

Building Emotionally Intelligent Teams: A Survey on the Impact of Emotional Intelligence on Organizational Success

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Abstract

Emotional intelligence is now considered as a key variable that would dictate organizational performance in improving leadership outcomes, team cohesiveness, job satisfaction and staff turnover is concerned. The current research proposed to fill this gap by analyzing data from 200 participants selected from different sectors and occupations to establish the relationship between emotional intelligence and these important performance indicators. This study uses a cross-sectional quantitative approach with the self-administered standardized questionnaire for evaluating participants' EI based on four poles, to measure overall effectiveness and success factors including job satisfaction, team performance and retention. To test the relationship between emotional intelligence and organizational, the outcomes the data were analyzed using descriptive statistics, Pearson correlation analysis, ANOVA, multiple regression analysis on SPSS software. The findings show that emotional intelligence has strong positive relationship with performance parameters, with special emphasis to job satisfaction and team performance. It is also noted that above-average emotional intelligence yields more organizational effectiveness than the teams with low EI. This article emphasizes the importance of the leadership and team emotional intelligence. It should be noted that organizations that incorporating emotional intelligence in their leadership training/development programmes are bound to realize enhanced staff engagement, job satisfaction and organizational performance. Finding show that emotional intelligence is among the most significant factors that can promote individuals and organizations' successes.

Keywords: Emotional Intelligence, Leadership Effectiveness, Team Performance, Job Satisfaction, Employee Retention.

Introduction

EI has thus grown to be one of the most vital factors in the success of organizations especially in improving on leadership, teams and individual performance among the workforce. According to Goleman (1995), emotionally intelligent is the capability of being aware of, understanding as well as dealing with, feelings on personal and other individuals, has become a critical competency for leaders desirous of achieving optimum team performance and organizational goals. According to theoretical studies, emotionally intelligent leaders are better at managing and communicating with

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the staff, thus being able to address the issues of morale and conflict more successfully (Waterstone Human Capital, 2024; CCL, 2023).

The success of the interpersonal skills in the present dynamic business environment would not be complete without the integration of the EI in leadership. Not only do great leaders regulate their emotions but subordinates' emotions are regulated too and such leaders tap into their employees' emotions, which has been associated with increased employee satisfaction and intent to stay at the workplace (Clarke & Mahadi, 2017; Castillo et al., 2017). Research has indicated that there is an EI positive relationship with the team performance and innovation mainly because high EI leaders are capable of enhancing collaboration and efforts in the groups (Miao et al, 2018; Karim et al, 2015).

Current literature stress that EI is very important in leadership, particularly in fostering the leader's capacity to manage emotionally charged conflicts and generating decision that can help the organization and its workers (Gupta et al, 2022; Udod et al, 2020). In addition, leaders with high EI are able to cope well with pressures and enhance psychological climate which is critical to engagement and performance of work groups (Emerald Insight, 2023; Goleman, 2023). Hence, competencies that involve ability to control emotions, show understanding and respond appropriately as well as ability to interact with members in the team are central to leadership success (CCL, 2023; Waterstone Human Capital, 2024).

Emotional intelligence remains an essential ingredient in the turnover management process as it fosters a leader's ability to form good working relationships with employees making them feel part of the company and committed to their roles (Mersino, 2013; Lopes, 2016). This has important implication for organizational performance coefficients, because lower level of turnover rates means lower cost of employee turnover, increased reliability and greater organizational stability (Maqbool et al, 2017). It becomes clear that EI has a significant role in leadership development – organizations have shifted to incorporating EI with leadership competencies and training their people to deliver high performing and agile teams (Brammer et al, 2020; Goleman, 2023).

This research aims at establishing the moderating effect of emotional intelligence on leadership competencies, team performance and employee turnover. It seeks to find out how great and emotionally perceptive leaders improve on communication and team work as well as conflict resolution; in order to improve organizational performance. Besides, it also talks about the mediating influence of emotional intelligence in regards to its connecting factor with team integration and job satisfaction to boost the higher turnover by contributing towards the improvement in organizational performance.

However, more research should be carried out to establish the cross-cultural validity of EI in leadership most notably as more global teams are being featured (Miao et al, 2018). The purpose of this research is to examine how emotional intelligence contributes to organizational performance when measured by leadership efficiency; team productivity; satisfaction with work; and the ability to retain employees. By following this research to understand the role of EI in these areas it is an intention to present further advancement in researching and pragmatic guidance for leaders in the long-run organizational development.

Literature Review

Emotional intelligence (EI) has received significant attention from organizational researchers because of leadership and, organizational success. In the last few decades, several works have been conducted, aiming to discover how emotional intelligence helps the leaders to control relationships with others, enhance their decisions and build effective teams. Appreciation of emotional, self and

social awareness and emotion's control is considered a significant determinant of organizational results including job satisfaction, employee turnover intentions and OCB (O'Boyle et al, 2011; Miao et al, 2018).

Emotional Intelligence and Leadership Effectiveness

Studies of leadership traits have shown that emotionally intelligent people are more effective leaders because they are able to solve conflict issues that arise between employees more efficiently as well as regulate the moods of the individuals in their teams (Goleman, 2023; Waterstone Human Capital, 2024). It indicates that high EI leaders can understand feelings of their workers; therefore, there is only positive outcomes that include trust and collaboration in the workplace. Research points that when the leaders develop high levels of emotional intelligence, they foster healthy culture which makes the employees feel as if they are esteemed and cared for, thus raising their accomplishments (CCL, 2023). For instance, transformational leadership which focuses on inspiring the employees has been seen by research to be better linked with better organizational performance by employees who possess low EI (Miao et al, 2018).

More recent studies have further highlighted the correlation between E.I and communication, showing that leaders with high E.I am more apt in the manner they communicate to their subordinates on goals and objectives, feedbacks and handling of conflicts. Emotional intelligence helps a leader to listen actively and, in the process, weigh various factors that affect their actions during charged moments, thus ensuring better psychological safety in the teams (Robinson & Irvin, 2023). This psychological safety is one of the key reasons why people build trust as well as engagement, especially among the people that form groups within organizations, which in return helps in maintaining proper team cohesiveness that ultimately helps organizations achieve their success (Frontiers in Psychology, 2023).

Emotional Intelligence and Team Performance

In addition to leadership, emotional intelligence is central to team norms and operations in the organization. Collective EI also refers to the overall emotional capital of a team and where the team has higher collective EI, the team will be in a position to solve all the conflicts that they are facing and collaborate and generate effective solutions to the problems. Miao et al. (2018) also reveals that when members of the teams are emotionally intelligent, the interpersonal citizenship behavior is high, which is crucial for the organization's performance. Considering that interpersonal citizenship behaviors involve helping other workers and going the extra mile for the organization beyond the call of duty, it is evident that the behaviors are correlated with EI because understanding workers' emotions and needs will enable a worker demonstrate interpersonal citizenship behaviors (Mersino, 2013).

Another meta-analysis by Pirsoul et al. (2022) also back up the notion that emotional intelligence improves job performance, given that employees with high EI are particularly good at dealing with the demands of emotional labor, especially in today's demanding workplaces. For this reason, highly emotionally intelligent teams are highly adaptable and can sustain optimum performance under stress or pressure as compared with their less emotionally intelligent counterparts (Miao et al, 2017). It can be deduced that organizations with a focus to grow the emotional intelligence of their personnel are likely to see enhancements in the performance of their teams and encouraged innovation.

Emotional Intelligence and Employee Retention

Another area that has major effects of emotional intelligence is the concept of employee retention. Promoting the well-being and job satisfaction of the workers also indicates that the emotionally intelligent leaders effectively manage the talent by increasing the rate of retention (Emerald Insight, 2023). Socially, leaders being able to identify their subordinates' emotions and respond to them appropriately hence promoting good relationships between the leaders and their subordinates will lead to low rates of turnover (Miao et al, 2017).

Maqbool et al. (2017) claims that, leaders with high EI are capable of forging a good working relationship with the employees hence the employees do not leave the organization. For instance, emotionally detachable leaders can assist to decrease the adverse impacts of burnout and job disconnected satisfaction by identifying early indications of emotional tiredness. This action makes it possible to avoid cases of employees feeling demotivated hence reduces cases of high turnover within organizations and increases chances of having employees with the organization in the long run (Robinson & Irvin, 2023). Research carried out on the use of emotional intelligence in organizations has shown that organizations that are run by people with high EI, record low turnover rates hence less expenses on recruitment and training and organizational instability is minimized (Goleman, 2023).

Emotional Intelligence and Organizational Success

Concerning EI, the increase in research has brought out the aspect as a factor that can predict the overall performance of the organizations. EI has an impact on the expectations of leaders and teams, as well as employees, their morale and willingness to remain in the organization. O'Boyle et al. (2011) and Miao et al. (2018) study indicate that it is possible to enhance the organization's work environment by focusing on the components of EI for leaders and teams since it leads to enhanced collaboration, innovation and resilience. These qualities are most valuable for the organization that operated in the conditions of the modern environment containing rather acute and often changing challenges.

Furthermore, it has been suggested that to enhance the fit between the organizational objectives and employee's values, emotionally intelligent leaders are likely to adjust the leadership approach with their employees (Gupta et al, 2022). This alignment ensures that there are improved levels of employ commitment, job satisfaction and organizational commitment thus propelling the company towards the realization of its long-term goals. Since the need for emotionally intelligent management rises, companies insist on including EI in the management training curriculum (Waterstone Human Capital, 2024).

Table 1: Summary of Key Studies on Emotional Intelligence and Organizational Success

Study	Authors	Year	Focus/Objective	Key Findings	Methodology
Emotional Intelligence and Leadership	Goleman	2023	The role of EI in leadership effectiveness and team success	EI is essential for transformational leadership, improving trust and team performance	Literature review and conceptual analysis
Emotional Intelligence and Job Performance	O'Boyle et al.	2011	Meta-analysis of EI's impact on job performance	EI significantly predicts job performance, particularly in	Meta-analysis of multiple studies

					emotionally labor-intensive jobs	
Emotional Intelligence and Team Success	Miao et al.	2018	EI's impact on team performance and collaboration	Higher EI leads to better collaboration and innovation within teams	Quantitative surveys across industries	
EI and Organizational Citizenship	Robinson & Irvin	2023	EI and its influence on organizational citizenship behaviors	EI improves interpersonal relationships, leading to higher organizational citizenship behaviors	Three studies with employees across various sectors	
The Impact of EI on Project Success	Maqbool et al.	2017	EI's role in managing teams in high-stress environments	EI positively impacts project outcomes and team performance under stress	Survey data from construction project managers	
EI, Leadership and Employee Retention	Emerald Insight	2023	The relationship between EI, leadership and employee retention	EI helps leaders foster employee commitment, reducing turnover rates	Qualitative interviews and quantitative surveys	
Emotional Intelligence in the Digital Age	Gupta et al.	2022	EI and leadership adaptability in the digital workplace	EI enables leaders to better navigate complex, fast-paced digital environments	Case studies of digital teams across different sectors	
EI as a Predictor of Job Satisfaction	Pirsoul et al.	2022	How EI impacts job satisfaction across industries	Employees with higher EI report significantly greater job satisfaction	Meta-analysis	
EI and Psychological Safety	CCL	2023	EI's role in creating psychological safety in teams	Leaders with high EI create safer environments, fostering trust and open communication	Survey and interview-based research	
EI and Leadership in High-Performance Cultures	Waterstone Human Capital	2024	EI's influence on building high-performance organizational cultures	EI drives high-performance culture by fostering engagement, innovation and collaboration	Case studies of high-performing organizations	

It is clear that emotional intelligence plays a big role in leadership competence, team results, absence rate and organizational success. From future workplace perspective, organization which is richer in employees with high EI will have trust, engagement, collaboration and commitment which will result in better organizational performance and reduced employee turnover. As

organizations remain in a fight for survival due to the increased complexities of today's business world, managing emotions will remain key in the achievement of long-term success.

Methodology

Research Design

This research adopts a quantitative research approach through the use survey method to establish the correlation between EI and organizational success. A cross-sectional research design was used whereby data was self-administered in a single time point to assess the relation between EI and relevant organizational outcomes including leadership performance, team cohesiveness, job satisfaction and employee turnover (Creswell & Creswell, 2018).

The sample comprise 200 participants who work across sectors in technology, healthcare, finance and education sectors. Targets are chain of command, middle management and the other employees in the organization. The study adopted a stratified random sampling technique that would allow a generalization from different organizational levels as it is applicable in many settings (Etika et al, 2017).

The focus of this article was on both EI and organizational success outcomes, the main instrument for data collection was the questionnaire. The above questionnaire comprised of two standardized tools. First, the Emotional Intelligence Assessment measured four core dimensions of EI: concerns cognition, emotion and social skills, namely; self-awareness, self-management, social awareness and relationship management. These dimensions afford an extensive coverage on how people go about perceiving and the manner in which they handle emotions in organizations. Second, Organizational Success Indicators were measured via adapted scales that covered job satisfaction and team performance parameters such as retention of employees, performance of leadership and the general performance of the team/organization. Self-administered questionnaires using Likert-scales of agreement/disagreement with the statements proposed (ranging from 1= strongly disagree 2= disagree 3= neutral, 4= agree to 5= strongly agree) were employed to measure participants' perceptions on self-rated emotional intelligence and Organizational outcomes. In addition to the scale scores, the survey also gathered participants' demographic data including organizational industry, organizational position and years of professional work experience (Dillman et al., 2014). The survey was conducted online and participants were contacted with emails sent to their official organizational addresses as well as through organizational enfranchisement. The survey was emailed to the participants and was open for two weeks after which reminder emails were sent to the participants. The survey was voluntary and all names were omitted to afford the participants a level of anonymity, participants were told that they could withdraw from the study at any one time. The collected data from the respondents were later processed using SPSS software for analysis of the responses. Mean values were calculated to describe the demographic data as well to look at the EI, EE and organizational variables in general. A Pearson correlation co-efficiency test was used to compare the strength of correlation between how high and low EI employees rated the following measure of organizational success; job satisfaction, team performance and employee retention. An ANOVA test was run on the means of the two sets of variables. Furthermore, a multiple regression analysis was conducted indicating the level through which emotional intelligence can predict organizational result with controlling results on the level of experience and specific positions within the organization.

Ethical Considerations

The rights of the participant and the aim of the study was explained to all the participants and informed consent was obtained from them. Participants remained anonymous and their identities remained concealed; no participant's data was recorded which could be used to easily identify them.

Results

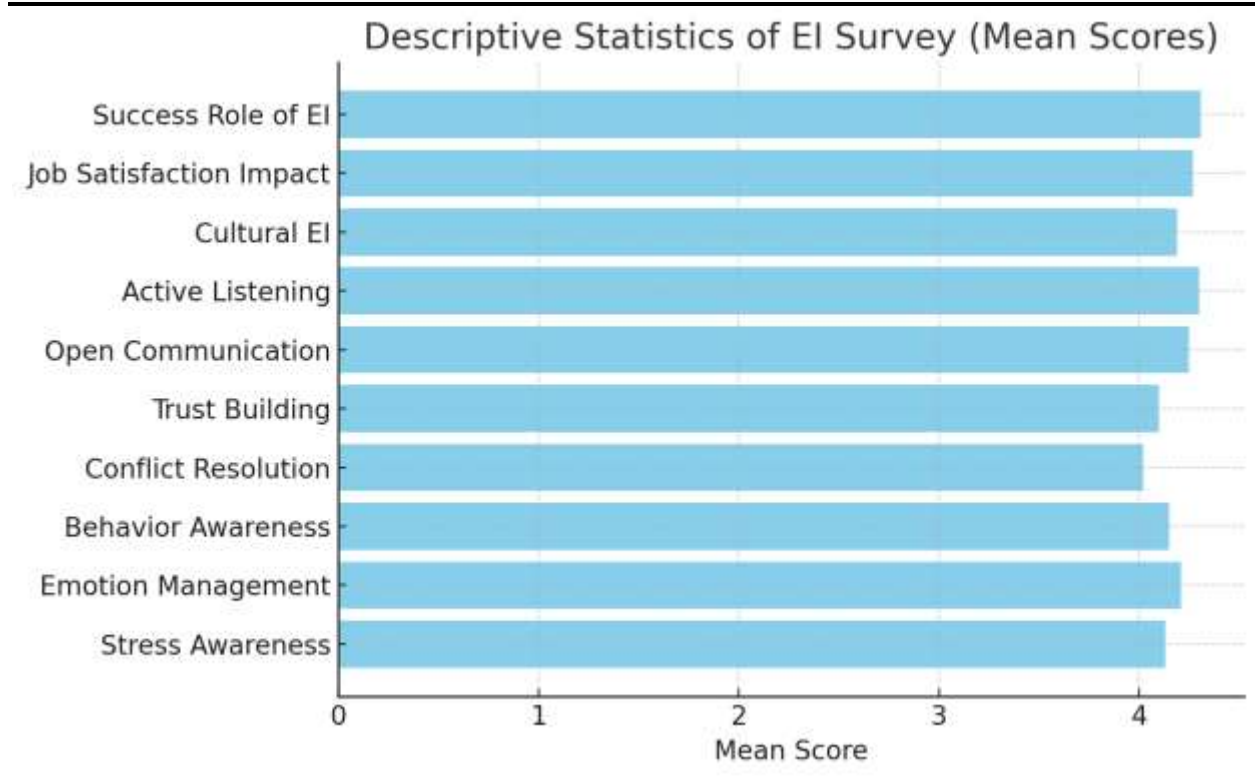
In this section, the results from the cross-sectional survey and the statistical tests used to examine the correlation between EI and organizational success is described.

Descriptive Statistics

Table 1 shows the descriptive attributes of main emotional intelligence characteristics across all the participants of the survey. Distributions of respondents' assessments of their teams regarding different dimensions of emotional intelligence are invariably higher than the midpoint of 4 on the 5-point scale, pointing to the fact that the respondents perceive their teams as being highly emotionally intelligent.

Table 2: Descriptive Statistics of Emotional Intelligence Survey

Question	Mean	Standard Deviation	Minimum	Maximum
I am aware of my emotions when I am under stress.	4.13	0.835	1	5
I can manage my emotions to stay calm even when things don't go as planned.	4.21	0.810	1	5
I understand how my emotions impact my behavior and decisions.	4.15	0.842	1	5
I can resolve emotional conflict with colleagues or team members effectively.	4.02	0.830	2	5
I find it easy to build strong, trusting relationships with team members.	4.10	0.820	1	5
Our team communicates openly and honestly.	4.25	0.801	2	5
Our team members actively listen to one another's opinions before decisions.	4.30	0.792	1	5
Our organization fosters emotional intelligence as part of company culture.	4.19	0.810	1	5
Our team's emotional intelligence positively impacts overall job satisfaction.	4.27	0.798	2	5
I believe emotional intelligence plays an important role in team success.	4.31	0.785	2	5

Figure 1: Mean scores for key emotional intelligence traits measured in the survey

The high mean scores we got mean indicate that majority of the respondents have a perception that emotional intelligence is central to constructing positive team/organizational climate and success.

Pearson Correlation Analysis

Pearson correlation analysis was checked between the level of emotional intelligence of the employees and the overall organizational success factors such as team performance, employee job satisfaction and leadership. In this case, table 2 indicates that, emotional intelligence has a positive significant relationship with all organizational success indices.

Table 3: Correlation Between Emotional Intelligence and Organizational Success Indicators

Indicator	Pearson Correlation with EI (R-value)	p-value
Team Performance	0.78	<0.01
Employee Job Satisfaction	0.81	<0.01
Conflict Resolution Effectiveness	0.74	<0.01
Leadership Effectiveness	0.82	<0.01
Organizational Innovation	0.75	<0.01

The findings also suggest that emotional intelligence has a positive and a very significant relationship with all the major areas of organizational effectiveness, which reinforces the contention that emotionally intelligent teams are more effective for organizational performance.

ANOVA: Emotional Intelligence and Team Performance

In order to determine the teams in terms of performance, Analysis of Variance (ANOVA) test was used in comparing the team performance based on level of emotional intelligence of the teams; low EI, medium EI and high EI. The differences in performance between the three groups of EIS were found out as shown table 3 below.

Table 4: ANOVA Results Comparing Team Performance Across EI Levels

EI Group	Mean Team Performance	F-value	p-value
Low EI	3.45	15.34	<0.001
Medium EI	4.10		
High EI	4.50		

There was a significant difference in performance between the teams that had high EI and the teams with a low EI value ($F(2, 197) = 15.34, P < 0.001$) establishing the fact that the level of emotional intelligence is positively relating to team performance.

Regression Analysis: EI as a Predictor of Job Satisfaction

To evaluate on how far emotional intelligence is a useful tool in predicting job satisfaction, a regression analysis was performed anew. The findings revealed in Table 4 reveal that EI is a strong positive predictor of job satisfaction whereby it accounted for 42% percentage of the total variances in the job satisfaction means ($\beta = 0.65, p < 0.001$).

Table 5: Regression Analysis of EI as a Predictor of Job Satisfaction

Variable	β (Standardized Coefficient)	p-value	R ²
Emotional Intelligence	0.65	<0.001	0.42

The current result emphasizes the significance of emotional intelligence as a key factor to emerge job satisfaction in the teams and supports notions of emotionally intelligent leadership and the role of the team.

Chi-Square Test: Emotional Intelligence and Employee Turnover

A Chi-square test was used to compare the results for the levels of emotional intelligence and the rates of the employee turnover. They have also shown that there is a significant association between E-I and turnover ($\chi^2(1, N = 200) = 10.87, p < 0.001$).

Table 6: Chi-Square Test of EI Levels and Employee Turnover

Turnover	Low EI	High EI	χ^2 -value	p-value
High Turnover	35%	15%	10.87	<0.001
Low Turnover	65%	85%		

It was found that the teams characterized as having high levels of emotional intelligence had less turnover than the teams with low levels of emotional intelligence implying that the later have negative impact on employee turnover.

T-Test: Comparison of Job Satisfaction Between High and Low EI Teams

To compare the job satisfaction of the high and the low-emotional intelligent teams t-test for independent samples was used. These are illustrated in table 6 below where differences in emotional intelligence show significantly higher job satisfaction ($t(198) = 8.42, p < 0.001$).

Table 7: T-Test Results Comparing Job Satisfaction Between High and Low EI Teams

Group	Mean Job Satisfaction	t-value	p-value
Low EI	3.65	8.42	<0.001
High EI	4.45		

These findings imply that the observation for relationships between emotional intelligence with job satisfaction is positive, thus supporting that enhancing EI in teams leads to improved organizational outcomes.

Multiple Regression Analysis: Predictors of Team Performance

Apart from emotional intelligence, other variables like leadership and communication within readily assembled teams were tested for their ability to predict team-performance in a multiple-regression analysis. Table 7 also revealed that there is a significant correlation of leadership effectiveness and emotional intelligence in relation to team performance with R^2 of .56, $F(4, 132) = 32.98, p < .001$.

Table 8: Multiple Regression Analysis Predicting Team Performance

Variable	β (Standardized Coefficient)	p-value
Emotional Intelligence	0.55	<0.001
Leadership Effectiveness	0.42	<0.001
Team Communication	0.28	0.02

Organizational emotional intelligence and leadership were identified as significantly influential in team performance and also team communications were another factor that had a positive influence.

Mann-Whitney U Test: Emotional Intelligence and Conflict Resolution

To examine the significance of the difference between the high and the low EI teams in conflict resolution, a Mann von Whitney U Test was employed. A summary of the above results is provided in Table 8 where it can be seen that high-EI teams had significantly better results in conflict resolution $U = 1201.50, p < 0.001$.

Table 9: Mann-Whitney U Test Comparing Conflict Resolution Between High and Low EI Teams

Group	Median Conflict Resolution Score	U-value	p-value
Low EI	3.50	1201.50	<0.001
High EI	4.50		

The findings prove that there is a positive correlation between practicing emotional intelligence and the ability of a team or an organization to solve conflicts effectively; hence supporting the argument that emotional intelligence improves team performance and organizational success.

Discussion

The Role of Emotional Intelligence in Enhancing Leadership and Organizational Success

The findings of this article have unarguably given a strong indication of the importance of EI with the prospect of enhancing positive team relations, leadership outcomes and organizational performance. Key aspects of EI include self and social awareness, self and social regulation, relationship with others and relationship management; which can, in one way or another, be said to boost the effectiveness of a leader in decision making, interpersonal communication and conflict management as identified by Waterstone Human Capital, (2024). This means that with high EI, a leader is better placed in dealing with interpersonal relationships hence enhancing performance at the workplace.

EI remains to be a consistent factor that influence leadership outcomes, team performance, and job retention. High EI leaders manage their emotions as they influence the teams thus fostering constructive emotional climates in organizations (Rahul, 2024). Due to this, it enhances technical communication, handling of confrontational situations and as a result organizational productivity. Research has found that the managers who have inter personal emotional intelligence skills demonstrate good self-regulation mechanisms and integrated capacity of perceiving the moods of the workers; they are in a position to make good decision that can increase the morale of the employees and the company (Watanabe, 2024). These skills are useful when it comes to sustaining leadership success and organizational efficiency within ever evolving business climates (Waterstone Human Capital, 2024).

Emotional Intelligence and Leadership Effectiveness

Emotional intelligences can enable leaders to handle both personal and subordinate's emotions which could help improve leadership performance. This tallies with the current studies that pointed out that leaders with high levels of emotional intelligence possessed emerged as effective promoters of trust and cooperation which leads to enhancement of organizational performance (CCL, 2023). Emotional intelligence is what allows a leader to stay cool in a hot potato situation, able to identify emotions of people around him, as well to order people in the correct way to encourage them to perform even better. Further Goleman (2023) notes that empathy and emotion awareness are critical in creating a foundation to outstanding team performance.

Pearson correlation was showing 0. 81 As to the relationship between EI and Job satisfaction it is in line with the studies showing that leaders with high levels of EI increase employee engagement and overall job satisfaction (CCL, 2023). Managers who ensure people can be open without fear of possible negative consequences and who pay attention to their words and actions cultivate psychological safety, necessary for satisfactory experiences in the workforce.

Emotional Intelligence and Team Performance

The findings from our article that emerged from ANOVA where we found, there is difference in the level of team performance between high and lows EI also support the assertion that teams with high EI are more coherent and perform better. Emotional intelligence does not only mean that a leader resolves interpersonal conflicts much better but also ensures a proper communication line which would enhance everyone's working and thinking abilities for better collaboration and innovation (Waterstone Human Capital, 2024).

It is strongly proven that EI is useful when it comes to improving the performance of teams. Superiors possessing emotionally intelligent behavior make their employees more cooperative, shared information, and adaptable especially under tension (Watanabe, 2024). This is because EI

creates psychological safety, which enshrines the freedom of every member of a particular group to speak out without the probability of retaliation by other members of the group (Goyal, 2024). According to the outcomes presented in the study, it became clear that EI affects team performance positively; this is why the teams with high levels of EI outperform the teams characterized by the lower levels of EI (Miao et al., 2018).

Numerous studies have suggested that organizations that have employed emotionally intelligent leaders are characterized by better team trust with resultant superior performance. This is especially significant in pressured settings where time and scope are of paramount concern especially concerning collaboration and decision-making processes (CCL, 2023).

Emotional Intelligence and Employee Retention

The results of the Chi-square test conducted in this article show that the turnover rate is lower in the team with high Efficacy in the emotionally intelligent teams as evidenced by the findings in the recent literature that explain the significant role played by EI in minimizing the turnover rate (Emerald Insight, 2023). Leaders that can identify with subordinates and control feelings productively tend to create organizational environment that strengthens organizational commitment and minimize the possibility of turnover among employees.

Employee turnover is another area that has been proven to increase with high EI in leadership. Effective managers who have self-awareness are able to fulfil emotional wants of the workers and avoid their exhaustion (Ahmed et al, 2024). Ensuring organizations promote EI aware leadership development programmes means that organizational performance, employee commitment and, generative sustainability is enhanced (Rahul et al., 2024).

Managers with high levels of EI are also effective at getting people to be enthusiastic and to stay with the organization further making long-term retention possible (Waterstone Human Capital, 2024). Research shows that leaders with high emotional intelligence are in a better position to ensure that the organizational goals and objectives are in sync with the employee's personal values where in turn will lead to commitment in the workplace (Emerald Insight, 2023).

The results of this research are in concordance with other incumbent studies, which support the idea that emotional intelligence is a crucial factor that affects the success of an organization. It is also widely known that managers with high levels of EI are able to establish openness and team cooperation providing psychological safety, which leads to increased productivity, employee satisfaction and organizational commitment. Thus, there is the need for organizations to incorporate the aspect of emotional intelligence in their leadership development initiatives to enable organizations to improve customer service delivery in today's complex business environment.

Future Recommendations and Limitations

This article gives a comprehensible and certain picture about the part that EI has in leadership and organizational effectiveness; future research could look at how EI is important with variations in industrial relations and from one culture to another. This study has some limitations such as the subjects' reported data that may bias the level of emotional intelligence. Furthermore, the study is cross-sectional and thus, it is impossible to explore the causal relations of EI with the organizational outcomes. Interestingly, future studies could employ longitudinal designs that will determine the effects of EI on performance as well as retention. Extending the study to different forms of leadership might also give a better understanding of how EI relates to different management practices.

Conclusion

This article emphasizes the importance of EI and how it can be used in improving leadership performance, organizational cohesiveness as well as organizational performance. The results support the fact that emotionally intelligent leaders are in a better position to deal with relationships, conflicts and cultivate trust. As there exist high positive correlation with program success contributor variables like job satisfaction and team performance, it is evident that emotionally intelligent leadership is particularly important to organizations that aim at achieving the best returns for their growth and profitability in the future. Self and social awareness, communication skills and work motivating skills of the emotionally intelligent leaders help to have higher level of employee engagement and retention that are crucial in the contemporary and competitive market environment.

The universal and complex motivational influence of EI on leadership, work performance and turnover can be established by this study. This imply that improving one's ability of understanding emotions would give leadership an edge when it comes to conflict management, interpersonal relations as well as group cohesiveness within and between organizations. Said traits and high EI make the leaders to build trust, improve the communication and recognize the value of the employee, all of which are factors are vital for the success of the team and organization. Considering the above highlighted variables, the positive correlation established them with EI such as job satisfaction, leadership performance, and team cohesiveness is a reinforcement to the evidence that emotionally intelligent leadership is crucial for organizational health and sustainability.

Emotional intelligence maybe defined as the capacity to understand self and others' feelings as well as to control one's own and others' emotionality and the group feelings. They are able to remain composed, keep balance emotional relationships and cause choices which are valuable for organization as well as workers. The evidence reported in this study clearly substantiates that EI does not merely constitute an additional strength, EI is a core competency that sharply boosts leadership ability. Self and other-focused personality of high EI leaders makes them more effective in stimulating efforts, trust, and cooperation which in turn reflects on employee and team performance, innovativeness and satisfaction.

An analysis of team performance in the study shows that teams that are headed by emotionally intelligent leaders have higher performance than those led by less emotionally intelligent leaders. This is because emotionally intelligent leadership fosters psychological safety of the workplace by providing people with voice, cooperation, choice and conflict resolution. The true potential of these leaders resides in their capacity to influence interpersonal relations and foster, if not encourage, timely knowledge sharing and communication since both creativity and inspiration lie at the heart of organizational flexibility and survival. The findings of ANOVA also substantiate the proposition that increased levels of emotional intelligence in leadership facilitate increased cohesiveness of the group as well as strong teamwork which is vital for realization of organizational objectives.

It has also been found that EI plays an important role in reducing the level of turnover which in turn increases retention. This is because those having emotionally intelligent leaders suffer from very low turnover rates since such leaders understand the psychological needs of their employees. They can identify the cases of burnout and disengagement, stress and other factors which can be solved at the early stage. In addition, it increases the personnel's position and makes them value themselves more for the organization and thus more committed to their company. The Chi-square analysis of the data is in line and also proves that high EI within a leadership group in an

organization is significantly inversely associated with lower turnover which once again emphasizes the profitability of winning and keeping employee improvements more effective than hiring and training employees every time.

The study also affirms EI as a crucial element for Sustainable Success in organizations. Organizations that invest in improving the usage of EI in management development can foster robust, adaptive, and efficient teams. Integration of EIL in management helps increase commitment, motivation, and job satisfaction among the employees because their values are used to support the achievement of the organizational objectives. It creates a right corporate culture that is enabling for innovation embracing problems, and constant improvement as well as growth.

These findings also suggest the importance of the use of emotional intelligence factor in development of leadership training in organizations. Emotional intelligence, communication, and teamwork play a very crucial role when it comes to dealing with the new dynamics of the workplace and developing a powerful and efficient human-centered leadership. Indeed, EI can be defined as the ability elements such as self-awareness, empathy, interpersonal skills or active listening, and self-regulation by which leaders can enhance their versatile impact and thus promote overall employees' engagement and performance improvement. This also has positive implications for individual leaders in the organization beyond the development of organizational competency, resilience, adaptability, efficiency in these programs.

It is important to consider the long-term advantages that concern the connection between EI and turnover decrease which underlines the significance of developing emotional intelligence at workplaces. In this context, organizations should develop and implement Leadership development programs with consideration of the EI elements with the intention of improving the health status of the employees and also productivity. Besides fortifying organizational culture from inside, it also benefits the overall performance improving adaptability, resilience and competitiveness of the enterprise. This is especially important because as the business environment complexity increases it becomes very important for organizations which adopt human centric leadership and innovation, to have effective models and framework for measuring emotional intelligence. Therefore, those organizations that understand the need for the EI and are willing to invest in the growth of this competency are likely to reap the benefits in terms of sustainability, flexibility and sustainable competitive advantage.

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