ABSTRACT

Current study was designed to examine the proponents of leadership based organizational effectiveness (OE) model. The data for the study was gathered from 500 leaders and their 1500 direct reports belonging to eight IT/ITES and 14 manufacturing organizations of India using the most recent version of ECI 2 namely, ESCI developed by Goleman, along with LMAT and OEST tools through upward feedback method. The study tests the effects of multiple mediation model, moderated mediation model and demographic model using bootstrapping approach through PROCESS for SPSS, one of the most recent, valid and powerful methods. The findings of the study support the claims of Goleman, that motivation is a sub-component of EI but fails to establish links with achievement orientation. In the study, leadership emotional intelligence, motivation (self and others) and organizational effectiveness were closely related to each other. Leader’s EI when clubbed with leader’s self-motivation (self and others) significantly increases organizational effectiveness. The study also supports the fact that, EI is a developing ability but, after reaching an old-age peak, EI declines in the fifth and sixth decade of life due to the decline in the self-awareness competencies among older leaders. Improving self-awareness through developmental feedback and EI education can help to increase the EI levels among older leaders. Women leaders are more emotionally intelligent than the male leaders. Leaders belonging to IT/ITES organizations are more emotionally intelligent than their counterparts. Cultures prevailing in IT/ITES and manufacturing sectors influences leader’s ability to motivate self and others which further reflects on the leadership effectiveness. Study claims that, evaluating organizational effectiveness based on leader’s EI, their ability to motivate self and their team members is a valid and a very effective approach. The organizations can use the model for improving their organizational effectiveness through EI based leadership development initiatives for identifying and developing key EI competencies among leaders for successfully creating a highly self-motivated leadership team as well as highly motivated employees; the two key determinants of organizational success.