

IMPACT OF EMOTIONAL INTELLIGENCE OF WOMEN LEADERSHIP TOWARDS INDELTA'S TRADE LINK, DINDIGUL, TAMILNADU: ANALYTICAL STUDY

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ABSTRACT

Women make up half of the world's population, but they continue to face in equalities in every field, whether in government or non - government organizations, and particularly in leadership because men believe women cannot be good leaders or managers, whereas men agree for women to work at home because men believe women are only good for domestic work. However, the number of female leaders is still low when compared to male leaders. Nowadays the percentage of women in leadership positions is increasing and advancing towards gender parity. We endeavored to examine by mean so fliterturere view the impact of Emotional Intelligence (EI) on women's leadership since we found that EI is a key factor in predicting effective leadership traits. We also found there is a social perception that women tend to be seen as more emotional and empathic than men. We review the definitions of leadership and EI and explore the link between EI, leadership and women. Several leadership scholars and psychologists argue that EI is an important foundation for leadership effectiveness. When it comes to learning EI, men and women have the same opportunities to acquire a great EI through reflection and experience. The purpose of this study is to explore the relationship between emotional intelligence (EI) and leadership styles (transformational and transactional). This paper concludes that although Indian business are dominated by men were women do not have proportionate representation, skill the Indian women are better off than their counter parts in other regions of the world when it comes to holding higher positions in the corporate hierarchy. However, we highlight the necessity for increasing the number of women in leadership positions by enhancing and supporting women's leadership competencies.

ABOUT “Delta’s Trade Link”



Incepted in the year 1999, we “Delta’s Trade Link” are reckoned organization in the market, highly involved in manufacturing a broad collection of incense stick, jumbo cup and mini cup. These products are manufactured at our manufacturing unit by making use of high– grade raw material and ultra-modern technology in compliance with international quality norms and guidelines. These products which we offer are provided to our customers in customization facility as per the demands and requirements of our customers. Along with this these are offered to our customers at very pocket – friendly prices within the postulated timeframe.

We highly proficient and qualified team of craftsmen and other professionals who work in complete association with each other. Each individual is highly devoted and strives to execute to the best of one’s abilities. We support our team of professionals to keep them self – updated with the latest market information and trends so as to stay tune with going on knowledge. Due to their hard work and insistence, we have achieved a ladder

of success and growth in the industry. Satisfying our patron’s needs and demands for the superior quality products manufactured to their specifications and needs continue to be oblique furtive of success.

PRODUCTS

- Cup Sambrani,
- Jumbo Cup Sambrani,
- Sambrani Cup,
- Mini Cup Loban,
- Sambrani Stick.

INTRODUCTION ABOUT [IMPACT OF EMOTIONAL INTELLIGENCE OF WOMEN LEADERSHIP]

Women make up half of the world's population, but they continue to face in equalities in every field, whether in government or non-government organisations, and particularly in leadership because men believe women cannot be good leaders or managers, whereas men agree for women to work at home because men believe women are only good for domestic work. Attaining gender equality in organisations at all levels is a lengthy and difficult process that necessitates the involvement of the entire firm as well as a strong commitment from top management. Women have equal access to higher education but are not treated equally in comparison to their male counterparts while climbing the corporate ladder. A man’s chances of emerging as a leader in a group are greater than a woman’s, both in research studies and in everyday political, organizational, and

social life. This paper focuses on the present scenario of women leadership in corporate and explores the Relationships between Emotional Intelligence, Leadership Styles, and Gender.

LEADERSHIP

Leadership is about creating vision for the future, designing social architecture that shapes culture and values, inspiring and motivating followers, developing personal qualities, and creating change, to improve organizational effectiveness. Leadership refers to the abilities of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of organizations of which they are members. Leadership is one of the most observed and least understood phenomena on earth. Leadership requires balance. Organizations have a responsibility to create better policies and opportunities for women. Still, at the same time, women also need support to step forward and overcome the habits holding them back. With this said, let's dive into the world of women in the workplace, outlining the need for their presence and mindset and providing ten core reasons why organizations should no longer overlook the prospect of employing more women in leadership roles. Executive leadership is slowly moving towards gender parity. More women than ever before hold executive leadership roles in companies. In recent decades, there have been calls for greater gender equality while enhancing the need to close the gender wage gap. 2 If you take a look at the Fortune 500 list in America, you'll see that 15% of the CEOs are women.

WOMEN LEADERSHIP IN BUSINESS

Over the last four decades women have entered many traditionally male domains of leadership including politics and business in increasing numbers. In addition to women in politics, countless lesser-known women occupy leadership position in education, healthcare, family owned business etc. But it is only fairly recently that women as leaders have been the subject of research. The women and the men did not differ on task orientation or interpersonal style but that women did use a more participative and inclusive style than men who were more likely to use a directive and controlling style. Characteristics of Women Leadership In this section, we have highlighted some of the common characteristic features of women leaders – Task-Focused Women leaders are invariably focused on completion of tasks assigned within deadlines. From an operational point, completing day-to-day tasks are necessary to ensure smooth functioning of the company. Prefer to Work in Collegial Atmosphere Women leaders generally prefer leading and creating flat organizational structures that enables all to work in a collegial atmosphere interpedently. Flat organizational structure overlooks the experience and knowledge of seasoned employees and the manager. Women leaders usually are critical of hierarchical structure of organization. Promote Cooperation and Collaboration To work in collaboration with others is a typical feminine characteristic. Women leaders always promote cooperation and collaboration amongst the team members. In this 6 case, all the members of the team need to be clear of their roles and responsibilities,

otherwise, it results in redundant work. Communication Style Women leaders tend to be participatory and possess a democratic style of leading people. They seem to abhor „command and control style“ practiced by male leaders. Women often times indirectly communicate their expectations of a given task and allow more space in accomplishing a goal. It sometimes helps the team members use their skills and expertise to complete the task, however, at other times it can be a drawback if the assigned task requires a leader to have direct communication with the members. Self-Branding Unlike their male counterparts, women leaders often appear to be modest or silent about their own accomplishments. They are seldom good at branding themselves. However, it is necessary that women leaders learn how to brand themselves by sharing their achievements and skills with others. Unless people know or notice what they are capable of, they cannot recognize the leadership qualities of a women leader.

IMPORTANCE OF WOMEN IN LEADERSHIP

In today's world, women may not always realize their potential, and once unleashed, they have a direct route to success. When they find themselves in a leadership role, their capability and abilities are undeniable. A report by McKinsey & Company found that, throughout the UK, greater gender diversity on the senior executive team corresponded to the highest performance uplift in their data set. For every 10% increase in gender diversity, earnings before interest and taxes rose by a glaring 3.5%. When women become leaders,

they provide a different set of skills and imaginative perspectives. More importantly, female leaders bring structural and cultural differences to the table, which drive effective solutions. This creative standpoint and unique sense of awareness will also allow them to study and uncover the finer details that may go unmissed by others. However, it's simple to claim this, so that establishes the need to outline multiple benefits women can bring to leadership roles.

REVIEW OF LITERATURE

Emotional Intelligence: There is no universally accepted definition of EI and different authors have taken different directions to definition. Salovey & Mayer (1990:189) defined EI as “a form of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action.” Subsequently, Bar-On (1997:14) portrayed EI as “an array of emotional, personal, and social abilities and skills that influence an and pressures.” A similar definition was given by Goleman (1998b:317): "... the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.” It indicates that EI is related to a number of noncognitive skills, abilities or competencies that can influence an individual's capacity. A recent definition of EI is provided by Mayer et al. (2004:197), who wrote that it is “the capacity to reason about emotions to enhance thinking. It includes the abilities to accurately perceive

emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.” Consequently, EI involves the ability to perceive and understand emotions, to regulate and organize emotions and to generate and manage emotions so as to enhance thinking and promote intellectual growth. It is noted that the EI of an individual can be measured by using different scales available in the literature, such as EQ-i (Bar-On, 1997), ECI (Boyatzis et al., 1999), EIQ (Dulewicz & Higgs, 2000), SUEIT (Palmer & Stough, 2001), MSCEIT (Mayer et al., 2002), EQI (Rahim et al., 2002), WEIP (Jordan et al., 2002), TEIQue (Petrides & Furnham, 2003), EIS (Wong et al., 2004) and AES (Schutte et al., 2009). Among the various measures of EI, the current study proposes to use the “Assessing Emotions Scale” (AES) developed by Schutte et al. (1998, 2009) to measure the four branches of EI. The AES, also referred to in the literature Emotional Intelligence Scale, the Self-Report Emotional Intelligence Test and the Schutte Emotional Intelligence Scale, is based on Salovey & Mayer’s (1990) 45 original Model of EI. The four branches of AES are: i) perception of emotions, ii) managing own emotions, iii) managing others’ emotions and iv) utilisation of emotions. The AES is a 33-item instrument designed to measure respondents’ own perceptions about their EI. Descriptions of these four branches follow: SIU Journal of Management, Vol.5, No.2 (December, 2020). ISSN: 2229-0044

2.1.2

PERCEPTION OF EMOTION

Emotional perception involves paying attention to and accurately decoding emotional signals in individuals and objects (Mayer et al., 2004). The perceiving emotions branch of the AES includes items that require the respondent to identify how much of a particular emotion is expressed in a picture of a face, a natural landscape or a coloured pattern. It is found that an individual’s perception of emotion is related to their ability to assess emotions in others (Zuckerman et al., 1975; Papadogiannis et al., 2019).

MANAGING OWN EMOTIONS

Individuals try to maintain a positive mood and avoid negative moods by seeking information that helps maintain a positive view of themselves. It reveals the extent to which individuals hold their own emotions in check, whether they are positive or negative (Mayer et al., 2004). This branch is examined through items addressing the individual’s ability to maintain emotions, repair emotions and generate emotions appropriate for a given situation (Papadogiannis et al., 2009).

MANAGING THE EMOTIONS OF OTHERS

This aspect implies the extent to which individuals hold the ability to regulate, alter, withhold or neutralise the reactions of others (Salovey & Mayer, 1990). Instead of telling someone to do something, which is rarely a successful strategy, it is better to try to understand what deters a person back from doing it autonomously. It relates to the means of directing peoples’ unintended and unstable emotional states to become stable so as

achieve objectives through consensual agreement (Mayer et al., 2019). SIU Journal of Management, Vol.6, No.2 (December, 2022). ISSN: 2229-004433 46 2.1.2.4. UTILISATION OF EMOTION The using emotions branch examines an individual's ability to use Emotions to affect the cognitive processes of other people. This branch requires the ability to mobilise appropriate emotions and feelings to assist in certain cognitive activities such as reasoning, problem- solving and decision-making (Mayer et al., 2004). The ability to match the affective response to a given situation can directly influence an individual's cognitive organization, thereby allowing information to become more easily accessible, as well as helping the cognitive system to attend to information that is important (Simon, 1982).

EMOTIONAL INTELLIGENCE AND GENDER A review of the literature shows that the treatment of gender differences in EI is mixed. It is reported that women might have a trifling lead over men in the domain of EI (Mayer et al., 1999; Schutte et al., 1998). According to Bar-On (2000), there were no significant differences between males and females regarding overall EI. He reported that some gender differences were found for a few factorial components of the EI construct, while Goleman (1998b) found no differences at all. In a study conducted by Mandell & Pherwani (2003), it was found that there was a significant difference in EI scores of men and women. It is reported that females scored higher on the EI test than their male counterparts. On the other hand, Petrides & Furnham (2000) conducted a study to investigate whether gender

functions as a significant independent variable in measuring an EI score. The result indicated that there was not a significant gender difference in actually measured EI. Hence, the third hypothesis has been proposed as follows: H3: There is no difference between male and female MBA students' mean scores of AES, TFL, and TSL.

STATEMENT OF THE PROBLEM

The technology industry is known as male – dominant environment, in that environment the women in leadership positions is a very challenging task to prove their capability. The company should have strong relationship between employees and employers that only increase the result of productivity and helps employees to show better performance in work. HR established and encourages good relationship among employees at organization. 19 For strong relationship there must be no gender gap / any egoist between women HR and employees. Here how the women leader built a good relationship with employees and enhance high morale and provide good working condition in organization. In order to know the benefits of such relations, this study is an attempt.

OBJECTIVE OF THE STUDY

- To realize the power of women leadership
- To Explore the Relationships between Emotional Intelligence, Leadership Styles, and Gender.
- To study the various leadership skills and challenges handled in Deltas Trade Link at Dindigul.

- To determine perspectives of the employees about bond between employees and HR within the company.
- To understand that Leadership is not gender-specific.
- To study the nature of Employer Employee relationship.
- To give some suggest on for further Employer Employee relationship.

HYPOTHESIS OF STUDY

The hypothesis set for the study is

- H0 – Employees are Satisfied
- H1 – Employees are not satisfied

RESEARCH DESIGN

A research design is a broad plan that states objectives of research project and provides the guidelines what is to be done to realize those objectives. It is, in other words, a master plan or blueprint for executing a research project. It also refers to the plan, structure, and strategy of research the blueprint that will guide the research process.

Types and Methodology of Exploratory Research

- Primary research methods: Information directly gathered from the subject. (a) Survey (b) Interview (c) Focus groups (d) Observation.

- Secondary research methods: Gathering information from previously published 30 primary research.(a) case studies (b) magazines newspapers (c) books (d) Online research.

ANALYSING TOOLS FOR THE STUDY

The main statistical tools used for the collection and analyses of data in this project are

- Percentage Analysis
- Chi – Square Test

LIMITATION OF THE STUDY

Limitations exist in every study; but, a researcher needs to address them properly. Properly addressed limitations do not reduce the value of a study. Every aspect of a research has limitations a key limitation of the study is the complexity of measuring leadership competencies or styles as well as EI in terms of gender.

As already mentioned before, gender in general cannot be used as a reference without any other variable. Consequently, as Goleman (2011) cites Ruth Malloy, when it comes to leaders in the top ten percent of business performance, it becomes evident that.

PERCENTAGE ANALYSIS**Table 1.1****Satisfaction Level of Relationship between HR & Respondents**

S. No	Relation between HR & Employee	No of Respondents	Percentage
1	Highly Satisfied	60	50
2	Satisfied	40	33.3
3	Not Satisfied	20	16.7
TOTAL		120	100

[Source: Primary Data]

INTERPRETATION

It is inferred the above table shows majority of 50 percentage of the respondents are highly satisfied with relationship between HR and respondent, 33.3 percentage are satisfied, and 16.7percentagearenot satisfied.

Table 4.2.1.14**Respondent Treats by Women HR**

S. No	Respondent Treats by HR	No of Respondents	Percentage
1	Friendly	60	50
2	Family	40	33.3
3	Bossy	20	16.7
TOTAL		120	100

[Source: Primary Data]

INTERPRETATION

It is inferred the above table shows majority of 50 percentage of the respondents said they are treated as Friendly by HR, 33.3 percentage said they are treated as Family by HR, and 16.7percentagesaid they are treated as Bossy.

CONCLUSION

The above literature and findings indicate that women in today world can excel in any profession. The positive nature of the society and the environment can help women to achieve work – life balance and give a wider chance for women to achieve higher goals in their life. Given that roughly about 50% of the planet's population is female, that about 50% of staff is female in most markets, the gender is hugely unrepresented in boards and at the CEO level. Women are rated as more honest, intelligent, hardworking, compassionate, outgoing, and creative, as well as equally ambitious when compared to men. Any Indian can be proud about the contribution of women in business. With the help of technology, higher education, and strong family support, women can demonstrate that they are no longer inferior to men, and that they demand the same incentives, rewards, courage, and support to achieve more gender equality. The aim of this paper was to examine to what extent EI as an important determinant of effective leadership. Thus I conclude that the effective leadership can be an asset for women's leadership competencies.

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