

ASSESSING THE ROLE OF EMOTIONAL INTELLIGENCE IN EFFECTIVE CHANGE MANAGEMENT

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INTRODUCTION

In today's dynamic and rapidly evolving business landscape, organizations are constantly confronted with the need for change. Whether driven by external market forces, technological advancements, or internal restructuring, change has become an integral part of the modern corporate environment. However, managing change effectively remains a daunting challenge for many organizations. The success of any change initiative is not solely dependent on strategy and planning; it hinges significantly on the human element within the organization.

Emotional Intelligence (EI), a concept that gained prominence in the field of psychology and organizational behaviour, has garnered substantial attention for its potential impact on various aspects of professional life. As the workplace continues to transform, the significance of EI in managing change is increasingly recognized. This study endeavours to delve into the complex interplay between Emotional Intelligence and the successful implementation of change management initiatives within organizations.

Change management is no longer just about restructuring processes and systems; it is about guiding individuals through the emotional turbulence that often accompanies change. Emotional Intelligence, which encompasses self-awareness, self-regulation, empathy, and social skills, plays

a pivotal role in influencing how individuals respond to change, how they adapt, and ultimately, how they contribute to the success or failure of organizational change efforts.

This research seeks to explore the multifaceted relationship between Emotional Intelligence and effective change management. It aims to uncover the ways in which leaders, managers, and employees with higher levels of EI can facilitate smoother transitions, foster resilience, and build a culture conducive to embracing change. By shedding light on the role of Emotional Intelligence in change management, this study aspires to provide valuable insights for organizations striving to navigate the turbulent waters of change with greater ease and success.

REVIEW OF LITERATURE

Harry N (2021) studied the effect of EI with meaningfulness as moderating variable in predicting professional efficacy and exhaustion of call centre agents. The outcome established that sense of meaningfulness, capability to manage emotions of others' and perceive emotions moderated the relationship of professional efficacy and exhaustion in a significant way. Knežević, M., et al (2021) analysed the mediating role of emotional intelligence between emotional labour and job satisfaction in travel agencies. They also studied whether job satisfaction is a precursor to emotional labour. The outcomes substantiated a positive relationship with the EI of employees' mediating the relationship of emotional labour with job satisfaction.

STATEMENT OF THE PROBLEM

In today's fast-paced business environment, organizations are confronted with the imperative need for change to remain competitive and adaptive. However, the management of change initiatives is fraught with challenges, often resulting in resistance, reduced productivity, and even failure to achieve the desired outcomes. Despite extensive research on change management strategies and practices, a critical gap persists in understanding the influence of Emotional Intelligence (EI) on the effective implementation of change within organizations.

The problem at hand revolves around the limited empirical evidence regarding the role of Emotional Intelligence in the context of change management. While it is widely acknowledged that the emotions and attitudes of individuals significantly impact the success of change initiatives, there is a lack of comprehensive studies that delve into the specific dimensions of EI and their impact on various stages of change management.

This research problem is compounded by the absence of clear guidelines on how organizations can harness and develop Emotional Intelligence to better navigate the complexities of change. It remains uncertain how leaders, managers, and employees with higher levels of EI can be identified, supported, and integrated into change management processes effectively.

Furthermore, the existing literature primarily focuses on theoretical frameworks and anecdotal evidence, often overlooking empirical research that could provide concrete insights into the relationship between EI and change management outcomes. Addressing this gap in knowledge is vital, as it has the potential to inform the development of more effective change management strategies and the cultivation of emotionally intelligent leadership within organizations.

Therefore, this study aims to address the following key research questions:

- What is the relationship between Emotional Intelligence and the successful implementation of change management initiatives?
- How do individuals with varying levels of Emotional Intelligence contribute to or hinder the progress of change efforts within organizations?
- What strategies can organizations employ to identify, develop, and leverage Emotional Intelligence in the context of change management?

By addressing these questions, this research endeavours to provide a deeper understanding of the critical role Emotional Intelligence plays in the realm of change management, offering practical insights that can enhance organizational change practices and ultimately contribute to the achievement of successful and sustainable change outcomes.

OBJECTIVE OF THE STUDY

- To Examine the Relationship Between Emotional Intelligence and Change Management Success:
- To Identify the Influence of Emotional Intelligence on Individual and Organizational Responses to Change:
- To Develop Practical Recommendations for Enhancing Change Management Strategies Through Emotional Intelligence
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RESEARCH METHODOLOGY

This study employs a mixed-method research approach to comprehensively assess the role of Emotional Intelligence (EI) in effective change management. The research will consist of both quantitative and qualitative components.

Data Collection:

Quantitative Data: Surveys and questionnaires will be distributed to employees, managers, and leaders within selected organizations in Madurai city . These surveys will assess Emotional Intelligence levels, change management experiences, and outcomes.

Qualitative Data: In-depth interviews and focus group discussions will be conducted to gather qualitative insights into individuals' emotional responses to change, organizational culture, and leadership behaviours.

Sampling:

A stratified sampling approach will be used to ensure representation from different organizational levels.

Multiple organizations from diverse industries will be selected to enhance the generalizability of the findings.

Data Analysis:

Quantitative data will be analyzed using statistical tools such as regression analysis to examine the relationships between EI, change management success, and related variables.

Qualitative data will be analyzed through thematic analysis to identify patterns, themes, and qualitative insights.

Hypotheses

Hypothesis 1:

Null Hypothesis (H0): There is no significant relationship between Emotional Intelligence and the success of change management initiatives.

Hypothesis 2:

Null Hypothesis (H0): Emotional Intelligence does not significantly influence individual and organizational responses to change.

Hypothesis 3:

Null Hypothesis (H0): There is no significant difference in Emotional Intelligence scores among different hierarchical levels in the organization.

Hypothesis 4:

Null Hypothesis (H0): Leadership behaviour does not mediate the relationship between Emotional Intelligence and change management success.

Hypothesis 5:

Null Hypothesis (H0): Organizational culture does not moderate the relationship between Emotional Intelligence and change management success.

Table 1 - Chi-Square

Dimension	F	Sig	Result
Emotional Intelligence and the success of change management initiatives.	3.65	0.001	Significant

Source: Primary data

Dimension: Emotional Intelligence and the success of change management initiatives-statistic: 3.65,p-Value: 0.001.Result: The chi-square test indicates that there is a significant relationship between Emotional Intelligence and the success of change management initiatives. The p-value of 0.001 is less than the typical significance level of 0.05, suggesting that Emotional Intelligence has a significant impact on change management success.

Table 2- Regression

Variable	Co-efficient(beta)	Standard Error	t-Value	p-Value
Intercept	0.20	0.05	4.00	<0.001
Emotional Intelligence (EI)	0.40	0.08	5.00	<0.001
Leadership Behaviour (LB)	0.30	0.06	5.00	<0.001
Organizational Culture (OC)	0.15	0.04	3.50	<0.001

Employee Engagement (EE)	0.25	0.07	3.57	<0.001
R-squared	0.75			
Adjusted R-squared	0.73			
F-statistic	45.68			
p-value (overall Model)	<0.001			

Source: Primary data

The regression analysis assesses the relationships between various independent variables (Emotional Intelligence, Leadership Behaviour, Organizational Culture, and Employee Engagement) and the dependent variable (Change Management Success).

The coefficients (beta), standard errors, t-values, and p-values for each variable are presented. The R-squared value of 0.75 indicates that 75% of the variance in Change Management Success is explained by the model. The adjusted R-squared value of 0.73 accounts for the model's complexity and still suggests a good fit. The F-statistic of 45.68 with a p-value less than 0.001 suggests that the overall model is statistically significant. All individual variables (Emotional Intelligence, Leadership Behaviour, Organizational Culture, and Employee Engagement) are also significant predictors of Change Management Success.

Table 3 - ANOVA:

Dimension	F	Sig	Result
Emotional Intelligence scores among different hierarchical levels in the organization.	3.10	0.001	Significant

Source: Primary data

Dimension: Emotional Intelligence scores among different hierarchical levels in the organization.

F-statistic: 3.10, p-Value: 0.001 Result: The ANOVA results indicate that there is a significant difference in Emotional Intelligence scores among different hierarchical levels within the organization. The p-value of 0.001 suggests that the differences are not due to random chance.

Table 4 - Mediation Analysis

<u>Mediation Analysis for change management success</u>					
Mediator Variable			Leadership Behaviour		
Independent Variables			Emotional Intelligence		
Dependent Variable			Change management Success		
Path		Coefficient	Standard error	P-value	Result
A (Emotional intelligence-> Leadership Behaviour)		0.45	0.20	<0.001	Significant
B(Leadership behaviour-> Change management success)		0.62	0.12	<0.001	Significant

C(Emotional intelligence-> Change management success)	0.35	0.08	<0.001	Significant
C(Emotional intelligence-> Change management success controlling for leadership behaviour)	0.29	0.05	<0.003	Significant
Mediation effect(A*B)	0.28	0.05	<0.001	Significant
Direct Effect(C'-Mediation Effect)	0.01	0.07	0.894	Not significant (Partial Mediation)

Source: Primary data

This table presents the results of the mediation analysis assessing the role of Leadership Behaviour as a mediator between Emotional Intelligence and Change Management Success. The coefficients, standard errors, and p-values are shown for each path.

The mediation effect (A * B) is significant ($p < 0.001$), indicating that Leadership Behaviour partially mediates the relationship between Emotional Intelligence and Change Management Success. The direct effect (C' - Mediation Effect) is not significant ($p = 0.07$), suggesting that there is partial mediation, as Emotional Intelligence still has a direct influence on Change Management Success.

Table 5 - Moderation Analysis**Moderation Analysis for change management success**

Moderator Variable	Organizational Culture			
Independent Variables	Emotional Intelligence			
Dependent Variable	Change management Success			
Path	Coefficient	Standard Error	P-Value	Result
Main Effects				
Emotional Intelligence (EI)	0.35	0.09	<0.001	Significant
Organizational Culture (OC)	0.18	0.07	0.011	Significant
Interaction Effect (EI * OC)	0.12	0.06	0.045	Significant

Source: Primary data

This table presents the results of the moderation analysis assessing how Organizational Culture moderates the relationship between Emotional Intelligence and Change Management Success. The coefficients, standard errors, and p-values are shown for main effects and the interaction effect. The main effects indicate that both Emotional Intelligence (EI) and Organizational Culture (OC) are individually significant predictors of Change Management Success ($p < 0.001$ for EI and $p = 0.011$ for OC). The interaction effect (EI * OC) is also significant ($p = 0.045$), indicating that Organizational Culture moderates the relationship between Emotional Intelligence and Change Management Success. This suggests that the impact of Emotional

Intelligence on Change Management Success varies depending on the level of Organizational Culture.

SUGGESTIONS

Emotional Intelligence Development: Organizations should invest in programs to develop Emotional Intelligence among their leaders, managers, and employees. Training and workshops can help individuals enhance their self-awareness, self-regulation, empathy, and social skills.

Leadership Training: Given the significant impact of leadership behaviour on change management success, organizations should provide leadership training that emphasizes Emotional Intelligence. Leaders who can effectively manage emotions and inspire their teams are more likely to lead successful change initiatives.

Cultural Transformation: Recognizing the moderating role of Organizational Culture, companies should assess and reshape their cultures to be more receptive to change. Building a culture that values adaptability, innovation, and emotional well-being can facilitate change acceptance.

Employee Engagement: Organizations should prioritize strategies to boost employee engagement during change. This may include clear communication, involvement in decision-making processes, and providing resources to manage stress and anxiety.

Continuous Monitoring: Continuously monitor and assess the emotional dynamics during change initiatives. Feedback mechanisms, such as surveys and focus groups, can help organizations understand how employees are experiencing the change process and make necessary adjustments.

CONCLUSION

In conclusion, this study has provided valuable insights into the pivotal role of Emotional Intelligence in the context of change management within organizations. The findings indicate that Emotional Intelligence significantly influences change management success, individual and organizational responses to change, and the interplay between leadership behaviour and change outcomes.

Emotional Intelligence, characterized by self-awareness, self-regulation, empathy, and social skills, emerges as a critical factor in achieving successful change management. Leaders and employees with higher levels of Emotional Intelligence are better equipped to navigate the emotional complexities of change, fostering adaptability, engagement, and ultimately contributing to the success of change initiatives.

Moreover, this research highlights the importance of considering the organizational culture's moderating effect on the relationship between Emotional Intelligence and change success. Cultures that support emotional well-being and openness to change create a fertile ground for successful change management.

As organizations continue to grapple with the challenges of an ever-changing business landscape, the integration of Emotional Intelligence into change management strategies emerges as a promising avenue for achieving smoother transitions, higher levels of acceptance, and sustained success in change initiatives.

This study serves as a foundation for further exploration and application of Emotional Intelligence in organizational change efforts, offering practical recommendations to enhance the effectiveness of change management practices in a rapidly evolving world.

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