

Effect of Emotional Intelligence of Women Leaders on Organizational Productivity

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Abstract

The study investigates the emotional intelligence of women leaders in Tamil Nadu, investigating its implications for organisational productivity. Data is collected directly from women leaders in various service sectors. Data is collected through structured questionnaires encompassing demographic profiles, emotional intelligence's impact on productivity, and strategies for enhancement. The study employed various analytical methods, including percentage analysis, descriptive statistics, factor analysis, multiple linear regression analysis, and chi-square test, to analyse the collected data. A result highlights the statistical significance of gender, age, education, and experience, supporting a meaningful association between women leaders' demographics and organisational productivity awareness. Findings confirm the relationship between emotional intelligence components and organisational productivity, revealing distinctive factors through factor analysis. The significant t-statistics affirm variations in leadership style, team dynamics, organisational climate, and individual performance concerning organisational productivity. It confirms the strategies for nurturing emotional intelligence in women leaders, emphasising its pivotal role in organisational effectiveness.

Keywords: Emotional Intelligence, Women Leaders, Organizational Productivity, Leadership Style, Individual Performance

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1. Introduction and Background

In the present-day organisational environment, productivity is increasingly contingent upon emotional intelligence, encompassing the ability to perceive, understand, manage emotions, and navigate social interactions adeptly. As women ascend to prominent leadership roles, exploring the relationship between their emotional intelligence and organisational productivity becomes imperative. The study investigates how the emotional intelligence exhibited by women leaders distinctly influences organisational outcomes. Women leaders bring a unique perspective and approach to leadership, navigating complex socio-emotional dynamics in ways that may differ from their male counterparts. While existing research acknowledges the relevance of emotional intelligence in leadership, a dearth of comprehensive studies specifically probe into the distinctive impact of emotional intelligence when wielded by women leaders (Evans & Maley, 2020).

The study is positioned to address this critical gap by comprehensively examining the interplay between emotional intelligence and organisational productivity, shedding light on the nuanced competencies that contribute to success within the purview of women's leadership. As organisations strive for diversity, inclusivity, and enhanced productivity, understanding the role of emotional intelligence in women's leadership styles becomes paramount. Beyond organisational benefits, this study aims to contribute to the broader discourse on gender-inclusive leadership practices, developing environments where women can leverage their emotional intelligence to thrive and break through traditional gender-related barriers in leadership. The ensuing exploration promises valuable insights to inform leadership development initiatives, human resource strategies, and organisational policies, driving towards more effective and equitable workplaces.

Women in the Service Sector: In the services sector, encompassing diverse domains such as education, banking, and healthcare, the presence and contributions of women have become increasingly pronounced. Historically underrepresented, women in these fields are now challenging stereotypes and making significant strides, bringing unique

perspectives and skills to the forefront. In education, women assume pivotal roles as educators, administrators, and researchers, influencing the academic environment with their expertise and dedication. The banking sector witnesses a growing cohort of women leaders excelling in roles ranging from finance to management, contributing to a more inclusive and diverse financial environment. Women have made remarkable strides as healthcare professionals, researchers, and leaders in the medical field, playing an indispensable role in shaping healthcare policies and practices. While witnessing positive shifts, the services sector must continue to nurture environments that encourage women's professional growth, eliminate gender biases, and provide equal opportunities for advancement. Recognising and addressing these challenges is paramount to harnessing the full potential of women in the services sector, nurturing innovation, and creating workplaces that genuinely reflect diversity and inclusivity. Women's ongoing progress and contributions in these crucial sectors underscore the need for sustained efforts towards gender equity, empowering women to thrive and lead across various service industries (Charlin & Imran, 2023).

Emotional Intelligence of Women Leaders: The emotional intelligence of women leaders is a dynamic and influential aspect that plays a pivotal role in shaping organisational dynamics. Emotional intelligence encompasses the ability to understand, manage, and leverage one's emotions while effectively navigating and influencing the emotions of others. In leadership, women often bring unique emotional competencies that contribute significantly to their effectiveness (Islmzai, 2023). Women leaders frequently demonstrate heightened empathy, a crucial component of emotional intelligence. It allows them to connect empathetically with team members, nurturing positive relationships and a collaborative work environment.

Additionally, women leaders often exhibit strong interpersonal skills and are adept at effective communication and conflict resolution, contributing to enhanced team cohesion. Furthermore, the ability of women leaders to navigate emotionally charged situations with resilience and composure enhances their decision-making capabilities. This emotional resilience equips them to handle the complexities

of leadership roles, inspiring confidence and trust among their teams. However, it is essential to acknowledge that women leaders may face unique challenges, including biases and stereotypes, which can impact their emotional intelligence experiences (Jayasinghe, 2020). Recognising and addressing these challenges is crucial for cultivating environments that allow women leaders to leverage their emotional intelligence fully, ultimately contributing to more inclusive, adaptive, and successful organisations.

The dimensions of emotional intelligence, including leadership style, team dynamics, organisational climate, and individual performance, collectively shape the fabric of organisational effectiveness. Leadership style, an essential dimension, involves how leaders perceive, interpret, and manage their emotions and those of their team. Emotionally intelligent leaders exhibit traits such as empathy, self-awareness, and adaptability, developing positive work environments and effective decision-making. Emotionally intelligent teams thrive on effective communication, mutual trust, and collaboration. Leaders who understand and navigate team dynamics contribute to a harmonious work atmosphere, enhancing productivity and innovation. Organisational climate is shaped by leadership, policies, and workplace culture (Preethy et al., 2020). A positive organisational climate, nurtured by emotionally intelligent leaders, supports employee well-being, engagement, and satisfaction, creating a conducive environment for high performance. Individual performance gauges how well employees harness emotional intelligence in their roles. Emotionally intelligent individuals demonstrate resilience, adaptability, and interpersonal effectiveness, positively impacting their performance and contributing to organisational success. These dimensions interconnect to form a comprehensive framework for understanding and enhancing emotional intelligence in organisational settings (Su et al., 2020).

Organisational Productivity: Organisational productivity stands as a cornerstone in the success and sustainability of any enterprise, representing the efficient utilisation of resources to achieve desired outcomes. A highly productive organisation meets its goals and continuously evolves to adapt to changing environments and challenges. Leadership styles that

promote collaboration, open communication, and employee empowerment contribute to a positive work culture, developing innovation and heightened engagement. Moreover, organisational structures facilitating seamless communication and clear goal alignment significantly impact productivity. A motivated and content workforce tends to exhibit higher levels of commitment and discretionary effort, translating into increased productivity.

In contrast, workplaces that neglect employee welfare may experience higher turnover rates, absenteeism, and diminished overall productivity. Technological integration and strategic decision-making further enhance organisational productivity (John, 2020). Leveraging cutting-edge technologies, streamlining processes, and staying abreast of industry trends contribute to an agile and competitive organisational framework. Developing a universal approach that addresses these facets ensures sustained growth, adaptability, and success in the ever-evolving background of organisational dynamics.

Emotional Intelligence on Organizational Productivity: The effect of emotional intelligence exhibited by women leaders on organisational productivity is a critical and complex relationship that significantly influences workplace dynamics. Emotional intelligence encompasses understanding, managing, and leveraging emotions effectively. Women leaders' high emotional intelligence nurtures a positive and collaborative work environment. Empathy, a core component of emotional intelligence, allows women leaders to connect with team members more profoundly, understanding their needs and concerns. It raises a sense of trust, teamwork, and cohesion within the organisation, contributing to heightened productivity (Kitsios et al., 2022). Effective communication, another facet of emotional intelligence, enables women leaders to convey ideas, provide feedback, and resolve conflicts with finesse, minimising misunderstandings and enhancing overall team efficiency.

Moreover, emotionally intelligent women leaders are often adept at navigating complex organisational challenges with resilience and adaptability. Emotional intelligence positively impacts organisational productivity and can also be a mitigating factor in stress or conflict. Women leaders with well-developed

emotional intelligence can effectively manage and mitigate workplace challenges, maintaining a positive organisational climate that supports sustained productivity and growth (Mulawarman et al., 2021).

2. Problem Statement

The effectiveness of organisational leadership is tied to the emotional intelligence of its leaders, particularly women in leadership roles. However, despite the acknowledged significance of emotional intelligence, there is a noticeable gap in understanding how women leaders' emotional intelligence impacts organisational productivity. The study addresses the existing knowledge deficit by investigating the multifaceted relationship between emotional intelligence and organisational productivity in the context of women leaders. The problem arises from the limited empirical evidence that explicitly explores the dimensions of emotional intelligence exhibited by women leaders and their direct implications on organisational effectiveness. While emotional intelligence is widely recognised as a crucial factor in leadership success, there is insufficient granularity in the literature concerning the specific emotional competencies that significantly contribute to enhanced organisational productivity when demonstrated by women leaders.

Additionally, the need for more comprehensive studies in this domain hampers the identification of targeted interventions and strategies organisations can employ to harness the full potential of emotional intelligence in their women leaders. The study seeks to bridge this gap by rigorously examining the effect of emotional intelligence on organisational productivity within the unique context of women leaders. Elucidating the specific emotional competencies that drive organisational success and proposing actionable insights, this study aims to contribute valuable knowledge for organisations striving to optimise their leadership dynamics and enhance overall productivity.

3. Need for the Study

The significance of emotional intelligence in leadership has gained widespread acknowledgement, yet a distinct need persists to scrutinise its specific impact when manifested by women leaders within organisational settings. Women increasingly assuming

pivotal leadership roles bring unique perspectives and approaches to decision-making, team collaboration, and organisational dynamics. The study is crucial in addressing the existing gap in literature regarding the distinct influence of emotional intelligence exhibited by women leaders on organisational productivity. Realising emotional intelligence in the context of women leaders is imperative due to the evolving nature of workplaces, where diversity and inclusion are central themes. As organisations strive to nurture environments that harness the full potential of their workforce, comprehending the specific emotional competencies that contribute to the effectiveness of women leaders becomes paramount. The study seeks to provide actionable knowledge that enhances organisational productivity and promotes gender-inclusive leadership practices for a more equitable and effective workplace.

4. Review of Literature

The emotional intelligence of women leaders and its impact on organisational productivity reflects evolving dynamics within workplace environments. The pivotal role of emotional intelligence in effective leadership, with a growing emphasis on the unique contribution of Women Leaders (Galsanjigmed & Sekiguchi, 2023). Women in leadership roles typically possess heightened emotional intelligence and are more adept at identifying and connecting with the feelings of those around them. This frequently results in improved problem-solving and communication abilities, which are advantageous when collaborating with male coworkers. (Noura Almadani and Majed Alamr 2024). Women leaders often exhibit higher levels of emotional intelligence, encompassing competencies such as empathy, interpersonal skills, and self-awareness, which significantly influence their leadership styles (Moon, 2021). Women leaders demonstrate the ability to create emotionally intelligent learning environments. Emotionally intelligent female educational leaders raise positive relationships, enhance communication, and contribute to a more conducive atmosphere for learning and collaboration (Drigas & Papoutsis, 2019). The impact of emotional intelligence is not confined to the educational realm; it extends to other service sectors, such as banking and healthcare (Griffiths et al., 2019). Leadership demands a balance of analytical skills and interpersonal acumen; women leaders

with high emotional intelligence excel (Hoobler et al., 2018). They can navigate complex financial settings while establishing meaningful connections with clients and team members (Duan et al., 2023).

Emotionally intelligent women leaders in banking enhance team cohesion, customer satisfaction, and overall organisational success (Schock et al., 2019). Leaders excel in creating supportive work environments, developing open communication, and positively impacting patient outcomes (Shabani et al., 2021). The empathetic and emotionally attuned approach of women leaders in healthcare contributes to improved staff morale and patient satisfaction, ultimately enhancing organisational productivity (Kulkarni & Mishra, 2022). Organisational climate emerges as a critical dimension in the literature, underscoring the broader impact of emotional intelligence on workplace dynamics (Vardarlier & Al, 2022). Emotionally intelligent women leaders are shaping a positive organisational climate. Their ability to create a trust, transparency, and collaboration culture increases employee engagement, satisfaction, and retention (Alsalmi & Omrane, 2023). This, in turn, translates into higher levels of organisational productivity. Employees working under emotionally intelligent women leaders often experience greater job satisfaction, motivation, and a sense of well-being (Ahad et al., 2021).

Emotionally intelligent leaders effectively navigate workplace challenges, providing support and guidance that positively influences individual and collective performance (Khattak et al., 2021). The literature also recognises challenges women leaders face, including gender biases and stereotypes that may impact the perception and utilisation of their emotional intelligence (Sarwar et al., 2023). The empathetic, communicative, and adaptive qualities of women leaders with high emotional intelligence create environments conducive to collaboration, innovation, and employee well-being. (Kulkarni et al., 2023) As organisations strive for enhanced effectiveness, cultivating and recognising emotional intelligence among women leaders emerge as essential components of leadership development and organisational success (Mokat et al., 2022).

5. Research Objectives

The study commenced with the ensuing objectives.

- To assess the demographic profile of women leaders and their awareness of organisational productivity.
- To investigate the effect of emotional intelligence of women leaders on organisational productivity.
- To examine the opportunities to improve the emotional intelligence of women leaders.

6. Research Methodology

The study aimed to gather information on the emotional intelligence of women leaders and its impact on organisational productivity in Tamil Nadu. A survey directly collected data from women leaders in various service sectors. The study utilised a questionnaire as the survey instrument to obtain the necessary primary data. The questionnaire needed to be clear and the questions straightforward. The content and scale of the questionnaire are adapted from numerous seminal studies. The questionnaire was structured into three parts: demographic profile, the influence of the emotional intelligence of female leaders on organisational productivity, and strategies to enhance the emotional intelligence of female leaders. For the section on the impact of emotional intelligence on organisational productivity, a 5-point Likert scale ranging from 5 to 1 was employed, where 5 represented "strongly agree" and 1 represented "strongly disagree." The study employed various analytical methods, including percentage analysis, descriptive statistics, factor analysis, multiple linear regression analysis, and chi-square test, to analyse the collected data.

7. Results and Discussions

7.1. Analysis of Demographic Profile

Table 1 depicts a comprehensive overview of the demographic characteristics of women leaders, encompassing factors such as experience, age, educational qualification, area of residence, family status, and monthly income. The assessment of women leaders' awareness regarding organisational productivity is categorised as high, medium, or low. To examine the hypothesis, Pearson chi-square

is calculated. The null hypothesis (H0) posits that there is no significant association between the demographic profile of women leaders and their awareness of organisational productivity.

Table 1: Demographic Profile

Demographic Profile	Variables	Frequency		Chi-Square
		N	%	
Age	Less than 30 years	115	28.75	Value = 27.679 Df= 4; Sig.= 0.000
	30 – 50 years	196	49.00	
	More than 50 years	89	22.25	
Academic Qualification	Under Graduate	98	24.50	Value = 32.354 Df= 4; Sig.= 0.000
	Post Graduate	224	56.00	
	Professional	78	19.50	
Salary	Less than Rs.50,000	127	31.75	Value = 28.299 Df= 4; Sig.= 0.000
	Rs.50,000 – 1,00,000	182	45.50	
	More than Rs.1,00,000	91	22.75	
Experience	Less than 5 years	56	14.00	Value = 30.325 Df= 4; Sig.= 0.000
	5 – 10 years	128	32.00	
	More than 10 years	216	54.00	
Residence	Rural	97	24.25	Value = 33.798 Df= 4; Sig.= 0.000
	Semi-Urban	105	26.25	
	Urban	198	49.50	

Source: Primary Data

Table 1 shows that the age distribution comprises 28.75% in the age bracket of less than 30 years, 49% in the 30–50 years range, and 16% in the over 50 years category. Regarding academic qualifications, 24.50% have completed undergraduate degrees, 56.00% have completed postgraduate degrees, and 19.50% have completed professional education. Regarding salary, 31.75% receive less than Rs.50,000, 45.50% draw a salary between Rs.50,000 and Rs.1,00,000, and 22.75% receive a salary exceeding Rs.1,00,000. Experience-wise, 14% have less than 5 years of experience, 32% have 5-10 years, and 54% have more than 10 years. Residence indicates that 24.25% reside in rural areas, 26.25% in semi-urban and 49.50% in urban areas. The chi-square test reveals that the computed values for gender, age, educational qualification, and experience are statistically significant at the 1% level. Consequently, rejecting the null hypothesis supports the acceptance

of the alternate hypothesis, suggesting a substantial association between the demographic profile of women leaders (age, academic qualification, salary, experience, and residence) and their awareness of organisational productivity.

7.2. Emotional Intelligence on Organizational Productivity

The effect of the emotional intelligence of women leaders on organisational productivity is analysed with the help of factor analysis and regression. The independent variables taken into account, which include aspects like the relationship in leadership style, team dynamics, organisational climate, and individual performance, are considered as determinants affecting organisational productivity. The study puts forth the following hypotheses for consideration.

H0: Leadership style, team dynamics, organisational climate, and individual performance do not differ significantly from organisational productivity.

H1: Leadership style, team dynamics, organisational climate, and individual performance differ significantly from organisational productivity.

In this way, KMO and Bartlett's test results are presented in Table 2.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.923
Bartlett's Test of Sphericity	Approx. Chi-Square	616.76
	Df	91
	Sig.	.000

Source: Primary Data

Table 2 exhibits the KMO (Kaiser-Meyer-Olkin) measure assessing the adequacy of the sample. The analysis confirms the appropriateness of the factor analysis data with a value of 0.923, falling within the range deemed both large and suitable for factor analysis. Bartlett's test has been conducted, and its outcome validates a highly significant result with a p-value of 0.000 ($p < 0.001$), affirming the accuracy of the confirmatory factor analysis results.

Table 3: Rotated Component Matrix

Variables	Component			
	1	2	3	4
Empathetic decision-making	.844	.142	.076	.172
Collaborative problem-solving	.832	.155	.189	.153
Adaptive leadership approach	.814	.168	.176	.201
Motivational skills	.836	.251	.155	.192
Inspirational communication	.829	.129	.129	.157
Conflict resolution abilities	.842	.172	.079	.135
Team cohesion	.169	.825	.175	.075
Trust-building within teams	.222	.834	.168	.157
Effective communication within the team	.154	.806	.122	.134
Team morale and motivation	.248	.823	.136	.167
Handling team conflicts	.216	.812	.152	.177
Employee job satisfaction	.171	.131	.817	.171
Workforce engagement and commitment	.271	.215	.821	.202
Employee well-being	.215	.214	.832	.147
Workplace harmony	.241	.178	.807	.137
Productivity and goal attainment	.123	.127	.081	.808
Decision-making efficiency	.146	.175	.155	.817
Adaptability to change	.179	.152	.162	.806

Source: Primary Data

Table 3 shows the results created in the rotated matrix; all factors can be accepted with indispensable features for restructuring and reduction. The first component is called 'Leadership Style' and has six factors: empathetic decision-making, collaborative problem-solving, adaptive leadership approach, motivational skills, inspirational communication, and conflict resolution abilities. The second component is called 'Team Dynamics'. It is loaded with four factors: team cohesion, trust-building within teams, effective communication within the team, team morale and motivation, and handling team conflicts. The third component is called 'Organizational Climate' and comprises three factors: employee job satisfaction, workforce engagement and commitment, employee well-being, and workplace harmony. The fourth component is 'Individual Performance' and consists of productivity and goal attainment, decision-making efficiency, and adaptability to change. The data condensation is encouraging since the features are associated. The score assigned to any element is partially the effect of other attributes.

Table 4: R Square and Durbin-Watson Test

Model	R Square	Dutbin-Watson
1	0.695	1.792

Source: Primary Data

Table 4 provides the results of the R-Square and Durbin-Watson tests. The R-Square test result of 0.695 indicates that a regression analysis is feasible. Additionally, the Durbin-Watson test outcome 1.792 suggests a minimal autocorrelation or a noteworthy distinction between the two variables.

Table 5: ANOVA

Model	F	Sig.
1	76.798	0.000

Source: Primary Data

Table 5 scrutinised scrutinises the results derived from the ANOVA analysis. It is apparent that the four predictor variables display disparities and can be efficiently utilised to predict the dependent variable, organisational productivity. This assertion is supported by the F value of 76.798, which is highly significant at the 1% level.

Table 6: Regression Coefficient

Variable	Standardized Coefficient	T	Sig.	Collinearity Statistics	
				Tolerance	VIF
Constant	.396	0.669	.637	.444	2.189
Leadership Style	.336	5.648	.000	.667	1.562
Team Dynamics	.272	5.863	.000	.645	1.425
Organizational Climate	.323	4.678	.000	.741	1.234
Individual Performance	.247	4.974	.000	.582	1.268

Source: Primary Data

Table 6 shows the outcomes of all variables, and it is noteworthy that these results hold high significance ($p < 0.001$). The variables demonstrate the highest beta values (0.336, 0.272, 0.323, and 0.247), accompanied by considerable t-values (5.648, 5.863, 4.678, and 4.974). Moreover, all VIF values are below 10, confirming the absence of multi-collinearity issues and affirming the distinctiveness of the data points. The findings underline the substantial influence of emotional intelligence

factors, namely, leadership style, team dynamics, organisational climate, and individual performance, on the organisational productivity of women leaders. This assertion gains further support from examining the t-statistic for all independent variables, such as leadership style, team dynamics, organisational climate, and individual performance, revealing significant importance ($p < 0.05$) about organisational productivity. Consequently, this outcome suggests rejecting null hypotheses, signifying that leadership style, team dynamics, organisational climate, and individual performance significantly differ concerning organisational productivity.

7.3. Strategies to Enhance Emotional Intelligence of Women Leaders

Several factors serve as strategies to enhance the emotional intelligence of women leaders. To assess this, the Friedman Chi-square test is employed with a null hypothesis stating that there is no significant difference in various strategies to enhance the emotional intelligence of women leaders. The chi-square value, indicative of the variance among ranks for each reason total and its expected value, is 155.632 for the given sample size. With degrees of freedom ranging from less than 1 to the number of variables, the asymptotic significance suggests that the probabilities of achieving various strategies to enhance the emotional intelligence of women leaders do not vary significantly. Given that the chi-square value with 10 degrees of freedom is unlikely to occur by chance, it is concluded that women leaders have chosen all motivating factors equally, as depicted in Table 7.

Table 7: Descriptive Statistics

Motivating Factors	Mean Rank	Mean Score	Std. Deviation	Chi-Square
Emotional self-awareness training	10.28	3.43	1.6563	155.632 P value 0.000*
Empathy development workshops	9.42	2.78	1.3756	
Conflict resolution activities	9.24	2.75	1.6528	
Communication skills enhancement	9.37	2.67	1.4437	
Stress management training	8.74	3.37	1.5692	
Cultural sensitivity workshops	8.56	2.89	1.5726	

Collaborative decision-making exercises	7.92	2.56	1.3851
Feedback and coaching programs	9.13	3.29	1.2953
Emotional regulation workshops	7.89	3.32	1.4571
Leadership development programs	7.92	2.77	1.7527

Source: Primary Data * Significant at 1% level

Table 7 shows that to check the various strategies to enhance the emotional intelligence of women leaders, Friedman's Chi-square test is implemented. It was found that among the different strategies to enhance emotional self-awareness, training (10.28) was ranked first. Subsequently, empathy development workshops (9.42), communication skills enhancement (9.37), conflict resolution activities (9.24), and feedback and coaching programs (9.13) are ranked second to fifth, respectively. It is followed by stress management training (8.74), cultural sensitivity workshops (8.56), collaborative decision-making exercises (7.92), leadership development programs (7.92), and emotional regulation workshops (7.89), which are ranked from sixth to tenth, respectively. It can be concluded that emotional self-awareness training, empathy development workshops, and communication skills enhancement are the foremost strategies to enhance the emotional intelligence of women leaders.

8. Conclusion

The findings offer a comprehensive insight into the demographic profile of women leaders and its potential impact on organisational productivity awareness. The age distribution highlights a significant presence in the 30–50 years range, representing 49%, while academic qualifications show a majority, with postgraduate degrees at 56%. Salary-wise, a notable portion falls within the Rs.50,000 to Rs.1,00,000 range (45.50%). Experience distribution indicates a dominance of over ten years (54%). The residential distribution reflects a considerable urban presence (49.50%). The chi-square test emphasises the statistical significance of gender, age, education, and experience at the 1% level. It strongly supports a meaningful association between the demographic profile of women leaders and their awareness of

organisational productivity, affirming the alternate hypothesis. The relationship between the emotional intelligence of women leaders and its repercussions on organisational productivity, utilising factor analysis and regression techniques.

The result shows that there are notable differences between organisational productivity and leadership style, as well as between team dynamics, organisational climate, and individual performance. The rotated matrix reveals that components such as 'leadership style,' 'team dynamics,' 'organisational climates,' and 'individual performance' are effectively contributing to emotional intelligence among women leaders. The results emphasise the influence of emotional intelligence factors on organisational productivity. The findings highlight the considerable impact of emotional intelligence components on women leaders' organisational productivity, reinforced by the significant t-statistic for independent variables in relation to organisational productivity. The rejection of null hypotheses signals distinct variations in leadership style, team dynamics, organisational climate, and individual performance concerning organisational productivity. Emotional self-awareness training, empathy development workshops, and communication skills enhancement are the foremost motivating factors for women leaders' emotional intelligence.

9. Limitations

The study had certain limitations. Firstly, it predominantly relies on self-reported data from the women leaders, which may lead to response biases. The study was considered to have a limited sample size and limited industries. It was also conducted in a confined geographical area.

10. Managerial Implications

The research on the effect of the emotional intelligence of women leaders on organisational productivity holds crucial managerial implications. Organisations should prioritise the development of emotional intelligence competencies among women leaders through targeted training programs. Managers must recognise and harness the unique strengths that emotionally intelligent women leaders bring to the workplace, nurturing an inclusive and collaborative culture. Implementing mentorship

programs can provide women leaders valuable support in navigating potential gender biases. Additionally, organisational policies should promote a work environment that values emotional intelligence, encouraging open communication, empathy, and adaptability. Recognising and rewarding emotionally intelligent leadership practices can motivate women leaders and contribute to a positive organisational climate. Overall, embracing the managerial implications outlined by this research can enhance leadership effectiveness, improve team dynamics, and ultimately lead to increased organisational productivity.

11. Scope for Future Research

Future studies should compare the emotional intelligence of women leaders in developing and developed economies. Furthermore, effort should be paid to assess the emotional intelligence of women leaders across various sectors in India. Similarly, women leaders from urban and rural backgrounds should also be considered when checking organisational performance or contribution to the development of business firms.

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