

A STUDY ON EMOTIONAL INTELLIGENCE AND ITS ROLE IN EFFECTIVE LEADERSHIP AT ADANI GREEN ENERGY LTD.

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Abstract

Emotional intelligence (EI) has emerged as a critical factor in determining leadership effectiveness in contemporary organizations. This study examines the role of emotional intelligence in enhancing leadership performance at Adani Green Energy Ltd., a leading organization in the renewable energy sector. The primary objective is to analyze how components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skills—contribute to effective leadership practices within the organization. The research adopts a descriptive and analytical approach, utilizing both primary and secondary data. Primary data were collected through structured questionnaires administered to employees and managerial staff, while secondary data were sourced from company reports, journals, and relevant literature. Statistical tools were employed to evaluate the relationship between emotional intelligence and leadership effectiveness. The findings reveal a strong positive correlation between emotional intelligence and leadership outcomes, including improved decision-making, team cohesion, conflict management, and employee engagement. Leaders with higher emotional intelligence were found to foster a more collaborative and productive work environment, which is crucial in a dynamic and innovation-driven sector like renewable energy. The study concludes that emotional intelligence is a key determinant of effective leadership at Adani Green Energy Ltd. and recommends the incorporation of EI-based training and development programs to enhance managerial capabilities. This research contributes to the growing body of knowledge on leadership development and offers practical insights for organizations aiming to strengthen leadership effectiveness through emotional intelligence.

Introduction

Emotional Intelligence (EI) has become an essential concept in modern organizational behavior and leadership studies, emphasizing the ability of individuals to recognize, understand, manage, and influence emotions—both their own and those of others. The term gained widespread recognition through the work of Daniel Goleman, who highlighted its significance in personal and professional success, particularly in leadership and workplace effectiveness.

Emotional intelligence is commonly defined as a set of competencies that include self-awareness, self-regulation, motivation, empathy, and social skills. These components enable individuals to navigate complex social environments, make informed decisions, and maintain healthy interpersonal relationships. Unlike traditional intelligence (IQ), which primarily focuses on cognitive abilities, EI addresses the emotional and social dimensions of human behavior, making it especially relevant in team-based and people-oriented work settings.

Objectives of the Study

- To understand the concept of emotional intelligence
- To study the role of emotional intelligence in leadership
- To analyze the impact of emotional intelligence on leadership effectiveness

- To identify key emotional intelligence skills required for effective leadership
- To evaluate how emotional intelligence influences employee performance and workplace environment

Hypothesis

- H_0 (Null Hypothesis): Emotional intelligence has no significant impact on leadership effectiveness.
- H_1 (Alternative Hypothesis): Emotional intelligence has a significant positive impact on leadership effectiveness.

Literature Review

Theoretical Framework

The concept of Emotional Intelligence (EI) has gained significant importance in organizational behavior and leadership studies. It focuses on the ability of individuals to recognize, understand, manage, and influence emotions in themselves and others. Over the years, various theories and models have been developed to explain emotional intelligence and its role in effective leadership.

1. Concept of Emotional Intelligence

The term Emotional Intelligence was popularized by Daniel Goleman (1995), who defined it as the ability to recognize and manage one's own emotions and the emotions of others. According to him, emotional intelligence is as important as

intellectual ability (IQ) in determining success, especially in leadership roles.

2. Ability Model of Emotional Intelligence

The Ability Model was proposed by Peter Salovey and John D. Mayer (1990). This model defines emotional intelligence as a set of cognitive abilities related to processing emotional information.

The model consists of four key components:

- Perceiving emotions
- Using emotions to facilitate thinking
- Understanding emotions
- Managing emotions

This model emphasizes that emotional intelligence can be developed and improved over time.

3. Mixed Model of Emotional Intelligence

Daniel Goleman (1998) introduced the Mixed Model, which combines emotional skills with personality traits and competencies. According to this model, emotional intelligence includes:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social skills

4. Trait Model of Emotional Intelligence

The Trait Model was developed by Konstantinos V. Petrides (2001). This model views emotional intelligence as a set of emotional self-perceptions located within personality traits.

It focuses on:

- Emotional self-awareness
- Emotional expression
- Empathy
- Relationship skills

5. Emotional Intelligence and Leadership

Leadership effectiveness is closely related to emotional intelligence. According to Daniel Goleman (2000), emotionally intelligent leaders are more successful because they can manage their emotions, understand their team members, and create a positive work environment.

Leaders with high emotional intelligence:

- Communicate effectively
- Handle conflicts efficiently
- Motivate employees
- Build strong teams

Research Methodology

3.1 Research Design

Research design refers to the overall plan or framework used to conduct the study. It provides a systematic approach for collecting, measuring, and

analyzing data.

For this study, a Descriptive Research Design has been adopted. This design helps in describing the characteristics of emotional intelligence and its impact on leadership effectiveness. It focuses on understanding the current behavior, perceptions, and attitudes of employees and leaders within the organization.

3.2 Type of Research

The present study is primarily Descriptive in nature, as it aims to describe the relationship between emotional intelligence and effective leadership.

In addition, the study also includes elements of:

- Analytical Research, as it examines the relationship between variables such as emotional intelligence and leadership effectiveness
- Exploratory Research, to gain insights into employee perceptions and behavioral aspects

3.3 Data Sources (Primary & Secondary)

A) Primary Data

Primary data refers to first-hand data collected directly from respondents.

In this study, primary data has been collected from:

- Employees
- Team leaders
- Managers

Method Used:

- Structured questionnaire

B) Secondary Data

Secondary data refers to data that has already been collected and published.

Sources of secondary data include:

- Books on organizational behavior and emotional intelligence
- Research journals and articles
- Company-related information
- Online resources and websites

Secondary data helps in building the theoretical background of the study.

Sampling Design

Sampling design refers to the method used to select respondents from the population.

a) Sampling Universe

The universe includes all employees and leaders working in Adani Green Energy Limited.

b) Sampling Unit

Individual employees, supervisors, and managers.

c) Sampling Method

Simple Random Sampling has been used in this study, where each respondent has an equal chance of being selected.

Sample Size

Sample size refers to the number of respondents selected for the study.

In this research, a total of **100 respondents** have been selected, including employees and managerial staff. This sample size is considered adequate to represent the population and draw meaningful conclusions.

Data Collection Instruments

The main instrument used for data collection is a structured questionnaire.

Features of the Questionnaire:

- Contains both close-ended and Likert scale questions
- Covers key dimensions of emotional intelligence
- Includes questions related to leadership effectiveness
- Simple and easy to understand

Tools & Techniques Used

The collected data has been analyzed using the following tools and techniques:

- a) Percentage Analysis: Used to understand the distribution of responses.
- b) Tables and Charts: Used to present data in a clear and visual format.
- c) Microsoft Excel: Used for data entry, tabulation, and graphical representation.
- d) Statistical Techniques:
 - Basic analysis of relationships between variables
 - Interpretation of patterns and trends

Findings:

1. 57% of respondents are male and 43% of respondents are female in Adani Green Energy Limited.
2. Mostly (78%) of the respondents of the study are in the age category between 23-27 Years. The other half(11%) of the respondents are in the age category between 18-22, the rest of the respondents about(11%) are of the age category between 28-32 years and the rest about (0%) of them are in the age category between 32 & above.
3. Almost all the respondents are educated up to the level of Under Graduate (69.0%), (18.0%) of respondents are Post graduate ,(13.0%) of respondents are Diploma Where as only a least percent of the respondents (0%) are found a in the Other category.
4. 72.0% of respondents have their experience as 1-5 years, 28.0% of respondents have their experience as below 1 year, 0% of respondents have their experience as 6-10 years & above 10 years.
5. 92% of the respondents were satisfied with their

jobs however 3% of them were not satisfied and 4% believed it did not matter. Come to think of the motivation theories mentioned earlier, with reference to Two Factor Theory, whereby there are motivators and hygiene factors and opposite of satisfaction is not dissatisfaction. It can be deduced that the 3% who perceived not to be satisfied with their jobs because some of the elements missing from motivator factors in the organizational Culture thus having an effect on their motivation and commitment.

6. The data gathered suggests that 77% of the respondents see direct link between the three variables mentioned above. Whereas 23% believe it varies according to each person. Different people have different personality and a way of seeing things in life.

Conclusion

The study concludes that emotional intelligence plays a pivotal role in leadership effectiveness at Adani Green Energy Ltd (AGEL). Data analysis reveals a strong positive correlation between a supportive organizational culture—managed by emotionally intelligent leaders—and high levels of employee motivation. A significant majority (90%) of employees reported that positive reinforcement and support for their initiatives directly boost their commitment. Furthermore, the research highlights that emotional intelligence is often valued more than financial compensation, as 63% of respondents indicated that an unsupportive culture would negatively impact their motivation even if their salary was high. Overall, the workforce at AGEL is highly satisfied with the current organizational climate, which reflects an effective application of emotional intelligence in leadership practices.

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