

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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ASSESSMENT OF EMOTIONAL INTELLIGENCE AND ITS IMPACT ON LEADERSHIP STYLE OF LEATHER ENTREPRENEURS AND EXECUTIVES

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ABSTRACT

Emotional Intelligence has become an essential leadership trait in workplace. This paper tries to explore the leadership styles of leather entrepreneurs and determine the influence of emotional intelligence factors on different leadership styles adopted. The study also tries to find out the extent of relationship between Emotional Intelligence factors and leadership style in Leather. For this purpose, 118 respondents (managers, executives and entrepreneurs) were selected as a sample size for the study from 15 leather companies and tanneries situated in Vellore district of Tamilnadu in India. Primary data is collected with the structured Questionnaire adopted from Tannenbaum and Schmidt (1958) Leadership style Scale and Daniel Goleman (1998) Self Assessment Questionnaire scale on emotional Intelligence. The result reveals that 49.2% were tell leaders and the emotional intelligence factors such as Self Awareness, Managing Emotions and Managing Oneself is needed for effective leadership style in managing the businesses successfully in Leather industry.

KEYWORDS

emotional intelligence, leadership style, leather entrepreneurs.

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1. INTRODUCTION

An unpredictable economic condition in the modern day globalized economies has affected the stability of almost all business organizations. The issues of psychological contracts, leadership and trust, performance management, information and communication technology have added up to the complexity of effectively managing these organizations. Emotional intelligence is known to be a key part of effective leadership. A leader lacking in emotional intelligence will not be able to effectively measure the needs, requirements and expectations of their team members. Leaders who react from their emotions can create mistrust amongst their team and can seriously jeopardize their working relationships. Good leaders must be self aware and understand that how their verbal and non-verbal communication influences their group.

2. STATEMENT OF PROBLEM

Leading people in the organization is the major challenge in VUCA (Volatility, Uncertainty Complexity, Ambiguity) world. An effective leader influences followers in desired way to achieve desired goals. Every successful manufacturing company needs a leader, and someone whose decisions and values make them look different from others. Long-term success in manufacturing companies such as Leather companies and tanneries depend on a number of factors, such as the ability to deliver a marketable product and continue to develop it, the ability to establish relationships with loyal buyers, and the ability to operate with strong profit margins. A person with high emotional intelligence will not only understand, adjust and manage the emotions of self and others but also lighten emotional disturbances and anxieties, which will contribute considerably to productivity and performance at the workplace on both personal and organizational level (Seipp, 1991). Thus, this study helps to access the leadership styles of the leather entrepreneurs and executives and their capability to cope up with emotions.

3. REVIEW OF LITERATURE

3.1. EMOTIONAL INTELLIGENCE

Thorndike (1920) identified social intelligence as a dimension of intelligence. He described it as "an ability to understand and manage men and women, boys and girls, to act wisely in human relations." In 1989 Stanley Greenspan put forward a model to describe Emotional Intelligence. But, the original definition is coined by the team of Salovey and Mayer (1990) as follows- "Emotional intelligence (EI) refers to the collection of abilities used to identify, understand, control and assess the emotions of the self and others". However, the term became widely known with the publication of Goleman's book: Emotional Intelligence – Why it can matter more than IQ (1995). According to Daniel Goleman (1998), an American psychologist emotional intelligence, there are five key elements for effective leadership namely :Self-awareness, Self-regulation, Motivation, Empathy and Social skills.

3.2. LEADERSHIP STYLES

Leadership styles are the approaches used to motivate followers. There are different types of Leadership styles. In the 1930s, Kurt Lewin developed a framework based on a leader's behavior. He argued that there are three types of leaders: Autocratic, Democratic and Laissez-faire leaders, Leadership styles should be selected and adapted to fit organizations, situations, groups, and individuals. In this modern and competitive environment and workplace, the leadership styles are classified in different ways namely Authentic Leadership, Autocratic Leadership, Laissez-Faire Leadership, Transformational Leadership, Transactional Leadership, Bureaucratic Leadership, Charismatic Leadership. And Participative Leadership.

Tannenbaum and Schmidt (1958) provide a continuum for leadership and involvement that includes an increasing role for employees and a decreasing role for supervisors in the decision process. The continuum includes this progression.

Tell Leadership Style: The superior makes the decision, provides specific instructions and closely supervises performance

Sell Leadership Style: The leader explains decisions and provides opportunity for clarifications

Consult Leadership Style: Leader shares ideas and facilitates in the juniors in decision making process while retaining authority to make the final decision himself.

Join or Empower: the supervisor invites employees to make the decision with the supervisor. The supervisor considers the junior's voice equal in the decision process.

3.3. RELATIONSHIP BETWEEN LEADERSHIP STYLE AND EMOTIONAL INTELLIGENCE

Ashleigh D. Farrar (2009) evaluates the possible link between emotional intelligence and leadership effectiveness. Meta analytic techniques were used to analyze this relationship. Results revealed that over all, there is a positive relationship between emotional intelligence and leadership effectiveness. Also, while the type of emotional intelligence measure used served as a moderator to this relationship, a second and third meta-analysis supported the overall positive relationship of emotional intelligence and leadership effectiveness.

Ming-Ten Tsai et al. (2011) studies the impact among the emotional intelligence and leadership style, self-efficacy and organizational commitment of employees in the banking industry in Taiwan. This study has found that a supervisor's emotional intelligence has a significant positive influence on his/her personal leadership

style, that a supervisor with high emotional intelligence is able to perform excellent leading skills to elevate the employee self efficacy, and that employees self-efficacy results in a significant positive influence on organizational commitment.

laon Pastor (2014) carried out a study in a sugar factory, and tried to characterise the internal environment of the organisation and the relationships that dominate them in order to identify and understand the situation the organisation is confronted with in terms of the relationship between managers and subordinates, empathy, nonverbal communication, self-control, handling relationships, emotional intelligence. We tried to provide exploratory evidence for the effects that emotional intelligence has on leaders and followers in terms of performance, results and work satisfaction.

Deepika Dabke (2016) studied the relationship between performance-based EI and transformational leadership as exhibited by participants in the work role with leadership effectiveness as perceived by their superiors and subordinates. The sample comprised 200 managers who were administered the Mayer, Salovey, and Caruso EI Test and the Multifactor Leadership Questionnaire (MLQ) 5X scale. A Pearson's correlation coefficient revealed that there was a significant positive correlation between subordinates' perception of leadership effectiveness and overall EQ. All transformational behaviors showed a significant positive correlation with perceived leadership effectiveness.

Nishant Gaur & Vikas Gupta (2017) in their paper identify Emotional Intelligence (EI) competencies mandatory for leadership position in knowledge based organization and the role Emotionally Intelligent leader plays in creating Emotional Intelligent teams. The research paper utilizes and adapts questionnaire framework with 12 questions by Buckingham and Coffman (1999, on employee engagement) to make leader and team members aware of emotions and understand emotions of self and others. The results reveal that Knowledge based leader plays significant role towards development of knowledge based organization. Knowledge based leader possess competencies which includes building relationships, sharing information, developing novel ideas and enhance personal as well as group learning awareness. These competencies bear a very similar resemblance to EI competencies.

Though there are various studies to find out the relationship between leadership style and emotional intelligence, the low level workers in leather industries are volatile and they change the jobs often depending on their convenience. They shift to other companies if they are offered higher pay. Therefore, the leadership style and emotional intelligence of the high level executives, managers and entrepreneurs play a significant role in managing the employees in the organization successfully. Thus, with this aspect, the relationship between leadership styles, which is the main independent variable and dependent variable Emotional Intelligence and its sub variables are Self-awareness, Self-regulation, Motivation, Empathy and Social skills in Leather manufacturing companies are unearthed.

4. OBJECTIVES OF THE STUDY

1. To identify the leadership styles adopted by the respondents in Leather companies
2. To study the extent of relationship between Emotional Intelligence factors and leadership style in Leather Industry
3. To determine the influence of emotional intelligence factors on different leadership styles

5. HYPOTHESIS

Ho1: There is no significant relationship between Emotional Intelligence factors and Leadership Styles

Ho2: Emotional Intelligence factors has an impact on different leadership styles

6. RESEARCH METHODOLOGY

The study is exploratory and descriptive in nature. Primary data is collected from Tannenbaum and Schmidt (1958) Leadership style 5x scale and Daniel Goleman (1998) Self Assessment Questionnaire on emotional intelligence for effective leadership 5x scale Questionnaire by obtaining the answers from the respondents and Secondary sources of data, is obtained from various research papers, published article in journals, web articles (internet sources), past studies and newspaper etc.

6.1. SAMPLE AND DATA COLLECTION

Stratified Random sampling method was used for this research study. 118 respondents (managers, executives and entrepreneurs) were selected as a sample size for the study from 15 leather companies and tanneries situated in Vellore district of Tamilnadu in India. A Response rate of the questionnaire was 90.76 % as 130 out of 118 questionnaires were received back. The questionnaires were designed for a nominal and Likert scale. Percentage analysis, regression and correlation techniques were used to analyze the results.

7. ANALYSIS AND FINDINGS

TABLE 7.1: RELIABILITY STATISTICS

Variables	No of items	Chronbach Alpha
Emotional Intelligence Scale		
Self Awareness (SA)	10	0.810
Managing Emotions (ME)	10	0.725
Motivating Oneself (MO)	10	0.807
Empathy (E)	10	0.766
Social Skill (SS)	10	0.783
Leadership Style Scale		
Tell Leadership style	12	0.848
Sell Leadership Style	11	0.714
Consult Leadership Style	12	0.894
Empower Leadership style	12	0.877

The above table gives Cronbach's Alpha value for each variable. As every value of Cronbach's Alpha is 0.7 and higher, it means that these variables have relatively high internal consistency and good reliability.

TABLE 7.2: DEMOGRAPHIC FACTORS

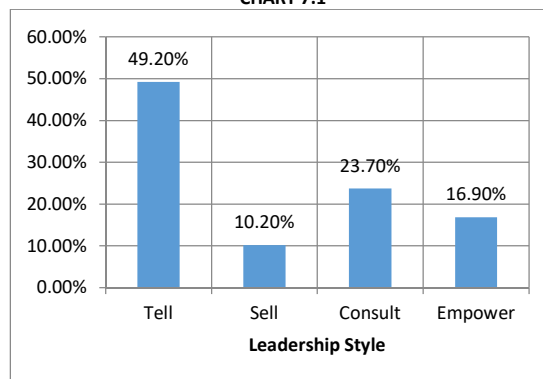
Demographic factors	No of Respondents	Percent
Age		
25-45 years	78	66.1
Above 45 years	40	33.9
Marital Status		
Married	103	87.3
Single	15	12.7
Annual Income		
Upto 10 Lakhs	88	74.6
10 Lakhs and above	30	25.4
Experience		
Up to 10 years	45	38.1
More than 10 years	73	61.9
Designation		
Owners	45	38.1
Chief Technical Executives	35	29.7
Managers	38	32.2

The above table shows that 66.1% of the respondents were in the age group of 25-45 years and 33.9% of the respondents are in the age group of above 45 years. It can also be noted that at the higher level of the organisation, all the respondents were male and there were no female executives. 87.3% were married, 74.6% were earning up to 10 lakhs per annum and 61.9% of them had more than 10 years of experience. Among the respondents 38.1% are owners, 29.7% are Chief Technical Executives and 32.2% are managers.

TABLE 7.3: LEADERSHIP STYLE

	Frequency	Percent
Tell	58	49.2
Sell	12	10.2
Consult	28	23.7
Empower	20	16.9
Total	118	100.0

CHART 7.1



Among the respondents, 49.2% of them are follow Tell leadership style, 10.2% are Sell leadership, 23.7% are Consult leadership and 16.9% are Empower Leadership style.

TABLE 7.4: CORRELATION BETWEEN LEADERSHIP STYLES AND EMOTIONAL INTELLIGENCE FACTORS

Tell Leadership Style and Self Awareness	0.555**
Sell Leadership Style and Self Awareness	0.680**
Consult Leadership Style and Self Awareness	0.799**
Empower Leadership Style and Self Awareness	0.526**
Tell Leadership Style and Managing Emotions	0.773**
Sell Leadership Style and Managing Emotions	0.197*
Consult Leadership Style and Managing Emotions	0.429**
Empower Leadership Style and Managing Emotions	0.648**
Tell Leadership Style and Motivating Oneself	0.529**
Sell Leadership Style and Motivating Oneself	0.606**
Consult Leadership Style and Motivating Oneself	0.687**
Empower Leadership Style and Motivating Oneself	0.632**
Tell Leadership Style and Empathy	0.729**
Sell Leadership Style and Empathy	0.817**
Consult Leadership Style and Empathy	0.742**
Empower Leadership Style and Empathy	0.895**
Tell Leadership Style and Social Skill	0.541**
Sell Leadership Style and Social Skill	0.708**
Consult Leadership Style and Social Skill	0.792**
Empower Leadership Style and Social Skill	0.664**

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

* . Correlation is significant at the 0.05 level (2-tailed).

The relationship among all the variables was found by using Pearson's Correlation Coefficient. There was a significant relationship between all the leadership styles and Emotional Intelligence scales. Among the Leadership styles and Emotional Intelligence factors, the high correlation relationship existed between consult leadership style and self awareness ($r=0.799$), Tell Leadership style and managing emotions ($r=0.773$), Consult Leadership Style and Motivating Oneself ($r=0.687$), Empower Leadership style and Empathy ($r=0.895$) and Consult Leadership style and Social Skill ($r=0.792$).

TABLE 7.5: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.473	.450	.88115
a. Predictors: (Constant), awareness, Managing Emotions, Motivating Oneself, Empathy and Social Skill				

Table 7.6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.193	5	15.639	20.142	.000 ^b
	Residual	86.960	112	.776		
	Total	165.153	117			
a. Dependent Variable: Leadership styles						
b. Predictors: (Constant), awareness, Managing Emotions, Motivating Oneself, Empathy and Social Skill						

The Linear Regression Model was used to determine the relationship between dependent and explanatory variables. The value of adjusted "R²" is 0.473 which shows that there is 47.3% variance in organizational effectiveness can be explained by the predictors Self awareness, Managing Emotions, Motivating Oneself, Empathy and Social Skill. The 52.7% variation in organizational effectiveness is due to some other factors.

TABLE 7.7: COEFFICIENTS^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.999	.794		6.296	.000
	Self Awareness	1.085	.507	.314	2.139	.035
	Managing Emotions	-1.702	.191	-.677	-8.918	.000
	Managing Oneself	-1.125	.478	-.298	-2.353	.020
	Empathy	-.176	.262	-.066	-.671	.504
	Social Skill	.585	.507	.169	1.153	.251
a. Dependent Variable: Leadership Style						

The explanatory variable leadership style has ($\beta=1.085$, $p=.035$) which means that each single unit change in employee turnover brought 1.085 unit change in Self Awareness ss while keeping other variables constant. The second explanatory variable firm stability has ($\beta=-1.702$, $p=.000$) which means that for every unit change in firm stability there was a 1.702 unit inverse change in leadership style while keeping other variables constant. Coming to third independent variable Managing Oneself I, we have ($\beta=-1.125$, $p=.035$) which shows that there was 1.125 unit inverse change in leadership style due to single unit change in managing oneself while keeping other variables constant.

8. CONCLUSION

This research study was conducted and confined only to Vellore district of Tamilnadu, future research can be conducted in cities outside Vellore. The current research study found that reliability test results have relatively high internal consistency and good reliability. It was also found out 49.2 % of the respondents follow Tell Leadership type. From the assessment of emotional intelligence the impact in leadership style of entrepreneurs in leather industry is found to be significant. The analysis reveals that the emotional intelligence factors such as Self Awareness, Managing Emotions and Managing Oneself is needed for effective leadership style in managing the businesses successfully in Leather industry. Further research can be conducted on the other factors impacting emotional intelligence like demographic, environmental, job satisfaction, Organizational Stressors etc that the present study has not taken into consideration.

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