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The Impact of Emotional intelligence on leadership style at the workplace in the UK

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Chapter 1: Introduction

Talk about the Topic

Emotional intelligence is needed to assess managers nowadays. Aqqad et al. (2019) define emotional intelligence (EI) as managing your own and others' emotions. Productive workplace leadership includes Understanding how emotional intelligence (EI) affects leadership and may boost employee engagement, productivity, and commercial success in a changing workplace.

Significance of the Topic

Chen and Guo (2018) say that knowing about emotional intelligence (EI) changes the way you lead. They say that traditional leadership focuses on technical skills, while modern leadership focuses on other skills. EI training is good for companies and the world because it helps leaders handle relationships, solve problems quickly, and show understanding.

Purpose of the Research

The study's goal is to find out how emotional intelligence (EI) affects different types of professional leadership. This research examines how CEOs with high emotional intelligence (EI) manage their teams, solve challenges, and make their companies attractive to work for. This research examines the pros and cons of emotional intelligence (EI) in leadership. The objective is to help create more successful and empathic leaders who can boost company profits and employee well-being.

Aim

The goal is to investigate how effective emotional intelligence can influence leadership and work performance.

Research Objectives

1. To identify the relationship between leadership and emotional intelligence in the workplace in the UK.
2. To evaluate the characteristics of emotional intelligence for employees in the UK.
3. To investigate how emotional intelligence can influence employee performance in the workplace.
4. To evaluate the challenges associated with emotional intelligence in leadership.

Research Questions

1. What is the relationship between leadership effectiveness and emotional intelligence in the workplace in the UK?
2. What are the key characteristics of emotional intelligence that are essential for effective leadership?
3. How does a leader's EI impact employee performance and team work?
4. What challenges do leaders face when using EI in their leadership strategies?

Chapter 2: Literature Review

Models and Theories

Trait Theory

According to the Trait Theory, it is argued that certain characteristics characterise the performance of leaders compared to other individuals. This theory postulates that leadership attributes such as confidence, charisma, and decisiveness are born and cannot be lacked by anyone who wants to lead. Leaders are assumed to be endowed with inherent characteristics which denote leadership and which are invariant over time and context (Deshwal and Ali, 2020).

Great Man Theory

The Great Man Theory which is in line with the Trait Theory states that leadership is inherited. It is based on the concept that some people have the natural leadership traits hence they are meant to lead. This theory focuses on leadership as a process of heroism and leadership effectiveness as the result of unique and inherent traits (Benmira and Agboola, 2021).

Big Five Personality Leadership

The Big Five Personality Leadership model categorizes leadership potential based on five broad personality traits: There are five domains of personality; openness, conscientiousness, extraversion, agreeableness, and neuroticism. Those who are extraverted and agreeable are likely to be more successful in interpersonal interactions, and therefore more successful at leading teams and gaining people's cooperation. This model can be used to underscore the role of personality in leadership output (Shahzad et al., 2021).

EI 3Q's (IQ, EQ, SQ)

Emotional Intelligence (EI)

Emotional Intelligence (EI) is defined as the process of identifying, assessing, and handling the emotional aspect of a person or a group of people. It encompasses self-identity, management of the self, drive, concern for others, and interpersonal communication skills, which help leaders manage relationships and conflicts properly (Giao et al., 2020).

Emotional Quotient (EQ)

EQ is defined as the ability to identify, assess and regulate emotions in oneself as well as in others and therefore form healthy interpersonal connections. High EQ leaders can understand other people's feelings, manage stress well, and effectively solve conflicts (Ketkaew et al., 2021).

Intelligence Quotient (IQ)

IQ is a tool that evaluates the individual's abstract thinking, and the ability to solve problems. Even though IQ is vital in decision-making, it is inefficient for leadership without the inclusion of EQ (Liu et al., 2021).

Spiritual Quotient (SQ)

SQ is the understanding of the purpose and values systems of an individual and supports ethical decision-making and leadership meaning (Arsang-Jang et al., 2020).

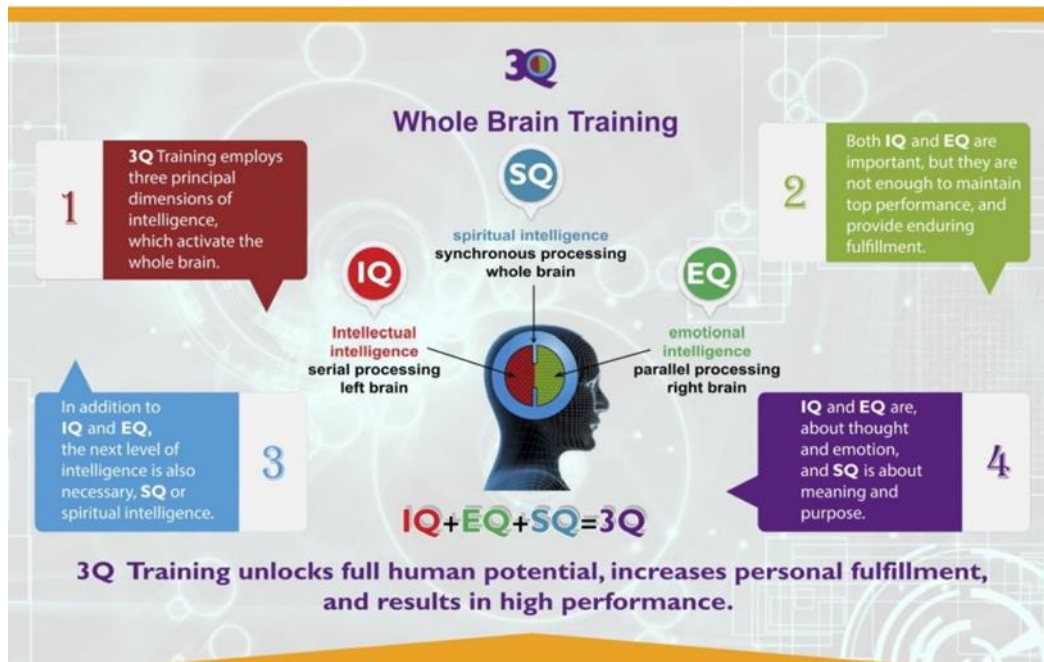


Figure 1: 3Q'S

(Source: 3Q Institute, 2024)

Relationship between Leadership and EI

Defining Leadership

Leaders require a strategy to motivate, guide, and manage their people. This is their leadership style. Good leadership includes transformative, business, and servant leadership (Jamali et al., 2022). Each kind has unique consequences.

EI Importance

One of the components that are important in leadership is Emotional Intelligence (EI) since it determines how the leader handles self-emotions and the emotions of other people. This creates improved relational, conflict, and co-operational outcomes. The results of the study call upon the attention and emphasis of managers to the importance of attaining high levels of EI since it would foster decision-making, improve the organisational climate for employees and boost their levels of engagement, hence organizational performance and success (Chen and Guo, 2018).

Leadership and EI

Several concepts and beliefs explain the relationship between emotional intelligence and leadership (Milhem, Muda and Ahmed, 2019). Mayer and Salovey's EI model emphasises emotional understanding, while Goleman's concept has five key differences. Transformational leadership holds that emotionally intelligent leaders may motivate their people by behaving broadly and compassionately (Soto-Rubio, Giménez-Espert and Prado-Gascó, 2020). The Trait Theory of Leadership says effective leaders inherently have emotional intelligence. It distinguishes excellent leaders (Deshwal and Ali, 2020).

Leaders EI and its impact on employee performance

EI in leadership impacts the workplace and how a firm works. Leaders with high emotional intelligence may improve workplace satisfaction and collaboration (Mattingly and Kraiger, 2019). These attributes help leaders manage stress, workplace changes, and new ideas, according to research. Good leaders use emotional intelligence (EI) to build trust and respect.

Leaders with high emotional intelligence (EI) are self-aware, knowing what they can and cannot achieve. Self-regulation helps people stay calm and in control even in difficult situations (Kotsou et al., 2019). Leaders with high emotional intelligence (EI) are motivated, empathic, and sociable. These attributes help them solve difficulties and bond with employees.

Challenges

Some issues must be resolved before EI may be employed in leadership (Giao et al., 2020). Emotional intelligence is subjective and varies by individual, place, and society, making evaluation difficult. You must also think about yourself and make pledges to build emotional intelligence. These tasks might take time and be difficult for busy executives (Jamali et al., 2022). Organizational resistance to change may also hinder emotional intelligence-based leadership.

Despite its benefits, emphasizing emotional intelligence (EI) in leadership may have negative implications (Chen and Guo, 2018). You may neglect other talents like technology usage and strategy if you concentrate too much on emotional intelligence. Leaders with high emotional intelligence may also feel too much empathy, making it challenging for them to make severe judgements or administer discipline (Dikky Mahardika et al., 2021). EI and other leadership abilities should be combined for maximum benefit.

Gap

Despite research evidence into EI and leadership, there are still some uncertainties about how best to apply EI within the framework of leadership development. Nevertheless, there remain several gaps in EI research, such as the validity of EI assessment across cultures, and the long-term effects of EI on organizational performance. Moreover, more studies are required to identify how the available barriers can hinder the incorporation of EI in leadership and further explicate its implications on varying leadership styles for various sectors (Kukah et al., 2023).

Recommendations and strategies to support EI and Leadership

Organizations must extend training to enable EI in leadership, which will comprise material that would help the leaders in developing the emotional skills or competencies. There are suggestions that leaders can enhance their EI by encouraging introspection and feedback. Also, using EI assessments as part of the leadership assessments can be useful for pinpointing the areas of development. To build a healthy culture of organization is necessary to engage and appreciate not only technical skills and competencies but also an individual's emotional intelligence (Gómez-Leal et al., 2022).

Chapter 3: Research Methods and Methodology

Research Philosophy

Interpretivism underpins this research. This approach was selected because it emphasises human complexity and personal experience (Kotsou et al., 2019). Research on emotional intelligence (EI) and leadership style supports this. This perspective emphasises context and recognises that society creates reality, making it suitable for qualitative research.

Research Paradigm

Constructivism was chosen for this investigation. Constructivism holds that exchanges and occurrences build knowledge (Mattingly and Kraiger, 2019). This paradigm is used to investigate how leaders use emotional intelligence in their positions, which is appropriate for this research.

Research Approach



Figure 2: Qualitative Research

(Source: Dikky Mahardika et al., 2021)

This paper employs qualitative research. This was selected as it offers a more complete and sophisticated knowledge of the topic (Milhem, Muda and Ahmed, 2019). Since conversations and observations may gather

in-depth data, qualitative research is superior for illustrating how emotional intelligence shapes leadership in all its complexity (Ayalew, 2023).

Research Methodology

The study data collection involves both the primary and secondary data sources. The primary data is obtained through semi-structured interviews with 10-15 participants to get the primary information. The research will adopt secondary data which is derived from previously published information on emotional intelligence and leadership. This approach combines the theoretical and the practical aspects of the topic thus providing a good understanding of the topic.

Research Strategy

Conducting a primary and secondary research on emotional intelligence and leadership styles, focusing on journals, articles, books, E-Books and newspapers. Using interviews to gather data from leaders across various industries. Analysing the relationship between emotional intelligence and leadership effectiveness. Apply statistical methods to interpret findings and identify trends.

Sampling Methods

In this study, the sampling technique used is purposive sampling to get 10-15 participants for the interview to get relevant data about the objectives of the study concerning emotional intelligence and leadership. This approach guarantees thorough analysis via meaningful data for the objectives of the study.

Data Collection Methods/Tools

Semi-structured interviews are selected for data collection since the research aims at understanding participants' experiences and perceptions of emotional intelligence and leadership; this type of interview enables the accumulation of rich data concerning the research questions.

Ways of Interpreting Data

Theme analysis will help one to understand the data. This approach consists of spotting, comprehending, and disseminating data themes (Mattingly and Kraiger, 2019). It was chosen because it is adaptable and provides a complete, sophisticated data picture. Theme analysis may examine explicit and tacit meanings to fully understand how EI influences leadership styles.

Time Prospects of the Research

The Gantt chart shows the research project's timeline:

Various task in Research	Time (Week)									
	1	2	3	4	5	6	7	8	9	10
Introduction										
Literature Review										
Research Methods										
Data collection and Analysis										
Discussion										
Conclusion										
Revising										
Question Draft										

Figure 2: Gantt Chart
(Source: Self-created)

Ethical Considerations

In this research, ethics matter most. All participants will provide "informed consent," meaning they will know why the research is being done and may stop at any moment. Participants' identities and data will be kept secret (Milhem, Muda and Ahmed, 2019). Additionally, the research will follow university and professional group ethical guidelines.

Conclusion

This research examined how emotional intelligence (EI) influences workplace leadership. It was chosen to apply qualitative methods to understand the topic. The study employed a constructivist paradigm and interpretivist attitude. The research focused on how researchers' experiences are subjective and socially shaped.

The research extensively examined how emotional intelligence (EI) influences leadership. purposive sampling, semi-structured interviews, and direct observations were employed to collect data. The best research suggests that leaders with high EI have self-awareness, understanding, and advanced social skills, which make them stronger team leaders. These leaders can handle human issues, establish a healthy work atmosphere, and motivate their staff more easily, helping the firm succeed.

Naturally, the research found issues. Understanding and decision-making are difficult to balance. Also, assessing emotional intelligence is biased. This research reveals how crucial emotional intelligence (EI) is in leadership development courses to help leaders succeed in today's complex companies. It also reveals that further research is needed to identify issues and enhance leaders' emotional intelligence testing and development approaches.

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