tomorrow”. In other words, control your emotions and let go of issues that are not essential for your growth. The research demonstrates that emotional intelligence is a critical foundation for inspirational leadership in organizational settings. Leaders who possess strong EI competencies, particularly in the areas of self-awareness, self-management, social awareness, and relationship management, are better equipped to inspire and guide their teams towards shared goals and success.

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