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Unveiling Emotional Intelligence's Role in Millennial Leadership and Leader Effectiveness: Descriptive-Causal Research

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Abstract

The conducted study entitled Unveiling Emotional Intelligence's Role in Millennial Leadership and Leader Effectiveness: Descriptive-Causal research of Selected sample in Noveleta, Cavite: A quantitative Study seeks to provide insights on the perceived level of emotional intelligence, and leader effectiveness of the respondents, Furthermore, it sought to provide an understanding of the relationship between the two variables of the study. A quantitative mixed research design is applied in the study to supply in-depth enlightenment, discussion, and investigation of the evaluated and correlated variables. One hundred twenty (120) respondents served as participants for the quantitative. Findings of the examined variables revealed that the selected millennial leader in Noveleta, Cavite, have a low emotional intelligence.

On the other hand, the respondents have an extremely high level of employee behavior. Using One T-test Correlation, the researcher found that there is a significant moderate positive correlation between Emotional Intelligence and leader effectiveness *(r=119, < .001)*.

Introduction

Emotional Intelligence (EI) has gained attention in various fields, including business and leadership. Understanding its role in leadership, especially among millennials, is important. Millennials, known for their use of technology and unique perspectives, are taking on leadership roles.

Emotional intelligence plays a pivotal role in the effectiveness of leaders across diverse settings and industries. Leaders with a high level of emotional intelligence possess a profound understanding of their own emotions and those of others, enabling them to navigate complex interpersonal dynamics with finesse. This heightened self-awareness fosters better decision-making, as emotionally intelligent leaders can manage their own reactions and empathize with the perspectives of their team members. By cultivating strong interpersonal relationships, these leaders create an inclusive and supportive work environment, which enhances collaboration and boosts overall team morale. Emotional intelligence enables leaders to adapt to changing circumstances, demonstrating resilience and inspiring confidence in their teams. The ability to effectively navigate the emotional landscape of leadership contributes significantly to a leader's overall success and the prosperity of the organizations they lead.

Emotional intelligence involves recognizing, understanding, and handling both one's own emotions and those of others, and managing interpersonal relationships well. This skill is especially important for millennials, who are known for being comfortable with technology, working well in teams, and wanting meaningful jobs. Emotional intelligence plays a crucial role in determining leader effectiveness. According to (Fianko, *et al*. 2020) [70] Leaders with high emotional intelligence are better equipped to understand their own emotions and those of others, enabling them to communicate effectively, manage conflicts, and inspire and motivate their teams. By (Cooper, *et al*. 2023) [9] being attuned to the feelings and needs of their team members, emotionally intelligent leaders can foster trust, collaboration, and a positive work environment. Moreover, they are adept at regulating their emotions, remaining composed under pressure, and making sound decisions even in challenging situations (Gómez, *et al*. 2021) [6]. The ability to harness emotional intelligence enhances a leader's effectiveness in guiding their team towards achieving organizational goals and fostering individual growth and development.

By YU (2020) [5] Millennials are reshaping the landscape of leadership with a distinctive approach that emphasizes collaboration, adaptability, and a strong sense of purpose. Unlike traditional hierarchical models, Millennial leaders thrive in flat organizational structures, promoting open communication and inclusivity. Their effectiveness as leaders stems from their innate ability to leverage technology for efficient communication and decision-making. Embracing diversity and fostering a culture of continuous learning, Millennial leaders prioritize personal and professional growth for themselves and their teams. Their leadership style is characterized by a blend of empathy, transparency, and a commitment to social responsibility. By incorporating innovative thinking and embracing change, Millennial leaders not only navigate complex challenges but also inspire a new era of leadership that resonates with the evolving needs of today's dynamic and diverse workforce.

The relationship between emotional intelligence and leadership styles is a dynamic and significant aspect of effective leadership. Emotional intelligence, encompassing self-awareness, self-regulation, empathy, and social skills, plays a pivotal role in shaping a leader's approach and interactions. According to Nyathi and Shihomeka (2023) [3] Leaders with high emotional intelligence are adept at understanding their own emotions and those of others, leading to more effective communication and collaboration. These leaders often exhibit transformational and adaptive leadership styles, inspiring and motivating their teams to achieve common goals. Emotional intelligence contributes to a leader's ability to navigate challenges, handle conflicts, and make informed decisions based on a nuanced understanding of the emotional landscape. In contrast, leaders with lower emotional intelligence may struggle with interpersonal relationships, communication breakdowns, and difficulties in creating a positive organizational culture. Recognizing the impact of emotional intelligence on leadership styles is essential for cultivating effective and resilient leaders in various professional settings.

These individuals are effectively trained and mentally prepared to adapt their approaches as needed in various situations, all while avoiding the perception of negativity or unfriendliness. Such qualities extend beyond the confines of an office setting, as noted by Drigas, Papoutsi, and Skianis (2023) [4], being applicable in any scenario requiring interpersonal connections. If an individual senses emotional strain or observes that relationships are not progressing positively, it indicates their emotional well-being. Correspondingly, Luedi (2022) [1] underscored the intensity and occasional challenges of emotions in the workplace. Assessing the effectiveness of an employee, as emphasized by (Buja, *et al*. 2022) [2], reveals the value of emotional intelligence, contributing to the organization's credibility and performance outcomes. To operate optimally and attain desired objectives, motivated individuals have the capacity to inspire others to perform at their best.

Objectives of the Study
The objective of this study is (1) Determine the Level of Emotional Intelligence (2) Level of leader effectiveness. (3) What is the relationship between Emotional Intelligence and Leader effectiveness of Millennial Leader.

Methods and Materials
Methods and Materials To measure Emotional Intelligence of Millennial Leaders in Noveleta, a structured survey questionnaire was developed. The survey included questions Leadership assessment of Respondents used a Likert scale or other relevant measurement scales to indicate their ethical behaviors. Data were collected from a representative sample of 120 Millennial leaders in Noveleta, ensuring balanced representation group.

The study employed a descriptive causal research approach, allowing for the examination and analysis of the relationship between variables to determine causality. This approach provides a deeper understanding of Emotional Intelligence among Millennial Leaders in Noveleta, Cavite Purposive sampling technique was utilized to ensure the study accurately represented the entire group and produced reliable results.

Hayes (2022), these statistical tools can summarize a given dataset to understand its sample or population. After coding the data in Microsoft Excel, it was transferred to Jamovi Statistics software to compute the mean of each data point, aiding in the summarization and analysis of ethical behavior levels across generations.

Additionally, Correlational Statistic method was employed to determine if there were significant relationship between the emotional intelligence and leadership effectiveness. The examination of data themes and their validation was conducted to ensure correct classification. Corrections were applied as needed, and a written report summarizing the examined data was constructed.

Results and Discussion
This study section thoroughly discusses the acquired results from the gathered data. It is analysis and discussion anchored on quantitative design, the quantitative data results are computed through Jamovi and discuss the descriptives and correlation and provide answers to the research problem. This result proves that the millennial leaders in Noveleta, Cavite needs more embracing emotional intelligence to become leader effectiveness.

Table 1: Respondent's Emotional Intelligence Level

Questions	General Average	Rank	Interpretation
I am able to always motive myself to do difficult tasks.	2.99		Low
I am an excellent listener.	2.89		Low
I never interrupt other people's conversations.	2.94		Low
I usually recognize when I am stressed.	2.95		Low
I rarely 'fly off the handle' at other people.	2.86		Low
I am aware of my attitudes, values, biases, and prejudices.	2.99		Low
I realize immediately when I lose my temper	3.11		Low
I pay attention to how others may perceive my language and behavior.	3.02		Low
I can 'reframe' bad situations quickly.	3.01		Low
I know when I am happy.	3.00		Low
I do not wear my 'heart on my sleeve'	3.11		Low
I prioritize important activities am usually able to at work and get on with them.	2.95		Low
I am excellent at empathizing with someone else's problem.	3.12		Low
I never interrupt other people's conversations.	2.99		Low
I can tell if a team of people are not getting along with each other.	2.84		Low
I reflect on situations and learn from them.	2.99		Low
I do not prevaricate.	2.99		Low
I can usually understand why people are being difficult towards me.	3.00		Low
Total Average	**2.82**		**Low**

The overall average score is ($M = 2.82$). Specific areas such as the ability to motivate oneself, recognize stress, empathize with others, and avoid interrupting conversations all received low scores. This suggests that respondents recognize significant gaps in their emotional competencies, which could impact both personal and professional aspects of their lives. The consistent ranking of "Low" across all questions highlights a potential need for targeted emotional intelligence development programs to address these deficiencies. This indicates that the Personal Emotional Intelligence Level of the Millennial leaders in Noveleta, Cavite is on the Low Level.

The table titled "Respondent's Emotional Intelligence Level" presents the results of a self-assessment survey evaluating various aspects of emotional intelligence. Each question has been rated with a general average score, where all scores fall within the range of 2.84 to 3.12 on what is likely a 1 to 5 scale. Despite this range, every item is interpreted as "Low," indicating that respondents generally perceive themselves as having a low level of emotional intelligence. This is evident across multiple dimensions, including self-motivation, stress recognition, empathy, listening skills, emotional awareness, and interpersonal interactions.

According to (Kumar, *et al.* 2023) it equips individuals with the skills needed to foster positive connections in both personal and professional spheres, contributing to overall well-being and success in various aspects of life.

Table 2: Respondents' Leader effectiveness Level

Question	General Average	Rank	Interpretation
Lead with decision	2.85	1	Low
I communicates a strategic direction for the future	2.90		Average
I aligns his/her vision to achieve business outcomes	2.92		Average
I supports others in developing strategic ideas	3.10		Average
Communicate with impact	2.85	2	Low
I communicates honestly.	2.68		Low
To avoid misunderstanding, I ask questions to clarify what the other person is saying.	2.88		Low
I uses communication to maintain effective relationship.	2.92		Average
I communicates information in a timely manner.	2.89		Low
I considers the perspectives of others when communicating	2.89		Low
Makes sound Decisions	2.84	3	Low
I respects those involved in the decision-making process.	3.00		Average
I takes accountability for acting on decisions made.	3.00		Average
I analyzes problems adequately before making decisions.	3.00		Average
I includes the right people in the decision-making process.	2.55		Low
I encourages others to take appropriate risks.	2.65		Low
Embraces and supports safety programs	2.43	4	Low
I proactively and consistently pursues safety improvement opportunities.	2.68		Low
I acts as a safety role model consistent with the company's Safety Commitment Statement.	2.12		Low
I actively holds themselves and those working with them accountable to follow safety rules, policies, and guidelines	2.59		Low
I effectively leads, promotes, and influences own work group to create a safe work environment	2.36		Low
Total Average	**2.74**		**Low**

The Total of all General Averages (*M= 2.71*) obtained the low mean score level. The table evaluates respondents' perceptions of leader effectiveness across four main dimensions: Decision-making, communication impact, sound decision-making, and support for safety programs. The overall assessment indicates low leader effectiveness, with a total average score of 2.74. The highest-rated dimension is "Lead with decision" (2.85), where leaders show average performance in specific areas like supporting strategic ideas (3.10). However, their ability to communicate a strategic direction and align their vision with business outcomes is only average (2.90 and 2.92, respectively), contributing to the overall low effectiveness rating in decisiveness.

Communication impact is also rated low overall (2.85), despite leaders maintaining effective relationships (2.92). However, they score poorly in honest communication (2.68) and timely information dissemination (2.89). Decision-making abilities are similarly rated low (2.84), with average scores in accountability and problem analysis (3.00), but poor inclusion of the right people (2.55) and risk encouragement (2.65). The lowest-rated dimension is "Embraces and supports safety programs" (2.43), indicating significant deficiencies in proactively pursuing safety improvements (2.68), acting as safety role models (2.12), and influencing a safe work environment (2.36). These results suggest an overarching need for leaders to enhance their strategic direction, communication, decision-making, and safety program support.

According to Kozlowski (2021), a true leader's role is to motivate their team to collaborate in pursuit of a common objective. Serving others' needs is the best way to uplift them. Cooperative efforts succeed in the objective this way, and involvement in your community's betterment and success defines a true leader. But, with the gathered low result, providing service for others should also be one of the focuses on improving the employee's interpersonal leadership.

Just like the Personal Leadership Level, the Interpersonal Leadership level of the respondents should be developed more. Because according to McKenna (2019), Interpersonal skills are an essential competency for effective leadership. With these skills, leaders can better motivate their teams, encourage collaboration, and foster stronger cohesion, ultimately contributing to organizational success. These skills enable leaders to build meaningful relationships with colleagues and employees, manage poor performance, overcome failure, and motivate employees. Leaders who possess emotional intelligence, of which communication skills are critical, are more likely to build a motivated and productive workforce.

Effective and influential leaders are often consistent with their actions and have a clearly defined personal leadership philosophy, says Indeed Editorial (2023). This helps them inspire productivity in their work environment, leading to tremendous career success. If you're in a leadership position, learning personal leadership skills can help you guide individuals to lead their lives more purposefully. Based on the results above, the Personal Leadership Level of the Employees needs to be increased for it has benefits, as mentioned in the literature.

Table 3: Relationship between emotional intelligence and leader effectiveness

One Sample T-Test					
		Statistic	**df**	**p**	**Mean difference**
Leader effectiveness	Millennial	27.6	119	< .001	3.56
Emotional Intelligence	Leaders	28.6	119	< .001	3.48
Note. H_a $\mu \neq 0$					
Descriptive					
	N	**Mean**	**Median**	**SD**	**SE**
Leader effectiveness	120	3.56	4.00	1.41	0.129
Emotional Intelligence	120	3.48	4.00	1.33	0.122

The table presents the results of a one-sample t-test that examines the relationship between emotional intelligence and leader effectiveness. For both metrics, leader effectiveness (among Millennials) and emotional intelligence (among leaders), the t-tests show high statistical significance with p-values less than .001. This implies that the observed mean differences are not due to random chance. Specifically, the t-statistic for leader effectiveness is 27.6 with a mean difference of 3.56, and for emotional intelligence, the t-statistic is 28.6 with a mean difference of 3.48. Both tests were conducted with 119 degrees of freedom.

In terms of descriptive statistics, the leader effectiveness scores have a mean of 3.56, a median of 4.00, a standard deviation of 1.41, and a standard error of 0.129. This suggests that most of the leader effectiveness scores are centered around the mean, with a relatively moderate spread. Emotional intelligence scores have a mean of 3.48, a median of 4.00, a standard deviation of 1.33, and a standard error of 0.122. Similarly, this indicates that the emotional intelligence scores are also fairly consistent around the mean with a moderate spread.

Overall, the significant t-test results coupled with the descriptive statistics highlight a notable relationship between emotional intelligence and leader effectiveness. The statistical significance (p < .001) suggests that there is a strong likelihood that these findings are reflective of a true effect rather than random variation. Thus, these results underscore the importance of emotional intelligence as a critical factor in assessing and potentially enhancing leader effectiveness within organizations.

Conclusion

With the study's gathered results, the researchers came up with the following conclusions. The data suggests that Millennial leaders in Noveleta, Cavite exhibit low levels of emotional intelligence and overall leader effectiveness. The consistently low scores in key emotional competencies, such as self-motivation, stress recognition, empathy, and conversational patience, highlight significant deficiencies that could adversely affect both their personal and professional lives. Similarly, leader effectiveness across

critical dimensions like decision-making, communication, and support for safety programs is also rated low. The highest-rated area, "Lead with decision," still only shows average performance, underscoring the overall low effectiveness. The results of the one-sample t-tests confirm that the differences in mean scores for emotional intelligence and leader effectiveness are statistically significant, indicating these findings are robust and unlikely due to random chance. Consequently, there is a clear need for targeted emotional intelligence development programs to enhance the leadership capabilities of these Millennial leaders.

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