

MODULE CODE: LCBB6014

RESEARCH PROPOSAL

**TOPIC: THE ROLE OF EMOTIONAL INTELLIGENCE IN
LEADERSHIP EFFECTIVENESS**

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1. Suitable Title of the proposed research

Exploring the role of emotional intelligence in leadership effectiveness within business organisations

2. Research Aim and Objectives

Aim

The aim of the research will be to investigate the role of emotional intelligence in the effectiveness of leadership practices within organisations.

Objectives

- 1) To examine the contribution of emotional intelligence to the effectiveness of leadership practices.
- 2) To analyse the impact of leaders' emotional intelligence on problem-solving and decision-making within organisations.
- 3) To identify how poor emotional intelligence can negatively impact leadership effectiveness.
- 4) To evaluate strategies to improve emotional intelligence in order to boost leadership effectiveness within firms.

3. Research Questions

- 1) How does emotional intelligence contribute to the effectiveness of leadership practices?
- 2) How does a leader's emotional intelligence impact decision-making and problem-solving?
- 3) What is the impact of poor emotional intelligence on leadership effectiveness?
- 4) What are strategies leaders can use to improve their emotional intelligence to boost leadership effectiveness within firms?

4. Justification of research

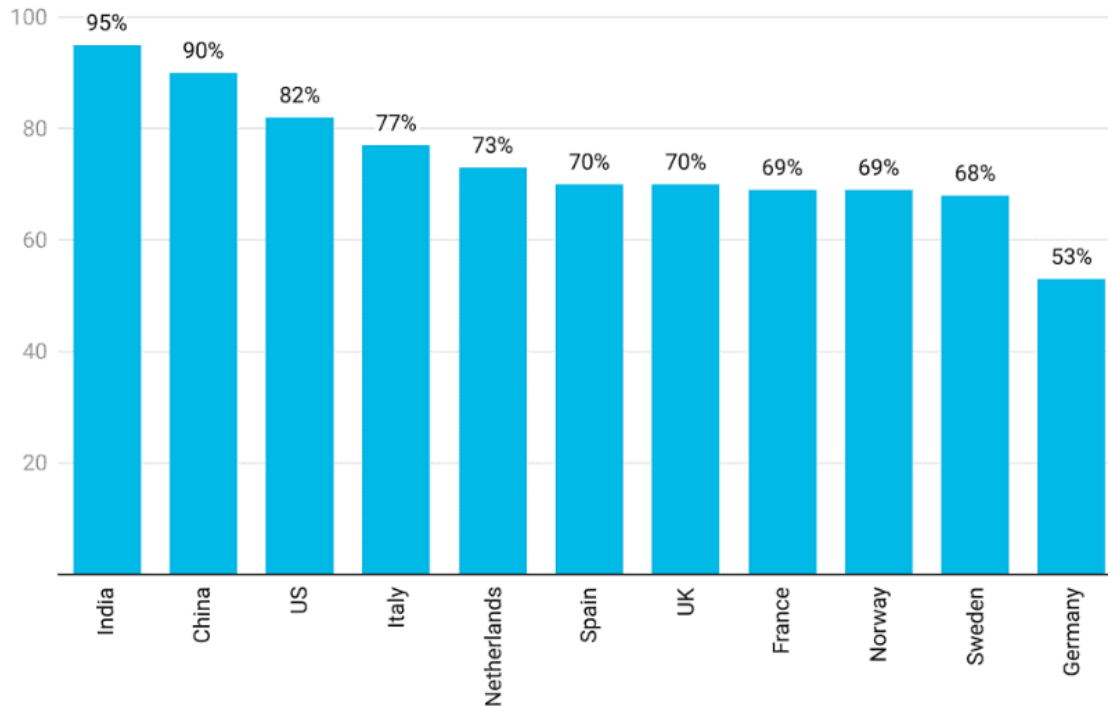


Figure 1: Share of business leaders who believe that emotional intelligence will become a must-have skill in the future

(Source: D’Souza, 2025)

It is important for successful leaders to possess the trait of emotional intelligence, as it allows them to identify and handle their own emotions along with those of others. Emotional intelligence helps leaders to become highly conscious of their emotional state. Emotionally intelligent leaders have high self-confidence and they also feel realistic about themselves (Coronado-Maldonado and Benítez-Márquez, 2023). According to a study by Daniel Goleman, firms that prioritise emotional intelligence in leadership practices obtain a 21% higher profitability than those firms that do not (Ocejo, 2025). As AI and automation replace human skills, business leaders are prioritising the importance of emotional intelligence. As per Figure 1, 95% of Indian business leaders, 90% of Chinese leaders, 82% of US leaders and other leaders around the globe prioritise emotional intelligence (D’Souza, 2025). Therefore, it can be stated that the emotional intelligence trait has emerged as an important factor in effective leadership within today’s dynamic business landscape. Emotional intelligence is also acknowledged as emotional quotient (EQ) which measures the leaders’ ability to understand, handle and utilise

their emotions to promote effective leadership practices. Some of those important leadership practices that are impacted by emotional intelligence include conflict-resolution, employee engagement, problem-solving, decision-making and more. The research will focus on exploring how the emotional intelligence quality of leaders directly impacts their leadership practices like decision-making and problem-solving.

However, some leaders lack emotional intelligence which often leads to negative work culture, poor employee satisfaction, low employee morale and high turnover. Leaders or managers with poor EQ face challenges in managing their own emotions as well as the emotions of other employees (Sass, 2025). Additionally, leaders who have poor EQ often struggle to address the emotional cues of others. As an example, sometimes leaders misinterpret feedback and communicate with employees aggressively without considering their emotions. As a result, it creates misunderstandings and conflicts, resulting in inefficiency and misalignment in the workplace. Therefore, the research will provide some evidence-based recommendations, such as investing in EQ training which will help organisational leaders to improve their EQ to boost leadership effectiveness. Therefore, leaders can effectively contribute to improving overall team performance and fostering a stronger organisational culture.

5. Literature Review

Review of literature

Contribution of emotional intelligence to leadership effectiveness

The contributions of emotional intelligence traits to the effectiveness of leadership practices, such as decision-making, conflict-resolution, problem-solving and others are indispensable. According to Filice and Weese (2024), emotional intelligence is critical to the success of leadership as it impacts leadership emergence more than leaders' intellectual capacity. According to Goleman's research, the relationship between leadership effectiveness and emotional intelligence is estimated at 85%.

Impact of poor emotional intelligence on leadership practices

Tan *et al.* (2022) stated that ignoring the essentiality of EQ in leadership can negatively impact the performance outcome along with increasing organisational turnover. Therefore, developing leadership intelligence allows leaders to contribute successfully to driving organisations to achieve sustainable growth. Employees basically look to their leaders or managers for emotional guidance. When managers lack EQ, they cannot guide employees emotionally, leading to a toxic

work environment. Employees then feel disengaged, demotivate and undervalued which impacts their performance (Stauffer, 2025). Moreover, lack of emotional intelligence also prevents managers or leaders from forming a strong relationship with team members. Therefore, employees often feel emotionally disconnected and unsupported by their leaders. As a result, employees are more likely to change their jobs and leave their managers, leading to higher turnover.

Strategies to improve emotional intelligence among leaders

It is important for leaders to participate in different EQ training sessions or workshops to develop competencies on emotional intelligence (Atobatele and Okonkwo, 2024). In contrast, Siham (2022) stated that leaders need to emphasise more seeking constructive feedback by encouraging team members to provide feedback regarding their communication and leadership practices. Leaders who seek honest feedback demonstrate a strong sense of self-improvement and commitment to openness to change.

Theoretical Framework

Designed by Daniel Goleman, the Competency Model of EI acknowledges 12 leadership skills across four domains, including social awareness, self-awareness, self-management and relationship management (Riaz, 2024). Goleman stated that leaders should possess traits like emotional self-awareness, self-control, empathy, conflict management abilities and others to develop emotional intelligence.

Literature Gap

There is a lack of data on the strategies which can allow leaders to develop emotional intelligence competencies to enhance performance standards (Siham, 2022). Therefore, the current research will focus on providing evidence-based recommendations to address the literature gap.

6. Research Methodology

Research Philosophy

The interpretivism research philosophy will be chosen to conduct the secondary qualitative research successfully (William, 2024). The philosophy will help in acknowledging the subjective meaning of collected data, human experiences as well as the socially constructed nature of reality.

Research Approach

An inductive research approach will be chosen to conduct an effective qualitative data analysis to identify themes and theories from the collected secondary data (Yuwono and Rachmawati, 2023). Choosing this particular research approach will help in exploring new phenomena and developing new models based on the impact of emotional intelligence on leadership effectiveness.

Data Collection and Analysis

Qualitative data will be collected from different secondary sources, for example, 12 peer-reviewed articles from Google Scholar. Some of the key words that will be used to conduct the research include emotional intelligence, emotional awareness, leadership effectiveness, organisational leadership, decision-making, conflict resolution, and more. The secondary qualitative data will provide a contextual and detailed understanding of experiences, motivations as well as behaviours of leaders within organisations in the context of emotional intelligence. The qualitative method of thematic analysis will be used to acknowledge and evaluate patterns or themes within the collected data (Ahmed *et al.* 2025). The thematic data analysis will provide a structured method to analyse the complex information.

Ethical considerations

Responsible and ethical data management is one of the primary ethical considerations in secondary research. Some of the key obligations involve ensuring data protection and citing original sources correctly to avoid plagiarism. The UK Data Protection Act 2018 will be followed to protect personal data used in the research.

Proposed Timeline

Key aspects	1st week	2nd week	3rd week	4th week	5th week	6th week	7th week
Selection of the research topic							

Collecting secondary data from 12 peer-reviewed journals, and articles to achieve research objectives							
Choosing the appropriate research methodology, including philosophy, approach as well as data collection and data analysis methods.							
Conducting thematic analysis							
Analysing the results of the entire research work							

Table 1: Research plan

(Source: self-created)

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