

Research Article

## Impact Of Leader and Follower Emotional Intelligence on Performance and Attitude: An Exploratory Study

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**Abstract:** Modern organizations recognize Emotional Intelligence (EI) as an essential performance factor which affects individual outcomes as well as group interaction and general workplace atmosphere. The research examines how leader and follower emotional intelligence affects work performance and employee attitudes by studying important influence variables. A research sample comprising 250 participants from various sectors allows investigators to explore how organizational culture combines with leadership style and workplace stressors and training and team dynamics to affect emotional intelligence which leads to work outcome variations. Research shows that positive performance and constructive work attitudes come from strong emotional intelligence levels in leaders and followers. Leaders with high EI demonstrate empathy combined with effective communication and artificial intelligence while followers with high EI show better adaptability and higher job satisfaction and stronger collaboration. Both organizational culture and stress management capability proved to be the main factors that directly influence emotional intelligence. Research findings revealed no statistical correlations between emotional intelligence effects on performance and age or gender demographics's thus showing emotional intelligence operates similarly regardless of sample backgrounds. The research results demonstrate why organizations should allocate resources to emotional intelligence training from the entire employee hierarchy. Organizations that develop emotional intelligence within their workplace settings will improve both employee engagement and productivity together with employee morale.

**Keywords:** Emotional Intelligence, Leadership, Performance, Attitude, Organizational Culture, Workplace Stress and Employee Engagement.

### INTRODUCTION

The evolving organizational management structure proves emotional intelligence (EI) to be a fundamental practice which produces successful leadership and maintains workplace solidarity and ongoing operational efficiency. Daniel Goleman established emotional intelligence as the ability to navigate and control personal feelings together with sensations of others. Emotional intelligence differs from cognitive intelligence because it changes dynamically based on development and nurturing throughout time. Modern workplaces recognize emotional intelligence as a flexible framework which strengthens the emotional connections between leadership groups and their followers who share an emotional workspace. Leaders with advanced emotional intelligence develop qualities such as self-awareness and empathy combined with emotional regulation and social abilities. Such competencies help leadership build trust as well as provide genuine communication and authentic guidance. Emotionally competent followers who work as employees or team members positively affect their workplace through their performance and relationship management as well as their ability to accept organizational changes. Organization

performance and attitude depend heavily on how leader and follower emotional intelligence collaborate with each other. Organizational performance encompasses both functional goal achievement as well as problem-solving aptitude and innovation capabilities alongside team performance and finished result quality. Job satisfaction along with motivation and commitment together with the self-initiated performance beyond formal requirements form the aspects that make up attitude. These organizational elements undergo continuous addressing from workplace emotional forces. Leaders with emotional attunement toward team member needs can drive enhanced team morale and dedication and emotional intelligence in staff promotes stress-control and constructive communication along with friendly resolution of conflicts. The presented research draws from an extensive definition of emotional intelligence that considers leadership and follower involvement as well as organizational outcome effects. It recognizes that the leader-follower dynamic is not unidirectional but mutually reinforcing. A leader's emotional conduct can influence the emotional behavior of followers, and vice versa. Moreover, organizational settings are often characterized by emotional contagion,

**Figure: 1**

The study considers demographic variations such as age and gender to explore whether emotional intelligence manifests differently across groups. Prior research has yielded mixed results in this area—some suggesting women tend to score higher on empathy-related aspects of EI, while others point to age-related improvements in emotional regulation. However, this study's findings indicate that while slight variations exist, the overall impact of emotional intelligence on performance and attitude is consistent across demographic segments, underscoring its universal applicability. The significance of this research lies in its practical implications. As organizations grapple with challenges such as employee disengagement, high turnover, and mental health concerns, emotional intelligence offers a pathway to cultivating a more humane, adaptive, and resilient workplace. By investing in EI training, promoting emotionally intelligent leadership, and nurturing emotionally responsive cultures, organizations can drive not just better performance, but also employee well-being and organizational harmony. In conclusion, emotional intelligence is no longer a peripheral skill but a central component of effective leadership and team functioning. This study contributes to the growing body of evidence highlighting the dual impact of leader and follower emotional intelligence on performance and attitude. It offers actionable insights for practitioners, HR professionals, and policymakers aiming to build emotionally intelligent organizations that thrive in an increasingly complex and emotionally charged world.

## Theoretical Background

transformational leadership along with job performance and conflict resolution and employee engagement practices. Leaders who follow transformational leadership theory seek to inspire their followers through personalized care modules which touch higher-order emotional needs. Leadership that encompasses human emotions enables resonance with followers thus advancing workplace performance along with positive attitudes. Wholly according to social exchange theory workplace relationships function based on reciprocal exchanges. Leaders with strong EI and empathetic interactions with staff members encourage their followers to develop trust and show increased commitment as well as unrequested effort.

Team performance and satisfaction enhance simultaneously when leaders establish trusting relationships with their followers based on the Leader-Member Exchange (LMX) theory. Emotional intelligence functions as the fundamental element which enhances communication exchanges between those who lead and their interpersonal members. AET describes the events that cause employees to feel emotional reactions leading them to specific actions and performance outputs. Successful management of emotional events by leaders together with followers produces a beneficial and enduring workplace emotional environment. Theories that study emotional labor agree that emotional management is vital to accomplish professional duties. Members of service teams along with team leaders demonstrate appropriate emotions based on their emotional intelligence to preserve both operational excellence and professional behavior standards. Multiple studies support theoretical predictions which establish EI as a predictor of both individual work performance and business-level output results. Organizational culture and both organizational productivity and resilience can be enhanced through beneficial interactions between leader EI and follower EI. The theoretical basis used to explore leader-follower emotional intelligence relationships supplies detailed multifaceted knowledge. The critical framework of emotion-based work performance relies on uniting psychological concepts of leadership theory with organizational behavior patterns along with psychological models. Current research shows emotional intelligence affects performance in individuals while researchers need to prove how leadership emotional intelligence impacts team emotional intelligence for collective work results. Following research can use these foundations to generate deeper theoretical perspectives about how emotional intelligence works in organizational settings.

## RESEARCH GAP

Numerous research gaps remain unaddressed regarding the specific role of emotional intelligence (EI) in organizational leader-follower relationships for both performance and attitude. Research has mostly analyzed emotional intelligence within leaders or employees without establishing interactions between these two dimensions. Research tends to show that leader EI leads to changes in employee outcomes yet fails to demonstrate how individual

EI components in both leaders and followers work together to influence workplace activities and team performance indicators. The analysis of emotional intelligence remains incomplete because of the essential influence of cultural settings. The majority of emotional intelligence research is based on individualistic Western cultures that endorse emotional display and exhibit distinct leadership patterns than group-oriented societies. Research on leadership Emotional Intelligence remains limited within specific regional contexts especially India and other emerging economies because their work environments show distinctions between hierarchical structures and social norms and leadership expectations. This specific work context enables researchers to observe how cultural values affect EI leadership relationships that determine job performance. Research on work-based emotional well-being growth remains insufficient despite broader organizational structure investigation into their impact on EI and work satisfaction metrics. Theories like Goleman's framework together with the LMX theory demonstrate how emotional intelligence is crucial however current research lacks models which analyze leader and follower EI as connected factors that affect mutual results. Quantitative research typically measures emotional intelligence characteristics within individuals while disregarding the interpersonal dimension where emotional communication takes place. The understanding of mediators and moderators such as organizational culture and emotional labor for EI-performance relationships remains confined.

Many studies include age and gender variables as control factors yet provide limited analysis of the impact these variables have on emotional intelligence assessments and results. Some studies indicate women possess better empathetic skills which would lead to higher EI but the findings remain unclear due to contextual variations. Research has neglected to study how emotional maturity and age affect work attitudes and emotional responses throughout professional development. Organizations that embrace diversity must understand multiple variables which influence emotional intelligence perceptions and outcomes. Extensive research on practical implementations such as training methods and their effectiveness for EI development at different organizational levels remains scarce. The majority of studies fail to measure the enduring effects that EI training produces between both leaders and their followers although experts recommend such training. Making causal inferences requires researchers to conduct multiple study types which assess both long-term patterns and direct relationships between factors. The rich body of work analyzing emotional intelligence still struggles to completely understand the workplace complexity because of its relational and context-based characteristics. The adoption of methods to evaluate leader-follower connections and cultural variations and organizational effects will enhance both theoretical knowledge and practical applications by providing wider insights into the performance effects of emotional intelligence in modern work environments.

### Importance of the Study

Organizations in present times need emotional intelligence

(EI) as a fundamental skill for both leaders and followers working in emotionally complex and dynamic work environments. Research importance stems from its ability to uncover the dual benefits that emotional intelligence provides in terms of workplace performance improvement as well as employee attitude development. The evolving world of work which includes technical disruption together with expanded workload and multicultural teams makes "how people perceive and manage feelings" an essential aspect for remaining competitive. The growth of sustainable workplace performance depends on emotional intelligence because organizations now understand that emotional competence surpasses technical abilities by improving team connections and enhancing both communication and leading skills. The analysis of this study holds major importance because it explores how leader and follower emotional intelligence relates to each other rather than studying them independently. Existing research mostly deals with emotional intelligence in leaders together with their impact on their subordinates. Organizations develop their emotional climate through shared contributions of their members. Workplace morale together with emotional interactions and collective behavior are influenced through the efforts of those who follow. Research overcomes the existing gap because it recognizes emotional actors who work in organizations must develop emotional skills to influence organizational successes. This research emphasizes how emotional intelligence fits into the specific Indian workplace environment since emotional expressions and workplace behavior patterns differ markedly from Western norms. HR professionals together with organizational leaders can create cultural-specific training programs through the study findings to enhance emotional competency across organizational levels. The study shows how workplace factors like organizational culture and leadership style and stress influence emotional intelligence within Indian organizations to provide complete insight into the organizational atmosphere.

The study offers practical value for employee engagement while enhancing workplace satisfaction along with employee performance improvements. Content analysis allows companies to develop targeted leadership development and team building and stress management programs through identifying key performance and attitude-influencing EI factors. The findings from this study provide valuable references for corporate trainers along with HR consultants and policymakers who establish emotionally intelligent organizations. Emotional intelligence stands as a hard skill capable of reshaping all organizational aspects including communication and decision-making alongside conflict resolution and innovation. Emotional intelligence development among leaders and followers forms the basis for constructing workplaces with resilient teams that achieve high performance. New evidence can lead to evidence-based practices that unite individual emotional competencies with organizational objectives to boost productivity and staff morale and organizational success.

Statement of the Problem

Workforce success in addition to organizational success both depend heavily on emotional intelligence (EI) because of an increasingly volatile uncertain complex ambiguous (VUCA) work environment. The growing number of research publications on EI's value for leadership effectiveness and stress management along with employee engagement fails to explain the combined impact of leader and follower emotional intelligence on workplace output and work environment ratings. The organizational world today continues to follow a leader-centered model by evaluating only leader emotional skills as performance indicators for teams. The analysis of follower emotional responses and interpersonal competencies offer equal importance to team performance because they contribute substantially to the emotional work environment. The disintegration between individual studies on emotional intelligence remains as the main issue throughout organizational behavior research. Research into emotional intelligence typically examines the concept in solitude because scientists evaluate it either as individual traits or management competencies but fail to address its operational environment. Current research lacks sufficient integration to observe how leader and follower Emotional Intelligence interact together thus limiting understanding of workplace emotional behavior. The organization's difficulty in creating job performance and work culture improvement strategies from emotional intelligence awareness stems from the lack of empirical models that represent reciprocal emotional influences. The research field currently experiences an urgent lack of cultural diversity regarding emotional intelligence investigations. The existing studies primarily use Western workplace concepts and models of emotional expression yet these systems may not match the social-cultural standards of India. Such contexts demonstrate that hierarchical relationships together with pronounced emotional restraint and collective behavior patterns determine emotional intelligence expressions and reception patterns. The implementation of EI frameworks by organizations becomes less effective and nonaligning with employee norms when they lack cultural understanding of employee expectations.

Multiple practical organizational barriers including high stress levels along with disengagement and ineffective communication persist because they derive from inadequate emotional understanding and regulation responsibilities. Leaders who lack the ability to properly identify and meet their team members' emotional requirements experience problems with morale decline and team conflict alongside productivity reductions. The ability to adapt to change becomes problematic for individuals who lack emotional intelligence since they struggle with collaborative communication and constructive concern articulation that damages team performance. The problem intensifies because organizations fail to provide regular training initiatives which would help develop emotional intelligence among their staff. Executive teams invest large amounts of money in technical programs while ignoring emotional abilities which scientific research shows lead to improved performance results. Both leaders and followers require systematic evaluation regarding their perceptions of

emotional intelligence development together with application practice and their measurable effect on performance quantity and workplace spirit. The study addresses multiple issues by examining the unclear relationships between leader and follower emotional intelligence along with providing specific organizational behavioral outcomes from EI interventions. It is essential to resolve this issue because it enables effective and culturally suitable emotionally intelligent practices to develop.

#### **Objectives:**

1. To examine the influence of leader and follower emotional intelligence on performance and workplace attitude.
2. To identify key factors that influence emotional intelligence within organizational settings.
3. To analyze demographic variations in emotional intelligence impact.

## **FINDINGS AND RESULTS**

*Null hypothesis: There is significant difference in the impact towards the emotional intelligence according to the nature of the respondents.*

### **AGE**

Leadership and follower emotional intelligence (EI) relations with performance and attitudinal outcomes become stronger or weaker based on their age levels. Youthful staff members absorb the most value from team leaders who demonstrate emotional intelligence since these leaders provide mentoring regarding professional development together with social relationships. Staff members who have reached an older age demonstrate superior emotional regulation abilities because of their high EI levels which leads to increased team collaboration and productivity levels. Leadership and follower EI alignment produces improved communication along with enhanced trust while creating better collaboration no matter which age group represents the workforce. Emotional intelligence strategies experience limited effectiveness when working across generations since employees show different emotional expressions and interpret emotional cues. Accurate knowledge of emotional intelligence evolution patterns according to employee age leads to peak organizational performance and worker morale.

**Table 1: Age Group and Impact**

| Age                | N   | Mean    | Std. Deviation | F     | Sig.  |
|--------------------|-----|---------|----------------|-------|-------|
| Less than 30       | 151 | 18.2064 | 4.11540        | 0.486 | 0.625 |
| 30-45 years        | 68  | 17.7653 | 5.03774        |       |       |
| More than 45 Years | 31  | 17.7326 | 4.61543        |       |       |
| Total              | 250 | 17.8104 | 4.70223        |       |       |

Based on the ANOVA results provided, the study examined the impact of leader and follower emotional intelligence on performance across different age groups. The mean scores for perceived performance were slightly higher among respondents under 30 years of age ( $M = 18.21$ ,  $SD = 4.12$ ), compared to those aged 30–45 years ( $M = 17.77$ ,  $SD = 5.04$ ) and those above 45 years ( $M = 17.73$ ,  $SD = 4.62$ ). However, the differences in mean scores across the three age groups were not statistically significant, as indicated by the F-value of 0.486 and a significance level (p-value) of 0.625, which is well above the conventional threshold of 0.05. This suggests that age does not have a significant influence on the perceived impact of leader and follower emotional intelligence on performance. Therefore, emotional intelligence appears to play a similar role in influencing performance across various age groups, implying that age is not a moderating factor in this relationship.

### **GENDER**

The connection between leader and follower emotional intelligence (EI) and their performance together with attitude depends on the gender of both participants. Empirical reports validate women typically perform better in empathetic abilities and relational awareness which boosts teamwork and emotional assistance. Leaders who are men tend to show abilities in emotional regulation together with assertiveness to achieve goals. Leadership-follower gender interactions affect the way these groups communicate with one another along with trust building and differences resolution processes. Organization performance improves together with positive workplace attitudes because elevated emotional intelligence appears simultaneously in men and women. Organizations achieve greater emotional intelligence and diversity within their environments when they apply strengths found in women's emotional intelligence.

**Table 2: Gender and Impact**

| Gender | N   | Mean    | Std. Deviation | Z     | Sig.  |
|--------|-----|---------|----------------|-------|-------|
| Male   | 197 | 17.9086 | 4.62320        | 0.571 | 0.621 |
| Female | 53  | 16.6215 | 3.08645        |       |       |

|       |     |         |         |  |  |
|-------|-----|---------|---------|--|--|
| Total | 250 | 17.8437 | 3.70217 |  |  |
|-------|-----|---------|---------|--|--|

Table 2 presents the results of a comparison between male and female respondents regarding the impact of leader and follower emotional intelligence on performance. The mean score for males ( $M = 17.91$ ,  $SD = 4.62$ ) was slightly higher than that of females ( $M = 16.62$ ,  $SD = 3.09$ ). However, the Z-test yielded a value of 0.571 with a significance level ( $p = 0.621$ ), indicating that the difference in means is not statistically significant at the 0.05 level. This suggests that gender does not significantly influence the perceived impact of emotional intelligence on performance. In other words, both male and female respondents perceive the role of emotional intelligence in leadership and followership similarly when it comes to enhancing performance.

**Table 3:** Factors considered by respondents towards emotional intelligence

| Factors                           | Mean | Std. Deviation | Mean Rank   | Rank  |
|-----------------------------------|------|----------------|-------------|-------|
| Organizational culture            | 3.70 | .931           | 3.98        | I     |
| Leadership style                  | 3.13 | 1.064          | 3.07        | IV    |
| Training and development programs | 3.26 | 1.125          | 3.10        | III   |
| Workplace stressors               | 3.49 | 1.023          | 3.76        | II    |
| Team dynamics                     | 2.68 | 0.892          | 3.01        | V     |
| Chi-Square                        |      | 5.068          | N           | 250   |
| difference                        |      | 4              | Asymp. Sig. | 0.117 |

The table presents the factors considered by respondents in relation to emotional intelligence and their perceived importance. Among the five identified factors, organizational culture received the highest mean score ( $M = 3.70$ ,  $SD = 0.931$ ) and ranked first in importance, indicating that respondents strongly believe a supportive organizational culture significantly fosters emotional intelligence. This was followed by workplace stressors ( $M = 3.49$ ,  $SD = 1.023$ ), which ranked second, suggesting that how an organization manages stress plays a crucial role in influencing emotional responses and behaviors. Training and development programs ( $M = 3.26$ ,  $SD = 1.125$ ) were ranked third, highlighting the perceived value of structured EI learning opportunities. Leadership style ( $M = 3.13$ ,  $SD = 1.064$ ) ranked fourth, reflecting its moderate influence, while team dynamics ( $M = 2.68$ ,  $SD = 0.892$ ) was ranked lowest, indicating that respondents view peer interaction as relatively less impactful compared to the other factors. The Chi-Square test result ( $\chi^2 = 5.068$ ,  $p = 0.117$ ) suggests that the differences in responses across the factors are not statistically significant at the 0.05 level. This implies that although respondents showed preferences in ranking, there is no strong evidence of significant variation in the importance assigned to these factors. Overall, the findings emphasize the critical role of organizational environment and stress management in shaping emotional intelligence within the workplace.

## DISCUSSION

**Organizational Culture:** Organizational culture significantly influences how emotional intelligence (EI) is expressed and received by leaders and followers. A culture that values openness, empathy, and collaboration fosters emotionally intelligent behavior, enabling stronger relationships and better communication. When EI is embedded in the culture, employees feel more supported, engaged, and aligned with organizational goals. Conversely, in rigid or hierarchical cultures, emotional expression may be suppressed, hindering trust and performance. The alignment of EI with cultural values encourages ethical leadership, adaptability, and conflict resolution. Leaders with high EI can help shape and reinforce positive cultural norms, while followers with EI are more likely to thrive in emotionally aware environments. Ultimately, an EI-driven culture promotes psychological safety, inclusiveness, and well-being, which boosts both individual and team performance. Therefore, cultivating a culture that recognizes and integrates emotional intelligence is essential for long-term organizational success.

**Leadership Style:** Leadership style directly affects how emotional intelligence (EI) impacts employee performance and attitudes. Transformational leaders, who inspire and motivate through vision and empathy, often exhibit high EI, fostering trust, commitment, and job satisfaction among followers. These leaders are adept at recognizing and

managing emotions, leading to better team cohesion and reduced conflict. In contrast, transactional or autocratic leadership styles may limit emotional expression, suppressing employee creativity and engagement. Leaders with high EI are also more likely to adapt their approach based on the emotional needs of their team, resulting in improved morale and productivity. Furthermore, emotionally intelligent followers respond more positively to leaders who demonstrate authenticity and understanding. The interplay between leadership style and EI shapes organizational climate, influencing communication patterns, decision-making, and resilience. Encouraging emotionally intelligent leadership across styles enhances overall workplace effectiveness and promotes a more harmonious and productive environment.

**Training and Development Programs:** Training and development programs play a crucial role in enhancing emotional intelligence (EI) among leaders and followers, thereby improving performance and workplace attitudes. Structured EI training can help individuals develop self-awareness, empathy, emotion regulation, and social skills—key components for effective interpersonal relationships. For leaders, such programs enhance their ability to manage teams, resolve conflicts, and foster inclusive environments. For followers, EI training boosts collaboration, adaptability, and job satisfaction. Continuous development opportunities ensure that emotional competencies evolve with workplace demands.

Additionally, embedding EI training into leadership development initiatives reinforces emotionally intelligent behaviors at all levels of the organization. By investing in EI training, organizations build a foundation for better communication, reduced stress, and stronger team dynamics. These programs not only support individual growth but also contribute to a more emotionally intelligent organizational culture, ultimately leading to higher engagement, lower turnover, and improved overall performance.

**Workplace Stressors:** Workplace stressors can significantly affect the expression and outcomes of emotional intelligence (EI) for both leaders and followers. High-pressure environments, tight deadlines, and unclear expectations can challenge one's ability to manage emotions effectively. Leaders with high EI can recognize stress triggers and provide emotional support, reducing tension and maintaining morale. They can also foster coping strategies and encourage open communication to prevent burnout. Emotionally intelligent followers are better equipped to handle stress, regulate their responses, and stay focused under pressure. However, persistent stress can impair even high-EI individuals, leading to emotional exhaustion and poor performance. Organizational efforts to identify and mitigate stressors—such as through flexible work policies, clear communication and wellness programs—can enhance the positive effects of EI. Ultimately, the ability to navigate workplace stressors using emotional intelligence is key to maintaining a healthy work environment, improving resilience, and sustaining productivity.

**Team Dynamics:** Team dynamics play a pivotal role in determining how emotional intelligence (EI) influences collective performance and individual attitudes. Teams with high EI members typically show greater cohesion, trust, and effective communication. Emotional intelligence enables team members to navigate interpersonal differences, provide constructive feedback, and manage conflicts respectfully. Leaders with strong EI contribute by modeling positive emotional behavior, fostering inclusion, and balancing team roles and responsibilities. Emotionally intelligent teams are more adaptable and collaborative, especially during high-pressure or change-driven scenarios. Conversely, poor team dynamics—marked by mistrust, unresolved conflict, or lack of empathy—can undermine the benefits of EI, leading to miscommunication and reduced morale. Encouraging team-based EI training, open dialogue, and emotional support mechanisms can strengthen relationships and enhance group synergy. When EI is integrated into team functioning, it creates a psychologically safe space where individuals feel valued and motivated, ultimately driving better outcomes and job satisfaction.

### ***Implications of Leader and Follower Emotional Intelligence on Performance and Attitude***

Both leader and follower emotional intelligence significantly impacts how effectively organizations function. Leaders who maintain high EI create supportive workplaces which generate both trust among employees

and improved job satisfaction with greater morale. Leaders with emotional intelligence demonstrate enhanced abilities to manage conflict and give productive feedback whereas they drive their teams to superior results and retain employees effectively. Emotionally intelligent followers maintain team cohesion through their approach to change and show positive work behaviors. When EI values match between leaders and followers their communication becomes clear and misunderstandings decrease while strong personal bonds form which drive organizational productivity. Organizations need to make emotional intelligence their top priority when they recruit new personnel and when they develop their leadership team along with their employee training plans. Emotional intelligence development across organizational levels creates stronger cultural environments and allows organizations to endure crises with resilience and protects employee mental health. The result of mutual EI growth between leaders and followers drives enduring performance couples with better workplace attitudes.

### ***Recommendations***

1. Organizations should incorporate emotional intelligence training into leadership development to improve leaders' self-awareness, empathy, and interpersonal effectiveness.
2. Include EI evaluation tools in hiring processes for both leaders and team members to ensure emotional compatibility and enhance team dynamics.
3. Offer continuous learning opportunities through workshops, seminars, and one-on-one coaching sessions to build and sustain emotional intelligence across all levels.
4. Foster a culture that values open emotional expression and constructive feedback, enhancing mutual understanding and emotional trust.
5. Establish policies and practices that support psychological safety, where employees feel comfortable sharing ideas, challenges, and emotions without fear of judgment.
6. Implement stress management initiatives and provide emotional support resources to help employees maintain emotional balance.
7. Leaders should consistently model emotionally intelligent behavior, setting a standard for teams to emulate in daily interactions.

### ***CONCLUSION***

The role of emotional intelligence (EI) stands crucial in transforming workplace performance together with the attitudes of leaders and people who follow them. Work environments in the present day require the ability to identify and process emotions because these capabilities function as essential strategic resources. Leaders demonstrating strong emotional intelligence capabilities prove better at generating workplace trust through effective communication while leading their teams using both clarity and empathy. Such leaders both identify team emotional needs while efficiently solving conflicts and developing an environment which promotes teamwork and creativity and maintains a positive team morale. The emotional skills



displayed by employees produce measurable positive effects on their job satisfaction as well as organizational commitment and psychological safety. Organizational success benefits tremendously from followers who display emotional intelligence in their behavior. Staff members who demonstrate emotional intelligence develop superior abilities to control stress and adapt to changes as well as work together effectively. High EI among followers facilitates smoother interactions, more respectful communication, and a proactive approach to problem-solving. Followers who show emotional awareness creates better conditions to receive leadership guidance while maintaining resilience and taking more initiative with their responsibilities. This positive emotional stance from team members results in superior individual contributions as well as better performance of the entire group. A workplace culture developed between emotionally intelligent leaders and followers presents mutual respect and shared goals along with a strong sense of team identity. Having matching emotional intelligence within leadership and their follower's produces extraordinary results. The existing environment becomes enriched with feedback while maintaining constructive handling of emotions. A proper match of emotional intelligence between leaders and followers leads to decreased confusion as well as lower employee emotional exhaustion and stronger interpersonal bonds. The establishment of emotional expression within an organization creates a workplace culture that empowers emotional use for decision-making and innovation and staff involvement. The workplace environment benefits from emotional intelligence through ongoing enhancement of well-being and organizational resistance. The development of emotional intelligence requires deliberate effort because its effects do not emerge naturally. EI expression in organizations depends on multiple elements including workplace culture, leadership approaches and employee development programs while team function and job-related tension and individual age and gender affect its results. A leader possessing emotional intelligence will succeed more easily within a culture that embraces flexibility and collaboration even though he might struggle to succeed within cultural rigidity and hierarchy. EI application requires specialized consideration because gender together with age differences impact how people communicate emotions and read emotional cues from others. The need for organizations to develop emotional intelligence fully emerges from these factors in operational environments. The influence of leader emotional intelligence together with follower emotional intelligence creates multiple dimensions that affect performance together with work attitudes. The impact of emotional intelligence reaches further than solitary conduct since it influences team processes, organizational norms and business direction. Organizations achieve optimal EI gains through training investments and promotion of emotional intelligence leadership together with system implementations that emphasize empathy and self-awareness and emotional regulation practices. Such organizational approaches create the basis for teams that deliver superior engagement together with high levels of performance and resilience. Nurturing emotional intelligence through all organization levels enables productive ecosystems that allow people to

experience understanding and personal worth while achieving their best contributions.

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