

LEADERSHIP BASED ON EMOTIONAL INTELLIGENCE IN MODERN ORGANIZATIONS

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Abstract:

At present emotional intelligence in leadership plays an extremely important role in modern organizations. Leaders play first fiddle and should have the capacity of influencing positively the emotions of the organization members in order to get performance. In order to get competitiveness it is required for organizations to develop more leaders who have sufficient knowledge and management skills. Organizations need also efficient managers who think in prospect, are confident in their own forces and possess adequate leadership abilities. The leaders who promote the leadership based on emotional intelligence are inspired by their own values and are receptive to the emotions of the group members, creating an optimistic energy based on trust and enthusiasm, by helping the group to reach the objectives. When the leaders do not succeed in empathizing with the group's emotions they cause dissonance by conveying messages that discourage the employees from the achievement of organization objectives. Therefore, in modern organizations the leader's emotional responsibility is fundamental in the management process. A top leader promotes sufficient teams and performing groups which contribute to an ascending evolution of the organizations in a dynamic economic environment.

Key words: leader, managers, performance, emotional intelligence, resonant leadership, dissonant leader

JEL classification: M10, M12

1. INTRODUCTION

In a broader approach even in the sociological one, most authors tend to introduce leadership in the sphere of power notions. Power is included in the area of social influence, and if it is used in an intelligent manner may become a really useful tool for life and organization efficiency.

Leadership is the way of expressing and displaying a type of management process essentially, combined with the personality of the leaders. Different types of behavior that may be learnt and changed are being taken into consideration, while every individual's psychological features are more difficult to be determined and changed. (Goleman et al, 2018)

The investigation into leadership style also derives from the extremely relevant effects that its practice may bring about on the relational climate existing in social organizations as well as on the labor productivity; it comes from the fact that it has a special capacity of spread and it is quite contagious for the whole organization. The leadership style more often interacts with the leading direction, achieved as sets of phenomena referring to the way in which leaders do their own coordinating activity, the tasks they are charged with, the way they fulfill them, the right relationship with equal subalternates as well as with their superiors. Nowadays business needs excellent leaders and brilliant managers, visionary leadership and high quality management.

Leaders play an absolute emotional role, having the maximum capacity of influencing all members' emotions in modern organizations. In performing organizations there must be an encouraging emotional bond between the leadership representatives and employees. The performance or downfall in an organization depends significantly on the leader's capacity of channeling emotions in a positive or negative direction. (Goleman et al, 2018).

Performing leaders are promoters of change, they have the capacity of foreseeing, they are creative, original and dynamic, integer, they have the capacity of taking risks, they are confident in people, they are capable of continuous improvement; they have great personality, they master their emotions, they empathize with all the employees involved in labor processes, they accept the critics, they contribute to their employees' career promotion, they are honest and staunch, they express themselves directly and efficiently, they trust their own forces. (Arădăvoice, 2004)

To be competitive, the future organizations must train as many leaders as possible, but these ones must also have good knowledge and skills of management. Organizations also need efficient managers who possess proper leadership skills for a better solution of problems and overall functioning within teams. Top leadership provides leading and direction; leaders make certain that their vision of continuous improvement is transmitted to all in the organization, communicating the values which are the basis of continuous development.

In order to bring vision into reality, leaders must have a set of specific competences to guide their actions; these are meant as a sequence of talent, knowledge and abilities which make a person adequate or highly trained for a position within the organization hierarchy. These competences may be considered interior tools to motivate the employees, to guide systems and processes as well as to lead activities towards conjoint targets which will allow the development of organization's performances. (Telespan et Merce, 2003).

2. THE ROLE AND IMPORTANCE OF EMOTIONAL INTELLIGENCE

Emotional intelligence includes "a set of skills which allow us managing in a complex world – personal, social and surviving aspects of intelligence on its whole, elementary good sense and sensitivity which are essential to the normal daily evolution" (Stein, 2003)

In a reference study, Goleman shows that "we are not judged accordingly to our intelligence or professional competence, but by our behavior against us and against the others" and in this conceptual framework "the labor rules are in full shift" (Goleman, 2004)

In modern organizations emotional responsibility play an essential role in promoting some leadership styles that provide organizations with high performance; it plays an essential role in the process of leadership as well at all levels of leadership. (Goleman et al, 2018)

On the whole, a performing leadership is based on the four elements of emotional intelligence: self-knowledge, self-control, social consciousness and management of relationships.

Self-knowledge refers to the leader's capacity of knowing himself and mastering his own emotions. The leaders who know themselves well from the emotional point of view understand the way in which feelings may influence the performances obtained. They are capable of thinking in prospect, anticipating a future performing evolution of the organization. They are confident in their own forces, they bear responsibilities in carrying out difficult projects, and their presence and self-reliability make them be appreciated by the group members.

Self-control brings into discussion the leader's capacity of emotional self-control, to keep calm in conditions of maximum stress. The transparency practiced by these leaders towards the others; in terms of feelings, opinions and actions they demonstrate their integrity and capacity of communicating openly with their employees. They are flexible and capable of adapting to all changes that occur within an organization, anticipating the risks that may affect the achievement of the objectives aimed at in conditions of maximum efficiency. The capacity of controlling their own emotions and those of the persons' they collaborate with helps the successful leaders to turn obstacles into opportunities.

Social consciousness from the point of view of emotional intelligence refers to the leaders' capacity of comprehending group members' non-experienced emotions and feelings, by empathizing with these ones. A leader with a strong social consciousness can understand the values and rules of the group; he brings forward an emotional climate that allows the maintaining of good relationships between the group members.

The management of relationships brings into discussion issues such as inspiration, favor for changes and conflict management. Leaders are a source of inspiration by mobilizing the human resource and by promoting optimist state of mind and enthusiasm among the group members. These leaders also know how to persuade people to get the performances wanted and have skills in getting over the barriers that may come across during the change.

3. RESONANT LEADERSHIP

The success or failure of a company is significantly influenced by the leadership style practiced. Leadership reflects the leaders' personality who develop themselves their potential of leaders. (Tracy, 2018).

Resonant leadership is promoted by leaders who are in harmony with the people's feelings and channel them to a positive direction. Inspired by his own values, such a leader succeeds in getting people united in the organization by means of the emotions they feel, by cultivating optimism. (Goleman et al, 2018)

The efficiency with which the leaders empathize with the group depends on their level of emotional intelligence. On the whole, the process of resonant leadership is based on subalternates' capacity of relating efficiently between them, of being in harmony with the leaders' optimism and enthusiasm, of sharing the same emotions. In this context, the leaders' passion is perceived within the whole group. The leader has the capacity of empathizing with the employees' emotions and of managing efficiently all the positive or negative situations the organization may come across. The emotional bonds established by leaders with the organization members are the basis of a well done job even in conditions of stress and uncertainty. In this case, the employees relate between them, learn ones from the others, participate in the decision-making process and collaborate in order to achieve the organization's goals with maximum efficiency. (Goleman et al, 2018)

At present, more and more organizations are promoting leader-manager. An efficient manager fulfills successfully all tasks and responsibilities and obtains the performances aimed at. But what happens when a crisis occurs? This question arises more frequently in practice. It is the moment when the manager must demonstrate that he has the qualities of an efficient leader and is able of managing the organization activity by using empathy in order to collaborate efficiently with his subalternates.

Over time many studies in the literature have been made in order to identify the abilities of a successful leader.

The most important quality of a successful leader is vision which turns practically "the transactional manager" into "an innovating leader" (Tracy, 2018). The leaders who a clear vision on the actions meant to be carried out in the future know well their own values; they know how to establish time- well defined targets, provide the group with positive energy and have the capacity of making the necessary decisions in view of putting objectives into practice.

The courage of taking risks in the process of putting objectives into practice is another quality of a highly performing leader. In conditions of crisis it is essential for managers to get turned into leaders who have the ability of keeping the organization at the level of performance wanted. It is the moment when such a leader must keep his calm, maintain the "resonance" state within the group, be confident in his own forces and convinced that he can make the required decisions any moment.

In the process of strategic planning, the absolute quality of top leaders is integrity. Integer leaders have the capacity of always keeping their promises, are honest and harmonize with the employees' feelings, driving them into a positive direction in order to obtain the desired results.

Performing leaders have the ability of thinking far and wide, anticipating the evolution tendencies of market and implicitly the situations of crisis. Strategic thinking and the capacity of foreseeing risks must be found in all the evolution stages of modern organizations. Therefore, an excellent leader has a clear vision on the future evolution of the organization he is running, he initiates actions to protect the organization from the risks existing on the market and takes advantages of all possible opportunities. (Tracy, 2018)

The ability of providing the organization members with help by focusing on the most important contributions brought for the company is another relevant characteristic of successful leaders. (Tracy, 2018) Thus, a performing leader will have to adapt the leadership style to the employees' needs and behavior in order to help them to reach their objectives. (Maxwell, 2009). In

the training process of human resource, leaders must know the employees' desires and help them turn them into reality so that their results show the performances aimed at. (Maxwell, 2009)

Leaders who have superior emotional intelligence create resonance instinctually; they are in harmony with the group members, by supporting them and cultivating their loyalty to the organization.

One of the main characteristics of the leadership based on emotional intelligence is that resonance amplifies and prolongs the leader's emotional impact. (Fodor, 2009). Resonance is not based only on the leaders'-managers' optimism and talent but also on their leadership styles promoted within organizations.

The democratic style, centered on the communication with the organization human resources, determines that benefic resonance for achieving performances. The leaders who promote the democratic style place the human resource in the center of their concerns, by initiating it and making it responsible, by creating harmony and a resonant team; they earn the employees' devotion and encourage them to participate in the projects' development.

The visionary style works successfully in modern organizations which evolve under the impact of multiple changes. Visionary leaders establish standards of performance and make responsible the group members in the achievement of objectives and implementation of long-term strategies.

Emotional intelligent leaders who promote styles of resonant leadership develop methods and techniques which lead to open and efficient labor relationships, based on positive collective and encouraging energy capable of leading to the achievement of performances.

4. STUDY ON MODELS AND PRACTICES OF DISSONANT LEADERSHIP

Dissonant leadership involves that emotional discomfort which may occur within human relationships and which discourages employees from getting involved in the fulfillment of the organization objectives. (Goleman et al, 2018)

4.1. DOMINATING LEADERSHIP

Dominating leadership aims at the following components of emotional intelligence: influence, ambition and initiative. Such a leader makes his mark by a tough behavior, by using a "dominating" voice in order to draw people's attention and make them get the desired results. Leaders, who besides being furious and depreciative, may have a devastating emotional impact on people. If the leader who has such a style lacks emotional self-control, then he may turn into a despotic leader who "shouts" orders by ignoring the employees' reactions. (Goleman et al, 2018)

The dominating leader criticizes implicitly the employees, forces and threatens the employees and tries to control and monitor any situation in the organization. This leader is concerned more with his own person, does not empathize with the employees, he considers himself the "hero" of the company he runs and has a reduced level of flexibility, ignoring people's discontents who provide him with success. (Goleman et al, 2018)

This style is focused on the activity itself and its results, the staff being considered rather a mere factor of production. The problems are solved by the closed circle of the company leadership; all the employees do their job accordingly to "the orders came from aloft", often not being accompanied by any explanation. That is why two risks may occur: (Fodorea, 2004)

- The company leadership is so involved in solving the problems in detail that essential leadership activities, such as long term planning, get shadowed;
- The training of highly qualified staff is affected and the employees who are endowed with special capacities (creativeness, initiative) will get frustrated, being unable of capitalizing their potential.

This approach may be useful in situations of crisis, when a well-established intervention of the manager is required (who does not take into consideration the employees' opinions or feelings anymore). (Fodorea, 2004)

Authoritarian leaders expect their orders to be obeyed immediately, without offering any explanation, creating a general hostile environment meant to intimidate the employees. If a leader lacks self-knowledge which allows him emotional self-control, the dominating style may determine a destructive emotional impact on the employee. The employees' state of mind may get altered significantly when they feel that their leader does not trust them.

4.2. MANIPULATIVE LEADERSHIP

The leader who promotes this leadership style succeeds in persuading by his "shipshape" image, is a genuine emotional leader but a weak entrepreneur and manager. He uses a slew of manipulating techniques, does not develop strategies and get actually negative performances. (Bodea, 2018).

Manipulative style lays the stress on elements such as pride, vanity and overestimation of personal value. (Bodea, 2018). The manipulative leader is extremely confident in his own person, he exerts excessively his power and authority, he promotes a culture of superiority where his hallmark is everywhere, he needs the admiration of people surrounding him, and he likes being overpraised. This type of leader succeeds in building a mediocre organization, with negative performances by his leading style, but he considers himself being in the hierarchy top. (Bodea, 2018). There are situations when some leaders use their charisma to manipulate and promote values they do not really believe in, being devoid of empathy. The messages of these leaders cause negative emotions which suppress hopes, optimism as well the employees' capacity of innovation and creativeness. (Goleman et al, 2018).

Therefore, dissonant leadership discourages the employees who feel emotional discomfort based on fury and discontent in their relationship with dissonant leaders.

Therefore, the dissonant leadership discourages the employees; dissonant leaders cannot empathize with the group members and have a negative impact on the organization's performances creating a state of imbalance and discontent among the employees.

5. CONCLUSIONS

A top leadership promotes an efficient team and a performing group, which results in the increase of welfare of those involved, in turn, an inefficient leadership downgrades the life quality of any team member. (Rîlea, 2006)

Leadership involves a collective action meant to bring about significant changes, by increasing competence and motivation of all those involved in. The true leadership occurs when his adepts choose to follow their leaders – due to their belief and vision.

Leaders should adapt their behavior to the employees' needs, abilities and personality. The efficiency of leaders' behavior depends on the working environment as well. (Maxwell, 2003)

A performing leader adopts an efficient behavior style which mobilizes individuals to achieve the organization objectives by favoring equally a better productivity as well as the employees' satisfaction. Many specialists consider that such a behavior may be learnt and interiorized, thus ensuring some people's success even if they do not have special psychological skills. The literature emphasizes two types of leaders: *those task-oriented* and *those employees-oriented*. Thus, the leader's behavior varies with these dimensions: structural dimension and relation dimension. (Gavrilovici et al, 2003)

The structural dimension has in view the leader who lays the stress on task-establishing and doing, setting a level of formal communication in the group and defining of activity guidelines of the group, the main goal being that of objective achievement or task fulfillment. Sometimes these leaders tend to be autocrat fact which will lead to task fulfillment but with emotional and energy expenditure from the employees' part.

The relational dimension promotes the leader who lays the stress on the behaviors which create such a labor environment where trust, mutual respect, friendship and support hold an important place. It is based on group's interactions and every group member's needs, he understands the individual needs of the staff, and he recognizes the differences between the group members and their capacities, by avoiding judging them.

It is considered that the best leaders are those who equilibrate the concern for people with that for tasks depending on the situation they are in. An essential aspect regarding the leaders' behavior and performances is social intelligence. If in the past the leaders were perceived as having only a role in leading, controlling and planning the gear of the organization, at present their role is to motivate and inspire the others, to stimulate positive attitudes at workplace and give a sense to the employees' contribution.

Resonant leadership is being promoted by the leaders who succeed in empathizing with the group's emotions, who lay the stress on behaviors and create a favorable working climate where trust, mutual respect, friendship and support hold the first place. It is focused on group's interactions and on each member's needs taken individually, it understands the individual needs of the subordinates. The leader's behavior is influenced by his own personality, experience and knowledge, these internal forces include: the system of values, trust of employees, preference for a certain leadership style and the feeling of safety regarding an uncertain situation.

Dissonant leadership discourages and exhausts the employees. As previously mentioned in the study above, the types of dissonant leaders may vary from dominating leaders to manipulative ones. Dissonant leaders practice among their employees a state of demotivation, fury and hard feelings which lead to low performance.

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