International Journal for Multidisciplinary Research (IJFMR)
E-ISSN: 2582-2160 ● Website: www.ijfmr.com ● Email: editor@ijfmr.com

A Study of Emotional Intelligence in Leadership with Special Reference to Sameti Mizoram

Dr. Josephine Lalrindiki[1], Dr. Vanlalpeka Renthlei[2], Joseph B. Vanlalfaka[3], B. Lalhriatpuii[4]

[1]Asst.Professor, Management, Govt.J.Thankima College
[2]Asst.Professor, Environmental Science, Govt.J.Thankima College
[3]Asst.Professor, Mizo, Govt.J.Thankima College
[4]Research Scholar, Management.

Abstract
This paper investigates the role of Emotional Intelligence (EI) in leadership effectiveness and organizational behavior within the context of SAMETI, Mizoram. It explores how key EI competencies—self-awareness, self-regulation, motivation, empathy, and social skills—influence leadership dynamics, decision-making, conflict resolution, and employee engagement in an agricultural extension institute setting. Employing a descriptive and correlational research design with data collected from 42 SAMETI personnel, the study reveals critical gaps in emotional self-awareness and mood recognition among leaders, while highlighting strengths in cognitive self-awareness and service commitment. The findings suggest that emotionally intelligent leadership fosters positive organizational outcomes such as enhanced employee engagement, supportive cultures, and improved team performance. Recommendations emphasize the integration of structured EI training, proactive leadership strategies, and empowerment frameworks to enhance leadership effectiveness and fulfill SAMETI's capacity-building mandate. This paper contributes a theoretical model linking EI with trans-formational leadership behaviors and organizational success, underscoring the vital role of emotional competencies in complex, multicultural agricultural organizations.

Keywords: Emotional intelligence, leadership, effectiveness.

1. Introduction

Emotional intelligence (EI) has emerged as a critical factor in leadership effectiveness and organizational behavior, shaping how leaders interact with employees, manage teams, and drive organizational success. Defined as the ability to recognize, understand, and manage one's own emotions and those of others (Goleman, 1995), EI plays a pivotal role in leadership dynamics, decision-making, conflict resolution, and employee engagement.

In today's complex and rapidly changing business environment, traditional leadership traits such as technical expertise and cognitive intelligence (IQ) are no longer sufficient to ensure effective leadership. Research suggests that leaders with high emotional intelligence foster stronger workplace relationships, enhance team performance, and create a positive organizational culture (Mayer, Salovey, & Caruso, 2008). Furthermore, EI contributes to adaptive leadership styles, such as transformational and servant

leadership, which are linked to higher employee motivation, job satisfaction, and organizational commitment.

Organizational behavior studies highlight that emotionally intelligent leaders are better equipped to handle workplace stress, navigate organizational change, and inspire trust among subordinates. Their ability to empathize, communicate effectively, and regulate emotions leads to improved collaboration, reduced turnover, and higher productivity (Ashkanasy & Daus, 2005).

Given its growing significance, this research explores the impact of emotional intelligence on leadership effectiveness and organizational behavior, examining how EI competencies—self-awareness, self-regulation, motivation, empathy, and social skills—contribute to successful leadership and positive workplace outcomes. By understanding these dynamics, organizations can develop targeted leadership training programs to cultivate emotionally intelligent leaders, ultimately enhancing organizational performance and employee well-being.

1.1 Objectives of the study

1. To identify EI levels among the subjects, which included self-awareness, self-regulation, self-motivation, empathy, and social skills and level of leadership effectiveness;
2. To assess the relationship between EI and leadership effectiveness.

1.2 Scope Of The Study

The scope of this study is confined to SAMETI (State Agricultural Management and Extension Training Institute), with a specific, implied focus on its operations in Mizoram. The research focuses specifically on the emotional intelligence competencies of its personnel and the manifestation of these competencies in their leadership practices, particularly in the context of agricultural extension and training. The findings are intended to provide insights for leadership development within SAMETI, Mizoram and similar agricultural extension organizations.

1.3 Data Collection:

The study utilized a structured questionnaire as the primary data collection tool. The questionnaire was divided into sections gathering demographic information and assessing key constructs of emotional intelligence (self-awareness, self-regulation, motivation, empathy, social skills) and leadership behaviors (decision-making, conflict handling, empowerment, etc.).

2.Organisational Profile

2.1 SAMETI, Mizoram:

The State Agricultural Management and Extension Training Institute (SAMETI) represents a critical national infrastructure for agricultural capacity building in India, functioning as a state-level institutional mechanism established under the Extension Reforms Scheme. While SAMETI operates across multiple Indian states, its implementation in Mizoram demonstrates unique characteristics reflecting the state's specific agricultural challenges and opportunities. This profile examines SAMETI, Mizoram through both national and Mizoram-specific lenses, analyzing its organizational structure, functions, training programs, and regional impacts.

The institute serves as a vital bridge between research institutions and farming communities, enhancing the effectiveness of agricultural extension services through specialized training programs for extension functionaries from public, private, and non-governmental sectors. For researchers studying agricultural extension systems in India, SAMETI offers a fascinating case study of how national frameworks adapt

to regional contexts while maintaining core objectives of improving agricultural productivity and farmer welfare through capacity building and management training.

3. Literature Review

Muktak Vyas (2017) empirically examined how EI enhances leadership effectiveness, particularly in technical and management contexts. The research confirmed that EI is a critical differentiation between competent and exceptional leaders. Vyas's research strengthened the business case for EI in leadership, especially in technical sectors where it's often undervalued.

Ramchunder and Martins (2014) investigated the relationship between emotional intelligence and leadership effectiveness within the South African organizational context. Their study highlighted that 'leaders with high EI competencies—such as self-awareness, emotional regulation, and interpersonal skill.

4. Data Analysis:

4.1 How do you handle conflicts within your team?

Opinion pool	Respondents	Percentage
Confront them directly	11	26.19
Seek consensus	2	4.76
Mediate and find a compromise	15	35.71
Create a supportive and inclusive environment	9	21.42
Other	6	14.28
TOTAL	**42**	**100**

Table 1: Methods for Handling Team Conflict

Interpretation:

The preferred method is "Mediate and find a compromise" (35.71%), which is useful but fundamentally reactive tactic. The relatively low preference for "Create a supportive and inclusive environment" (21.42%) suggests that leaders are more focused on resolving disputes after they erupt rather than proactively shaping a team culture that minimizes conflict.

4.2 How do you make decision?

Opinion Pool	Respondents	Percentage
Based on data and analysis	15	35.71
Through consensus building	11	26.19
Trust your intuition	3	7.14
Other	13	30.95
TOTAL	**42**	**100**

Table 2: Primary Decision-Making Methods

Interpretation:

The leading approach is "Based on data and analysis" (35.71%), which is a rational and strong method. However, the high percentage of "Other" (30.95%) is ambiguous and points to a lack of a consistent, clearly articulated decision-making framework across the leadership, which could lead to unpredictability and confusion.

5. Findings of the study:

- **Conflict Handling**: The top method is "mediate a compromise" (35.71%), showing a reactive, rather than proactive, approach to conflict.
- **Decision-Making**: While data-driven (35.71%), the high "Other" (30.95%) suggests a lack of a clear, consistent decision-making framework.

6. Conclusion:

This study set out to examine the role of Emotional Intelligence (EI) in leadership within the specific context of SAMETI. The findings reveal a critical gap between the theoretical importance of EI and the current practices of its personnel. While the respondents demonstrate a commitment to their roles, as seen in their high self-rated availability for farmers and a supportive approach to failure, significant challenges in core EI competencies are evident.

The most pressing concern is the widespread lack of emotional self-awareness, a foundational element of EI. Without the ability to accurately perceive their own emotions, leaders' capacity for self-regulation, empathy, and effective social interaction is fundamentally constrained. This is reflected in the predominantly reactive approaches to conflict management and decision-making, and the unclear, inconsistent strategies for empowering farmers.

In conclusion, for SAMETI to fully achieve its mandate of building agricultural capacity, it must first invest in building the emotional capacity of its own leaders. The effectiveness of its technical extension programs is inherently linked to the relational and emotional skills of those delivering them. Therefore, integrating structured EI development into the institutional framework is not merely beneficial but essential for enhancing leadership effectiveness, fostering a more positive organizational culture, and ultimately ensuring the long-term success of its mission to support farmers.

References:

1. **Ashkanasy, N. M., & Daus, C. S. (2005).** Rumors of the death of emotional intelligence in organizational behavior are vastly exaggerated. Journal of Organizational Behavior, 26(4), 441–452. https://doi.org/10.1002/job.320
2. **George, J. M. (2000).** Emotions and leadership: The role of emotional intelligence. Human Relations, 53(8), 1027–1055. https://doi.org/10.1177/0018726700538001
3. **Goleman, D. (1995). Emotional intelligence**. Bantam Books. https://www.danielgoleman.info/daniel-goleman-why-emotional-intelligence-matters/
4. **Goleman, D., Boyatzis, R., & McKee, A. (2002).** Primal leadership: Realizing the power of emotional intelligence. Harvard Business School Press. https://www.hbs.edu/faculty/Pages/item.aspx?num=12211
5. **Keltner, D., & Haidt, J. (1999).** Social functions of emotions at four levels of analysis. Cognition and Emotion, 13(5), 505–521. https://doi.org/10.1080/026999399379168
6. **Mayer, J. D., & Salovey, P. (1990).** Emotional intelligence. Imagination, Cognition and Personality, 9(3), 185-211. https://doi.org/10.2190/DUGG-P24E-52WK-6CDG
7. **Mayer, J. D., Salovey, P., & Caruso, D. R. (2008).** Emotional intelligence: New ability or eclectic traits? American Psychologist, 63(6), 503–517. https://doi.org/10.1037/0003-066X.63.6.503

8. **Ramchunder, Y., & Martins, N. (2014).** The role of self-efficacy, emotional intelligence and leadership style as attributes of leadership effectiveness. SA Journal of Industrial Psychology, 40(1), 1-11. http://www.scielo.org.za/scielo.php?script=sci_arttext&pid=S2071-07632014000100001
9. **Rosete, D. (2007).** Does emotional intelligence play an important role in leadership effectiveness? [Doctoral dissertation, University of Wollongong]. https://ro.uow.edu.au/theses/754/
10. **Schwarz, N., & Clore, G. L. (1983).** Mood, misattribution, and judgments of well-being: Informative and directive functions of affective states. Journal of Personality and Social Psychology, 45(3), 513–523. https://doi.org/10.1037/0022-3514.45.3.513
11. **Vyas, M. (2017).** Emotional intelligence and leadership effectiveness: A study of the Indian corporate sector. International Journal of Engineering and Management Research, 7(3), 270-275. https://www.ijemr.net/DOC/EmotionalIntelligenceAndLeadershipEffectivenessAStudyOfTheIndianCorporateSector(270-275).pdf