

An Investigation into the Relationship Between Emotional Intelligence, Leadership, and Employee Motivation in Indian Organizations During the COVID-19 Pandemic

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Abstract

Each association has perceived that employee motivation is fundamental since it assists the association with understanding its vision and objective. Worldwide, the Corona virus pestilence had an unmatched effect that pervaded both the individual and expert circles. This study investigated and portrayed the leadership and employee motivational factors in Indian associations during the Corona virus pandemic. Dexterous techniques are presently being consolidated by associations instead of old convictions to accomplish elevated degrees of execution through their put forth objectives and goals. Considering what is happening and the ongoing worldwide monetary emergency, it is presently basic to perform at more elevated levels with less assets. The impact of the Corona virus viral pandemic on employees' work lives has been the review's fundamental concentration. This exploration article likewise features the requirement for organizations to think imaginatively, foster accepted procedures, and rethink leadership even with difficulty.

Keywords: Emotional Intelligence, Leadership, Employee Motivation, Covid-19 Pandemic, Investigation, Indian Organization.

1. Introduction

The mission, vision, and objectives of each and every association should be achieved with the assistance of its labor force. Businesses and jobseekers the same are seeing perspectives like employee motivation while assessing work prospects in a period of declining ability. COVID19) introduced various challenges in the working environment, in economy, and in regular daily existence. The impacts of the plague have changed our lifestyle

and how we carry on with work. Furthermore, it is estimated that the pandemic adversely affected the motivation of medical services experts. In spite of the fact that associations have plans set up for answering debacles, it has been noticed that these plans don't consider such delicate viewpoints as employee motivation. Nonetheless, there is a need to investigate employee motivation during Corona virus as a result

of the connection between employees' motivation and hierarchical execution. Researchers have as of late found the meaning of an employee's emotional state notwithstanding their level of intelligence and mental state. Effective leadership requires interactive abilities, and as individuals advance in the hierarchical pecking order, social intelligence assumes a greater part in foreseeing achievement. Employees' emotional characteristics might assume a part in outcome throughout everyday life, and this view point is upheld by the idea that those with high emotional intelligence (EI) capacities might be bound to prevail at work than those with lower EI capabilities. This reality has been recognized by various associations, which has provoked human asset chiefs to lay out plans for making a labor force with a high "emotional remainder" to get an upper hand. Nonetheless, research on how emotional intelligence (EI) adds to execution at work is still in its early stages. The differentiation between employees who have comparative gifts, limits, and important opportunities to execute their commitments in an equivalent affiliation, are under a comparable business conditions, and have comparable workplaces, yet show different presentations is gotten a handle on by the chance of motivation. High work motivation prompts consistent advancement looking for with respect to employees, who will propel all the more rapidly because of their persevering quest for additional powerful methods for completing their obligations and commitments. These faculties do their

obligations in a manner that requires similarly more noteworthy exertion, permitting them to give the part they are mentioned to play their maximum effort. Numerous scholastics accept that emotional intelligence can prompt better perspectives, ways of behaving, and proficient results. This contention upheld the possibility that emotional intelligence is a significant part of compelling position execution. Numerous scholastics have endeavored to characterize or portray emotional intelligence; some have conceptualized it as an expertise, while others have seen it as a character property. By the by, it was contended that emotional intelligence is an expertise that should support inspirational perspectives about work and propel positive way of behaving to give improved results. It considered emotional intelligence as a type of non-mental intelligence, which is depicted as a scope of emotional, social, and individual characteristics that influence an individual's ability to manage requests or tensions from their current circumstance effectively.

2. Literature Review

Robbins and Coulter (2014), characterized the course of motivation as one in which one's endeavors are stimulated, centered, and supported to accomplish objectives. The Latin word "movere" (and that signifies "move" or "push") is where "motivation" first showed up. The reason for motivation, as an inner system that coordinates conduct, is to engage people to help efficiency, proficiency, and generally speaking authoritative execution. Employee execution can be

worked on through this as an impetus for hierarchical execution.

Deci and Ryan (1985), presented Self Assurance Hypothesis which expresses that more self-motivation comes from human character and needs. Ability, independence, and availability have been recorded as the need might arise. They have authored the words inherent and extraneous motivation as parts of this methodology. As indicated by their definition, inherent drive is the normal affinity to develop one's capacities, search for new and troublesome ones, and investigate and learn. At the point when individuals take part in assignments only for the fulfillment of performing them, they are roused by the actual action. Extraneous motivation, then again, pushes individuals to achieve objectives for others. At the end of the day, the results of the action give fulfillment, not the actual action. Individuals perform it thus to obtain the planned results.

Christie et al. (2007) explored whether motivation is related to emotional intelligence in their study. Their examination discoveries showed that motivation is fundamentally connected with the emotional intelligence of the respondents in the review, however not piece of emotional intelligence develops.

Saad (2011) analyzed the impact of emotional intelligence on work motivation and detailed that emotional intelligence is emphatically essentially connected with work motivation and the that adjustments of work motivation are profoundly made sense of by emotional intelligence.

Roy et al. (2013) explored the tie between emotional intelligence and motivation

among understudies and revealed that in the review critical positive connections exist among motivation and emotional intelligence and expressed that emotional contrasts exist in respondents' motivation levels in the review.

Hassanzadeh and Kafaki (2014) dissected the relationship between emotional intelligence and work motivation among laborers and revealed a critical straight connection between the two factors as well as between the components of emotional intelligence and the factors of motivation in the review. This examination is of interest for zeroing in on the aspects and the motivational factors furthermore.

Ateş & Buluc (2015) inspected the association between emotional intelligence and work motivation and detailed a huge input connect between the two factors. That is, emotional keen causes work motivation and work motivation likewise causes emotional intelligence. Their examination is captivating on the grounds that, the investigation is causal, and not just elucidating.

2.1. Emotional intelligence and performance

There has been a rising interest in what EI means for regular daily existence exchanges. It has been guaranteed that EI is a significant figure deciding life achievement and mental prosperity. Fitness (2001) contends that EI assumes a significant part in close connections and marriage.

Flury and Ickes (2001) report horrible relationship among EI and inconvenience inclined conduct among understudies

while giving information about the connection between EI, kinship and dating connections. As indicated by a few investigations, there is an immediate connection among's EI and work achievement. A study by Singh (2007) concentrate on tracked down a connection between hierarchical leadership and emotional intelligence. Late exploration have exhibited that EI well affects client associations, deals execution, work-family job question goal, work perspectives, work results, and productive work execution. The focal point of this study is what EI could mean for working environment stress, which falls inside this bigger setting.

3. Material And Methods

EI and work execution are analyzed for chiefs in five unique ventures, including banking, power, medical services, data

innovation, and publicizing. To portray the qualities of the example that is utilized in an exploration, an enlightening examination configuration is utilized. Subsequently, the analyst involved spellbinding exploration in this review. It has been made more straightforward to frame the idea from different estimations of testing since engaging exploration has three components: perception, polls, and studies.

4. Sample And Data Collection

Through random sampling, 200 managerial-level employees were picked as an example. Every respondent got individual contact and was approached to finish the study. Group pioneers, partner chiefs, directors, ranking directors, and so forth from different firms in India made up the respondents.

Table 1: Segment Attributes of Respondents.

Variable			
Sex	Sex	Frequency	Percentage
	Male	120	55%
	Female	80	45%
	Total	200	100%
Age	Range	Frequency	Percentage
	21 – 30 years	46	30%
	31 – 40 years	40	40%
	41 – 50 years	30	25%
	51 – 60 years	03	04%
	61 years and above	01	1.0%
	Total	120	100%
Education	Level of Education	Frequency	Percentage
	WASC/SSCE	20	14.60%
	OND/NCE	20	14.60%
	Graduation	53	46.10%
	Master's (M.A./MBA)	18	13%
	Professional	14	10.56%

	Total	120	100%
Marital Status	Status	Frequency	Percentage
	Single	45	33.83%
	Married	65	60.3%
	Divorce	08	03%
	Widow	02	0.70%
	Total	120	100%
Cadre	Rank	Frequency	Percentage
	Manager	10	15.01%
	Senior Staff	30	21.75%
	Junior Staff	80	63.83%
	Total	120	100%

4.1. Deepa Krishnaveni Emotional Intelligence Test DKEIT

The Deepa Krishnaveni Emotional Intelligence Test (DKEIT), made by Krishnaveni and Ranganath, is a self-report emotional scale that has been used as a gadget to measure EI among employees. Eighteen things make up this scale, which estimates a versatile inclination toward emotional intelligence. Each inquiry on the poll addressed a conduct connected with the working environment. The more focuses an individual got, the more prominent their inclination to act in an emotionally savvy way was. The three parts of EI that make up DKEIT are discernment, examination, and guideline. Here are these parts' portrayals:

1. The capacity to decipher the numerous emotional floods that outcome from the novel parts of one's current circumstance and sort out them for future taking care of is known as emotional discernment.
2. The ability to fathom the emotional information given by the acumen cycle and to furthermore survey it uniquely similar to their ecological variables to pick

the reasonable responses to the energy is suggested as emotional assessment.

3. The capacity to get a handle on one's feelings is characterized as the ability to facilitate one's reaction with that of the individual, item, or circumstance to inspire further good results.

4.2. Job Performance Inventory (JPI)

The Work Execution Stock (JPI) was used to dissect each employee's show. This contraption's producers arranged it to quantify workers' general work execution. The work execution of the employee was overviewed including seventeen things in this gadget, and the boss or chief assessed these activities on a five-point scale going from 4 (every time) to 4 (never). The representative is significant solid areas for a, as seen by the higher score.

Exactness, capability, reliability, and cooperation are the four parts of JPI, and evaluations here can foresee how well an individual would do at work.

1. **Accuracy** – Accuracy is the absence of error and proximity to the truth brought about by careful thought or reasonable creativity.

2. **Competence** – A collection of interconnected tasks, responsibilities, knowledge, and skills that enable an employee to function effectively in a given situation or position
3. **Punctuality** - Punctuality is the norm for being able to complete a necessary task or fulfill of a commitment before or at previously specified time.
4. **Team work** – Collaboration is the most common way of helping out a gathering of people to accomplish an objective. It is some of the time a critical part of business since it assembles for accomplices to work splendidly and do the best that they can with it for any reason. To work collectively, people should really try to facilitate while using their one of a kind abilities and giving helpful input, no matter what any relational contentions.

5. Results

The cross-connection framework and elucidating measurements of the review factors are displayed in Table 2. The point of the ongoing review is to examine the connection between work execution and emotional intelligence. To accomplish this objective, the Pearson item second relationship is processed.

This study conjectures that there is a connection between work execution and emotional intelligence. True to form, there were huge and positive relationship between employee work execution and emotional intelligence, emotional cognizance, emotional evaluation, and emotional control ($r=0.746$, $p0.01$, $r=0.434$, $p0.01$ and $r=0.665$, $p0.01$). , or). Notwithstanding emotional intelligence and its parts, work execution parts like

skill, exactness, and collaboration additionally display solid positive relationships. As per Table 1, employee dependability is firmly and decidedly connected with emotional intelligence ($r = 0.633$; $p 0.01$). Emotional discernment, $\rho = 0.370$ ($p 0.01$) for feeling. Emotional control $r = 0.560$ ($p 0.01$) and rating $r = 0.296$ ($p 0.01$).

Emotional intelligence remainder was contrasted with individual friend capacity, $r = 0.652$ ($p 0.01$), emotional control $r = 0.582$ ($p 0.01$), emotional judgment $r = 0.305$ ($p 0.01$), and emotional comprehension $r = 0.370$ (0.01) are huge connections. This connection additionally corresponded with employee exactness and emotional intelligence, emotional cognizance, emotional examination and emotional guideline, as demonstrated by relationships of $r = 0.645$ ($p 0.01$), $r = 0.376$ ($p 0.01$). It shows that there is a huge and positive connection between and $r = 0.288$ ($p 0.01$). Cooperation, the last part of occupation execution, is additionally fundamentally emphatically associated with emotional intelligence, $r = 0.697$ ($p 0.01$). For emotional insight, they were $r = 0.408$ ($p 0.01$), $r = 0.381$ ($p 0.01$), and $r = 0.599$ ($p 0.01$), individually. Employees with this condition were altogether bound to be speedy, skillful, and precise colleagues, and higher scores in Emotional Intelligence, Emotional Discernment, Emotional Judgment, and Emotional Control were by and large connected with Amazing execution. The analyst utilized stepwise various straight relapse to track down direct connections among's reliant and autonomous factors.

Table 2: Relationship Examination.

	Variable	Mean	SD	1	2	3	4	5	6	7	8
1	Perception	12.85	2.164								
2	Appraisal	15.54	1.439	.167							
3	Regulation	48.61	5.782	.201	.235						
4	Emotional Intelligence	81.02	8.471	.586	.278	.660					
5	Punctuality	1.67	4.051	.368	.294	.558	.631				
6	Competence	2.21	1.35	.360	.205	.681	.451	.553			
7	Accuracy	1.45	2.668	.575	.290	.578	.647	.641	.753		
8	Team work	5.47	4.384	.410	.383	.601	.700	.759	.739		
9	Job performance	17.85	10.733	.634	.570	.657	.748	.835	.890	.868	.939

Different repeat studies were performed to analyze the general effect of key estimates on result factors, in view of the key bivariate connections displayed in Table 3. Different recidivism reads up additional control for the connections seen between the pointers in Table 3. R-squared, adjusted R-squared, and F values were utilized for show of repeat studies. By theory, employees with higher scores in Emotional Intelligence, Emotional Acknowledgment, Emotional Judgment, and Emotional Educating are unavoidably liked as performers over different employees. Various straight fallback techniques are progressively applied to the subvariable 'work done'. As free factors, emotion identification, emotion assessment, and emotion guidelines were placed in the recurrent state. Table 3 shows that the value of R expansion is highest for progressive steps (R = 0.559). This prompts the recognition of a third recurrence model. In this model, the

relationship between emotional insight, emotional appraisal, and emotional orientation at work is measurable, with F = 287.395 (p = 0.000) and R-squared value = 0.559, Suggested to be emotional. Judgment Matters With emotional testing and emotional coaching, a change in R2 = 0.557 changes an employee's job performance by 55.7%. .

The beta scores for each of the three parts of the EI were truly excellent, showing emotional judgment ($\beta=0.610$, $p=0.000$), emotional appraisal ($\beta=0.678$, $p=0.000$), and emotional guideline ($\beta=0.620$). is showing. $p=0.000$) increases sales in employee gig runs. A summary of the stepwise different direct recurrence progression models along with the ANOVA F-estimate is shown in Table 3. To comprehend the connection among EI and the four pieces of occupation execution like unwavering quality, capability, precision, and coordinated effort, an engineer should recognize the reliant

elements (dependability, skill, exactness, and cooperation) and his EI. I rolled out a steady improvement to depend on. The connection among unwavering quality and EI is quantifiably $F = 458.063$ ($p = 0.000$), R-squared esteem = 0.400, and emotional intelligence has a 40% effect in an individual's dependability as $R^2 = 0.600$ changes is anticipated. The EI beta-stacking ($\beta = 0.126$) is huge at $t = 23.358$ ($p = 0.000$). Besides, EI is obviously and inherently connected with capacity, and for upsides of $F = 505.767$ ($p = 0.000$) and R-squared = 0.426, $t = 24.445$ ($p = 0.000$),

d is additionally critical. The third piece of occupation execution accuracy is all the more expressly and altogether connected with EI, R-squared = 0.418, altered $R^2 = 0.417$, $F = 488.749$ ($p = 0.000$). This means that EI made a 41.8% difference in employee job accuracy. Collaboration is part of his professional practice and inherently related to his EI. where R-squared = 0.488, modified $R^2 = 0.487$, $F = 648.672$ ($p = 0.000$), or a 48.8% difference in his EI with respect to induced cooperation

Table 3: Model Synopsis.

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	F	Sig.	t	Sig.
1	.657 ^a	.430	.431	8.605	715.628	.000 ^a		
2	.726 ^b	.526	.524	8.038	375.854	.000 ^b	19.115	.000
3	.748 ^c	.559	.557	7.828	287.395	.000 ^c	20.340	.000
a. Predictors: (Constant), Regulation								
b. Predictors: (Constant), Regulation, Recognition								
c. Predictors: (Constant), Regulation, Recognition, Evaluation								

6. Discussion

To circumvent common tech tendencies, middle managers' emotional intelligence was measured using questionnaires, and job performance was measured using supervisors' ratings. Emotional intelligence, alongside the entirety of its parts (emotional understanding, emotional evaluation, and emotional leadership), along with every one of its parts (emotional knowledge, emotional examination, and emotional leadership), is the way to successful errand execution, as indicated by deduced forecasts,

including dependability, skill, exactness, and collaboration. was generally connected with the attributes of . While our underlying exploration zeroed in on by and large emotional intelligence, we found that every one of the three emotional intelligence subscales was for the most part connected with three results. Employees' capacities to utilize their feelings to supplement their way of behaving, which is one of the parts of emotional intelligence (EI), essentially affect how well they perform at work. Our discoveries go past prior research that

found associations between self-report EI extents and work execution as well as between limit extents of EI and the kind of friendly connections beyond the working environment. Our exploration shows that EI and unwavering quality remain inseparable. Employees with high EI evaluations are bound to be relied upon than those with low appraisals. When contrasted with people with lower EI scores, it was found that employees with higher EI scores are more able in their work. The employee's EI additionally influences how exact his occupation is; the more noteworthy the employee's EI score, the more exact his work is. Since they might cultivate better and more sure associations, employees with high EI are accepted to have better working associations with different employees and to reflect higher decency. This prompts better execution. The discoveries of our audit support this and show that employees with high EI scores perform better at joint effort and gathering work than those with low EI scores. Most of the time, an employee's EI and the parts of EI are likewise obviously connected to how well he plays out his work obligations. Emotional knowledge, emotional assessment, and emotional direction all assist employees with playing out their positions all the more successfully.

7. Conclusion

This article investigates the connection between emotional intelligence and occupation execution. It's exceptionally obvious from this study that higher emotional intelligence makes predominant associations at work.

Emotionally quick individuals focus on their own attributes, trust clashing learning, and spotlight on imparting their vision. Emotional intelligence can more readily make sense of individual execution in the workplace. The concentrate likewise tracked down a connection between employee emotional intelligence and employee introductions. Employee execution can be accomplished through employee intelligence and, surprisingly, through employee strengthening. Employees who are locked in with improvement become more content with their positions and likewise more valuable. Regulating people in an imaginative affiliation is connected to offering the opportunity to people to make and to commit to fundamental objectives.

Hence, the significance of emotional intelligence, its immediate positive relationship to work execution, and its conceivable dependability corresponding to future execution, animated research endeavors to foster better certain associations in light of this strategy. It has sparked controversy around the world on the subject due to its ability to nurture run for better results. A few examinations on employee motivation showed that characteristic motivation implies in particularly western social orders have a more grounded impact than the outer means given by the association brought up the meaning of natural motivation of educators when contrasted with outward motivation.

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