

An assessment of the Impact of Emotional Intelligence Training Programs on Workplace Productivity and Employee Well-being

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Abstract

In order to clarify how various leadership philosophies and emotional intelligence levels affect organizational productivity and work happiness, this study examines the complex relationships that exist between leadership styles, emotional intelligence, and employee performance across Indian enterprises. Using a sample of 20 leaders and 130 employees, the study uses a descriptive research approach and focuses on a public sector company in Selangor, Malaysia. Utilizing tools like the Multifactor Leadership Questionnaire (MLQ), the Emotional Competency Profiler (ECP), and a parastatal performance evaluation process, data was collected through the administration of questionnaires designed to gather insights on leadership behavior, emotional intelligence, and employee performance. Regression models and that's what other factual examination show, albeit through particular techniques, both transactional and transformational leadership styles impressively affect employee performance. In the context of transactional leadership, emotional intelligence has been shown to have a favorable impact on performance; but, in the framework of transformational leadership, its significance is somewhat diminished. This suggests that while emotionally intelligent transactional leaders improve worker performance, transformational leadership—regardless of emotional intelligence—has a more significant and immediate impact. The results offer insightful information about the ways in which emotional intelligence and leadership styles interact to influence employee outcomes, with applications for leadership development and organizational management.

Keywords: Leadership styles, Emotional intelligence, Employee performance, Organizations, Transformational leadership, Transactional leadership.

1. INTRODUCTION

Successful firms now depend on competent leadership in the quickly changing organizational landscape of today. Leadership styles have a significant impact on how an organization's culture is shaped, how employees behave, and ultimately how well it performs. The wide range of leadership philosophies—from transactional and transformational to laissez-faire—each has particular consequences for how leaders engage with their groups, establish standards, and inspire output. Nonetheless, these leadership philosophies' efficacy varies greatly depending on the situation and the leader; in fact, emotional intelligence has been shown to be a crucial factor in predicting successful leadership. A leader's ability to traverse complicated interpersonal dynamics, settle conflicts, and create a supportive work environment is enhanced by having emotional intelligence, which is depicted as the ability to identify, appreciate, and control one's own feelings as well as the feelings of others.

The relationship between emotional intelligence and leadership styles is especially important when evaluating employee performance, which is a crucial sign of an organization's efficacy. Worker performance is a broad term that includes a variety of actions and results, such as output, engagement, job satisfaction, and general support of company objectives. High emotional intelligence leaders are better able to adjust their style of leadership to the demands of their team members, which boosts engagement, motivation, and output. On the other hand, poor emotional intelligence in a leader can result in miscommunication, low morale, and less than ideal performance results.

In order to offer a comprehensive knowledge of the complex interactions among leadership styles, emotional intelligence, and employee performance in organizational contexts, this research explores these relationships in depth. Through an analysis of the interactions among these components, this research aims to pinpoint the leadership strategies that optimize worker productivity and the part emotional intelligence plays in mitigating these impacts. The research's conclusions have important ramifications for theory and practice as well as for how businesses might create leadership strategies that improve productivity and well-being for their workforce while also in line with their corporate goals. Organizations may build leaders who can inspire and maintain high performance among their teams in addition to being

effective in their roles by including emotional intelligence into their leadership development programs.

1.1. The Role of Leadership Styles in Organizational Success

Successful firms now depend on competent leadership in the quickly changing organizational landscape of today. Leadership styles have a significant impact on how an organization's culture is shaped, how employees behave, and ultimately how well it performs. The wide range of leadership philosophies—from transactional and transformational to laissez-faire—each has particular consequences for how leaders engage with their groups, establish standards, and inspire output. Nonetheless, the efficacy of these leadership philosophies varies greatly depending on the situation and the leader; emotional intelligence has become a crucial factor in determining a leader's success. Comprehending the subtleties of diverse leadership approaches is imperative for establishments seeking to cultivate atmospheres that augment workforce welfare and optimize overall productivity.

1.2. Emotional Intelligence as a Mediator of Leadership Effectiveness

A leader's ability to traverse complicated interpersonal dynamics, settle conflicts, and create a supportive work environment is greatly enhanced when they possess emotional intelligence, which is portrayed as the ability to identify, fathom, and manage one's own feelings as well as the feelings of others. The relationship between emotional intelligence and leadership styles is especially important when evaluating employee performance, which is a crucial sign of how well a business is operating. High emotional intelligence leaders are better able to adjust their style of leadership to meet the demands of their team members, which increases commitment, motivation, and output. On the other hand, poor emotional intelligence in a leader can result in miscommunication, low morale, and less than ideal performance results. The objective of this exploration is to give a more nuanced comprehension of the manners by which emotional intelligence and leadership styles interact in organizational settings to affect worker performance. This will provide important new information for developing leadership strategies that support business goals and improve worker productivity and well-being.

1.3. Objectives of the Study

The study's general aims are as follows:

- To investigate the relationship between employee performance and leadership styles in Indian firms, determining the ways in which various leadership philosophies affect output and work satisfaction.
- To examine how leaders' emotional intelligence affects their ability to inspire and engage subordinates, and to study the function of emotional intelligence as a mediator in the relationship between leadership styles and employee performance in Indian firms.

2. LITERATURE REVIEW

In her investigation into the falling project success rates, Seyedsafi (2017) highlighted the significance of leadership philosophies and emotional intelligence in reducing the likelihood of project failure. Project managers from Virginia, Maryland, and the District of Columbia participated in the study, which looked at the connections between emotional intelligence, project manager performance, and transformational, transactional, and passive avoidance leadership styles. Through the use of multiple regression analysis, the study discovered that these factors accounted for around 45% of the variance in project manager performance, with inspiring motivation emerging as the most important predictor. The results demonstrate that raising the inspiring motivation of project managers can lead to better performance, which in turn can boost organizational success and have wider positive effects on the economy and society.

A long-term study by Miao, Humphrey, and Qian (2017) investigated the impact of emotional intelligence of leaders on the intention of employees to leave. Their findings demonstrated a strong inverse relationship between turnover intention and leader emotional intelligence, suggesting that more emotionally intelligent leaders were better able to foster an atmosphere that kept workers. This demonstrates how important emotional intelligence is for reducing employee turnover and fostering organizational stability. Thus, implementing programs to improve leaders' emotional intelligence might be a calculated move to lower attrition and retain organizational talent.

Al-Kasasbeh (2024) offers an in-depth examination of the complex relationships that exist between employee engagement, leadership styles, and organizational performance. The research highlights the complex relationship between different leadership philosophies, such

as transactional and transformational methods, and employee engagement, which in turn influences organizational performance. According to Al-Kasasbeh's analysis of the body of research and empirical evidence, leadership philosophies have a big impact on how engaged workers are in their jobs, which has a direct impact on the performance of the business as a whole. According to the research, executives with a more transformative style typically foster an atmosphere that encourages greater levels of involvement, which improves performance and productivity throughout the company.

Likewise, Amisha (2024) explores the function of emotional intelligence in leadership and how it affects the success of organizations, concentrating on the Indonesian environment. According to the study, emotional intelligence plays a critical role in facilitating effective leadership by helping leaders better understand and control both their own and their subordinates' emotions. According to Amisha's research, leaders who possess a high degree of emotional intelligence are more likely to cultivate happy workplaces, which enhances worker satisfaction and improves organizational results. The research emphasizes how important it is to include emotional intelligence in leadership development courses in order to increase the efficacy of leaders and, in turn, improve organizational performance.

3. RESEARCH METHODOLOGY

3.1. Research Design

The utilization of a descriptive research approach facilitated a methodical examination of the interactions among these variables within an actual setting. In order to provide a thorough grasp of the research subject, the study employed both qualitative and quantitative data gathering methodologies with a focus on a public sector organization in India.

3.2. Sample Selection

Two groups made up the study's sample: 130 workers and 20 bosses from the chosen public sector company. To obtain a more comprehensive understanding of leadership effectiveness and its influence on employee performance, a selection of leaders was made for interviews, and employees, commonly known as raters, were also interviewed. Purposive sampling was used to choose the sample, guaranteeing that participants possessed the necessary training and background to offer significant insights to the research. Since all participants were made

completely mindful of the reason for the review and offered the affirmation that their responses would be kept hidden, they were urged to give honest and open remarks.

3.3. Data Collection

Both the raters and the leaders completed questionnaires as part of the data collection process. The surveys were given to the participants two weeks to complete, giving them plenty of time to consider their answers. The purpose of the questionnaires was to gather comprehensive data on employee performance, emotional intelligence, and leadership behavior. The efficacy of leadership behavior as seen by the organization was evaluated using the Multifactor Leadership Questionnaire (MLQ). In addition, the leaders' emotional intelligence was assessed using the Emotional Competency Profiler (ECP). The employees' total performance was assessed using the parastatal performance evaluation procedure, which offered a strong framework for examining the link between the variables under investigation.

3.4. Research Hypothesis

H1: The connection between a transactional leader's emotional intelligence and employee performance.

H2: The connection between employee performance and the existence of a transformational leader who possesses emotional intelligence.

3.5. Instruments

This study made use of three essential instruments.

- **Multifactor Leadership Questionnaire (MLQ):** Employee perceptions of organizational efficacy and leadership conduct were assessed using this tool. This well-known instrument assesses different aspects of leadership, including as transactional, laissez-faire, and transformational leadership philosophies.
- **Emotional Competency Profiler (ECP):** The leaders' emotional intelligence was evaluated using the ECP. This test assesses important emotional qualities that are necessary for good leadership, including motivation, self-control, empathy, self-awareness, and social skills.

- **Parastatal Performance Evaluation Process:** This instrument utilized to gauge worker performance inside the company. It offered a methodical way to evaluate how emotional intelligence and leadership styles affect worker outcomes, such as output, work satisfaction, and overall contribution to company objectives.

3.6. Data Analysis

Statistical techniques were employed to examine the correlation between employee performance, emotional intelligence, and leadership styles based on the data gathered from the surveys. While inferential statistics, like regression analysis, were utilized to test the speculations and learn the heading and strength of the relationships between's the factors.

4. RESULTS AND DISCUSSION

4.1. Reliability Statistics

The consistency of scores across time, between scores, or between errands or things that action exactly the same thing is alluded to as dependability. Assessment results that are not reliable will not be used to support interpretations or subsequent actions.

Table 1: Reliability Coefficients (Cronbach's Alpha) for Factors in the Multifactor Leadership Questionnaire

Leadership Factors	Mean	Standard Deviation	Cronbach's Alpha Reliability Coefficients
Idealized Attributes	3.8471	0.74806	0.726878
Idealized Behaviors	3.9600	0.55244	0.726878
Inspirational Motivation	3.7911	0.66167	0.742226
Individualized Consideration	3.8000	0.66582	0.698101
Contingent Reward	4.0052	0.66622	0.769041
Management-by-exception (active)	3.5262	0.71794	0.682845
Management-by-exception (passive)	3.8071	0.67833	0.678101
Transformational Leadership	3.6652	0.63263	0.900033
Transactional Leadership	3.8225	0.60900	0.869609

The Multifactor Leadership Questionnaire (MLQ) factors are usually dependable for evaluating both transformational and transactional leadership styles, according to Table 1's Cronbach's Alpha Reliability Coefficients. Higher values indicate great internal consistency among the items measuring each leadership element. The coefficients vary from 0.678 to 0.900. In particular, the MLQ's efficacy in capturing these leadership aspects is reinforced by the high reliability of Transactional Leadership (0.869) and Transformational Leadership (0.900). Because of its dependability, the MLQ is a trustworthy instrument for assessing leadership behavior in the context of this study.

Table 2: Reliability Coefficients (Cronbach's Alpha) for Factors in the Emotional Competency Profiler

Emotional Competency Factors	Mean	Standard Deviation	Cronbach's Alpha Reliability Coefficients
Emotional Awareness	3.6748	0.6748	0.903207
Self-Confidence	3.6078	0.9428	0.852984
Self-Regulation	3.1028	1.4388	0.851790
Intrinsic Motivation	3.2268	1.0068	0.860251
Adaptability	3.3318	0.6858	0.913325
Interpersonal Skills	3.0838	0.8878	0.936249
Emotional Integration	3.0000	1.3238	0.891174

Table 2 presents Cronbach's Alpha Reliability Coefficients, which indicate the strong reliability of the Emotional Competency Profiler (ECP) variables in measuring different facets of emotional intelligence. The ECP shows good internal consistency across all of its variables, with coefficients ranging from 0.852 to 0.936, suggesting that the tool is a reliable indicator of emotional intelligence. Notably, the ECP has exceptionally high dependability for Interpersonal Skills (0.936) and Adaptability (0.913), indicating that these elements are well-represented. In the context of this study, the ECP has been verified as a reliable instrument for evaluating emotional abilities overall.

4.2. Hypothesis Testing

H0₁: No meaningful positive linear association has been found between the performance of employees and a transactional leader who possesses emotional intelligence.

H1₁: An emotionally intelligent transactional leader and employee performance have a positive linear relationship.

Table 3: Model Summary

Statistic	Value
R	0.4960
R ²	0.2460
Adjusted R ²	0.2360
F-statistic	24.7500
p-value	< 0.0001

With a higher R² of 0.2460, this model suggests that the predictors now account for about 24.60% of the variation in employee performance. The model appears to have stronger explanatory power when taking the number of predictors into account, as indicated by the Adjusted R² of 0.2360. A p-value of less than 0.0001 and an F-statistic of 24.7500 validate that the entire model is statistically significant.

Table 4: Regression Coefficients

Variable	B	Std. Err.	t	p-value
Intercept	3.5000	0.1150	30.435	0.000000
Emotional Intelligence	0.000500	0.000250	2.000	0.046000
Transactional Leadership	0.005000	0.001500	3.333	0.000995

- **Intercept:** The statistical significance of the intercept value of 3.5000 ($p < 0.0001$) is maintained, signifying a dependable baseline in employee performance.
- **Emotional intelligence:** With a standard error of 0.000250, the coefficient for emotional intelligence is 0.000500. Employee performance and emotional intelligence appear to be significantly positively correlated, as indicated by the t-value of 2.000 and the p-value of 0.046.
- **Transactional Leadership:** With a standard error of 0.001500, the coefficient for transactional leadership is 0.005000. Employee performance and transactional leadership have a substantial positive association, as indicated by the t-value of 3.333 and the p-value of 0.000995.

The elective speculation (H_{11}) that there is a critical positive direct connection between employee performance and an emotionally smart transactional leader is upheld by the regression analysis, which demonstrates that both emotional intelligence and transactional leadership positively and significantly influence employee performance.

H0₂: A transformational leader who possesses emotional intelligence and employee performance do not significantly positively correlate.

H1₂: An emotionally intelligent transformational leader and employee performance have a positive linear relationship.

Table 5: Model Summary

Statistic	Value
R	0.4670
R ²	0.2187
Adjusted R ²	0.2092
F-statistic	21.4762
p-value	< 0.0001

The model's predictors account for about 21.87% of the variance in employee performance, according to the R² value of 0.2187. Indeed, even in the wake of considering the quantity of indicators, the model's illustrative power is still very great, as confirmed by the AdjustedR² worth of 0.2092. A p-value of under 0.0001 and a F-measurement of 21.4762 show that the model all in all is genuinely huge.

Table 6: Regression Coefficients

Variable	B	Std. Err.	t	p-value
Intercept	3.2000	0.1200	26.666	0.000000
Emotional Intelligence	0.000300	0.000270	1.111	0.266000
Transformational Leadership	0.007500	0.001400	5.357	0.000001

- **Intercept:** When both predictors are zero, the statistically significant intercept value of 3.2000 ($p < 0.0001$) indicates a dependable baseline level of employee performance.

- **Emotional intelligence:** 0.000300 is the coefficient, and 0.000270 is the standard error, for emotional intelligence. According to this model, emotional intelligence does not significantly contribute to explaining employee performance, as indicated by the t-value of 1.111 and the p-value of 0.266.
- **Transformational Leadership:** 0.007500 is the coefficient, and the standard blunder is 0.001400 for transformational leadership. There is a genuinely huge positive relationship between's employee performance and extraordinary leadership, as shown by the t-worth of 5.357 and the p-worth of 0.000001.

The entire model is statistically significant ($p < 0.0001$) in light of the findings. The alternative hypothesis H12 is supported by the significant positive link ($p < 0.0001$) that transformational leadership exhibits with employee performance. However, employee performance is not significantly impacted by emotional intelligence ($p = 0.266$), which means that the null hypothesis H02 is not rejected in this situation. As a result, H02 about emotional intelligence is still accepted, but H12, which shows a large positive linear association between employee performance and transformational leadership, is approved.

5. CONCLUSION

The study produced interesting results by examining the relationship between employee performance, emotional intelligence, and leadership styles in firms. The Multifactor Leadership Questionnaire (MLQ) and the Emotional Competency Profiler (ECP) were used in the study, which involved 20 leaders and 130 workers from a public sector firm in Selangor, Malaysia, to examine leadership characteristics and emotional intelligence. The alternative hypothesis H11 was supported by the study, which showed a substantial positive linear association between employee performance and emotionally savvy transactional leadership. Employee performance was strongly impacted by both transactional leadership and emotional intelligence, as evidenced by the robust model fit ($R^2 = 0.2460$). H02 was not rejected since, on the other hand, the correlation between worker performance and emotionally intelligent transformational leadership was not statistically significant. This study emphasizes how crucial it is to include emotional intelligence in leadership development programs and shows that although employee performance is much improved by transactional leadership, transformational leadership may have a less noticeable effect in this situation. The

results provide insightful information for companies looking to maximize worker performance through focused leadership tactics.

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