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# Leadership and Emotional Maturity in Organization

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**Abstract** – Emotional intelligence is a subject that was studied and debated by scholars in the last 20 years, with applications in leadership and management studies. Leadership idea incorporates social and emotional intelligence as a trait of leadership required for a strong leader. Behavioral complexity is a basic element of the effectiveness of a leader and is reflected in the fact that the leader by its nature, is forced to play different roles at different times, adapted to various situations. This is possible through emotional maturity that a leader must have - as a specific trait of emotional intelligence. The article presents a research based on Friedman scale, in order to determine the level of emotional maturity of employees and leaders for two types of organizations, a public and a private organization.

**Keywords** – Leadership, Management, Emotional Intelligence, Private Organization, Public Organization.

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## I. INTRODUCTION

Emotional intelligence was systematized by Howard Gardner in “The Theory of Multiple Intelligences” by intrapersonal and interpersonal intelligence. Goleman defined emotional competence in 1998 as “a learned capability based on emotional intelligence leads to achieving outstanding performance in the workplace” [1].

Emotional maturity of individuals in an organization can be defined by the ability of employees to react, grow and control their emotions and feelings conscious [2].

EI or Emotional intelligence is referred to, as an interconnected set of skills necessary for an individual to deal with emotions [3].

Day in “Leadership development: a review in context” [4] provides specific examples for intrapersonal skills associated with leader: those related to self-awareness (awareness of emotional, self-confidence), self-regulation (self-control, confidence, adaptability), and self-motivation (commitment, initiative, optimism).

Higgs and Dulewicz identifies the following elements of emotional intelligence: self-consciousness (awareness and feelings management) emotional resilience, motivation, interpersonal sensitivity, influence on others, intuition, integrity [5].

Emotional intelligence in the work environment manifest through motivation, integrity, resilience, influence, empathy, self awareness. Since emotional intelligence is based on a complex combination of emotion and reason, it is necessary to know the characteristics of emotional intelligence so as not to confuse people's communication skills with what it means to assess emotional intelligence in the organization. Emotional intelligence has influences in performance, efficiency and the employee's wellbeing [6].

The purpose of this research is to identify the degree of emotional maturity for two types of organizations - public and private, based on stratification of top management and executive staff for each of the organizations. Another aspect investigated concerns the identification of possible differences between the two types of organizations globally.

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The research hypotheses are:

- I. The level of maturity is an indicator of applied leadership in any organization, be it a public institution or private company.
- II. Emotional maturity level is an indicator which is closely correlated with age and gender of the leader.

## II. METHODOLOGY

The methodology applied in measuring the level of emotional maturity use the questionnaire as a method of social investigation. There are 25 questions that can be answered with yes or no and each question is assigned a number of points. To test the level of emotional maturity, questionnaire conducted was using the Friedman scale which was applied to a sample of 100 people. The research method chosen is questionnaire. Individuals to whom the questionnaire was applied, belong to two different organizations namely: a private organization (a multinational company from the energy field) and a public institution.

The sample for the two organizations was made up of a total of 50 subjects for public organization and 50 subjects for private organization. They have been identified for each type of organization 5 subjects with management function, the remaining 45 persons were employees holding executive posts. People who completed the questionnaire were aged between 31 and 63 years. 17 of the respondents were male and the remaining 33 were women.

Table II- 1. Friedman Scale.

Sex: M/F ; Age: \_\_\_\_; Position: management position / employee position.

*	Item
1	I discourage myself quite easily and I have moods moments or occasional bouts of depression?
2	I like to be dressed up and I'm glad when I manage to draw attention to my clothes and my manners?
3	I am in control and "cold blood" in unexpected and dangerous situations?
4	I am inclined to be very irritable and rigid to argue an opinion against strong opposition?
5	I find solitude being comfortable. I like being alone?
6	I often say things that I regret them later?
7	Are relationships with my family peaceful and harmonious?
8	Do I often feel hurt by the actions and words of others?
9	Am I ready to admit that I was wrong when I realize this?
10	Am I inclined to blame others for my mistakes and errors?
11	Do I place myself above others?
12	Do I think I am not a lucky person?
13	Am I inclined to live beyond my possibilities?
14	Do I have a deep sense of inferiority or a lack of trust in me that I try to hide it?
15	Am I inclined to cry when witnessing a drama or an emotional film?

*	Item
16	Small annoyances make me unbalanced?
17	Am I inclined to impress others with my superiority?
18	I am a dominating person, I like to affirm over the others?
19	Almost always I seek to gain the sympathy of others?
20	Am I angry when I'm in trouble or inconvenience?
21	Am I possessed by hatred or active dislike to some people?
22	Do I become full of envy and jealousy when others have success?
23	Am I very attentive to the feelings of others?
24	Do I get angry or upset and often dispute with people?
25	Do I have thoughts of suicide sometimes?

Score evaluation.

Score can be calculated by summing the points that are awarded for each answer choice and dividing by 25. The assessment includes scores between 0-10 points - infantilism, up to 25 points - a perfect score that signifies emotional maturation.

Table II. 2 - EQ range of emotional maturity test.

EQ Interval	Clasification
Above 25	Perfectly emotionally matured
Between 22 and 25	Emotional maturity above average
Between 20 and 22	Good emotional balance, proper level of maturity
Between 18 and 20	The average level of maturation
Between 16 and 18	Situation to limit, tendency toward emotional imbalance
Between 14 and 16	Easy emotional immaturity
Between 12 and 14	Sensitive person and slightly emotional unbalanced, adolescent reactions, immature
Between 10 and 12	Emotionally unbalanced person, infantile reactions
Below 10 and 10	Lack of emotional perspective, infantilism

### III. ANALYSIS AND INTERPRETATION OF DATA

After analyzing the results it was calculated the average point for each organization. The emotional maturity coefficient result in private organization was 22.5. This is within the range 22 to 25 and is above average emotional maturation.

For the public organization, the average coefficient of emotional maturation was lower, namely 21.3 and is in the range 20 to 22. It is also a good emotional balance and proper level of emotional maturity.

Table III. 1 – The coefficient of emotional maturity for persons responsables with the management of the two organizations.

Age/ Sex	Private organization		Public organization		Age/ Sex
	Position	Result	Position	Result	
37/M	Administrator	25,04	Director	24,04	45/F
63/M	Counselor	24,04	Deputy Director	23,60	52/M
33/M	Operations director	24,64	Deputy Director	22,72	42/F
42/F	Head of Accounting	25,04	Head of economic	22,76	39/F
58/M	Head of Technical Support	23,76	Head of Legal	21,40	31/M

According to Table 3, it can be seen that the level of emotional maturity is higher for the company than the public institution. There is an average of 24.5 points resulting from this calculation in private company, while in the public institution, there is an average of 22.90 points.

Age of respondents in the private organization is between 33 and 63 years and for the public organization is between 31 and 52 years.

Considering the variable gender, it can be found that the head of the accounting department in the company is 42 years old and is a woman. She managed to achieve the highest score at this questionnaire; the score was only equaled by the company administrator, aged 37. On the other hand, the director of the public institution is 45 years old and is a woman. She achieved the highest score among people surveyed with senior positions within her organization.

From this practice finding, the study can validate the hypothesis that emotional maturity level is closely related to variable gender. Thus, emotional maturity has to do with the age and sex of the person interviewed in the test applied to subjects who hold leadership positions in both organizations.

#### **IV. TRENDS AND GUIDANCE ON LEADERSHIP**

In his book “Emotional Intelligence in Leadership”, Daniel Goldman claims that the true leaders appeal to emotions [7].

Leadership is closely linked to the level of emotional intelligence that a leader owns. Equally, the leader who use this will be followed easily. We can see how increasingly is taking appeal more on leadership and emotional intelligence for decision making regarding an organization.

The mood of a leader influences the mood of employees and their performance at work. If people's emotions are channeled by enthusiasm, then it follows efficiency. People are made aware that rancor and anxiety, reduces efficiency. American poet Ralph Waldo Emerson was of the opinion that: “Nothing great in the world is achieved without enthusiasm” [8].

Because of leaders perspective on things has a special intensity, leaders “manage meaning” in a group and give a way of interpreting and react emotionally to a given situation [9].

Studies have shown the relationship between mood and optimism of a leader and employee effectiveness in the workplace [10]; [11]; [12]. Thus, a leader with a positive attitude will keep people more easily than bosses who tend to be negative.

Humphrey argued that leadership is inherently emotional process through which leaders recognize the emotional states of employees, the employees tried to instill emotions, and then manage employees' emotional states [13]. Cooper and Sawaf aims to provide a holistic definition of emotional intelligence, considering it “the ability to feel, understand and apply the power and depth of emotions as a source of human energy, information and influence” [14].

## V. CONCLUSIONS

Leadership today relies heavily on the relationship between superior and subordinate. Therefore, effective leadership is not imposed top-down hierarchical, but employees want to follow the leader's vision by common values that they share.

Leaders with developed emotional intelligence, treats his employees with respect and inculcates moral values, their leadership style is centered on person. The emotional intelligence is what motivates the individual's personal and professional development and achieving its full potential.

For this reason, emotions are an important topic in research on organizational behavior. An above-average degree of emotional maturity among both employees and leaders, contribute to achieving successful combination of personal goals with organizational ones. The implications of emotional intelligence is reflected both within the company and externally by the impact that the achievements of the organization, public or private, have on the economic, business, social or even political environment.

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