

Impact of Emotional Intelligence on Leadership Effectiveness: A Study of Women Leaders in the Service Sector

M. Bhuvaneshwari¹ and Dr.K. Ramesh²

¹PhD Research Scholar, Department of Commerce, K.S. Rangasamy College of Arts and Science (Autonomous), Tiruchengode, Namakkal, India

²Research Supervisor, Department of Commerce, K.S. Rangasamy College of Arts and Science (Autonomous), Tiruchengode, Namakkal, India

E-mail: ¹bhuvanaphd2018@gmail.com, ²drameshpriya143@gmail.com

ORCID: ¹<https://orcid.org/0000-0002-7661-5760>, ²<https://orcid.org/0000-0003-4243-9735>

(Received 14 December 2024; Revised 29 January 2025, Accepted 17 February 2025; Available online 28 March 2025)

Abstract - The study investigates the impact of emotional intelligence on leadership effectiveness among women leaders in the banking, insurance, education, and hospitality sectors. Utilizing a purposive sampling technique, 517 women leaders participated in a survey conducted through a structured questionnaire. Employing a causal research design, demography is assessed using percentage analysis. Structural Equation Modeling is used to investigate causal relationships between variables, whereas one-way ANOVA test the impact of women leaders' demographics on the research variables. Findings reveal the dynamics of women leaders in the service industry, highlighting the key roles of intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, organizational support, and leadership effectiveness. Results point to the catalytic association of emotional intelligence with leadership effectiveness and organizational support as a crucial mediator. Information about demographic factors like age, academic qualification, income, and job designation plays a significant role in research aspects. The research advises strategic action plans to promote an enabling climate that encourages women leaders' growth and effectiveness in the service sector.

Keywords: Women Leaders, Service Sector, Emotional Intelligence, Organizational Support, Leadership Effectiveness, Intrinsic Motivation

I. INTRODUCTION AND BACKGROUND

In the energetic organizational settings, leadership effectiveness has emerged as a key success determinant, affecting not just personal career trajectories but also the general performance and adaptability of service sector businesses (Anand & Shrivastava, 2024). It explores a particular aspect of leadership effectiveness, examining the role of emotional intelligence, and places its investigation within the context of women leaders in the service sector in a distinctive manner (Ramasamy, 2018). As the service sector develops further and diversifies, effective leadership's role stands out even more strongly, with an imperative call for an increased comprehension of drivers to success within this ever-dynamic sector (Sarwar et al., 2023). Emotional intelligence, described through one's potential to acknowledge, comprehend, and control both one's own as

well as others' emotions, has been considered significant to prominence as an element of successful leadership. However, in the field of women leaders in the service industry, there is a broad research lacuna where no empirical examination of the interplay of emotional intelligence and effective leadership has been conducted (Sun, 2024). This study aims to bridge the gap through an examination of how emotional intelligence operates in women leaders who are employed in service-related jobs and, on the other hand, how it is linked to effective leadership (Dar et al., 2019). The service industry, which is defined by customer-focused interactions, collaboration, and adaptability, provides a special setting in which to observe the integration of emotional intelligence and leadership (Krishnaraj et al., 2020).

Women, who have increasingly dominated at the leadership level in this profession during the past few years, possess a unique style of leadership that merits separate examination (Deepakumari & Savithri, 2024). It is not only of scholarly interest to clarify the contribution of emotional intelligence to their overall effectiveness as leaders but also has practical uses in organizational growth and gender-sensitization of leadership policies. By comprehensive investigation of emotional intelligence determinants including self-awareness, self-regulation, empathy, and interpersonal skills, this research aims to identify patterns and outcomes that will contribute to the overall body of literature on good leadership in the service sector (Kotsou et al., 2019). Female leaders, attuned to their own emotional worlds, navigate the multifaceted waves of the service industry with an intuitive understanding of how emotions shape their leadership style and decision-making choices. One of the characteristics of emotionally intelligent women leaders is their outstanding capacity to regulate themselves, regulating emotions even in stressful situations. This ability not only produces individual strength but also provides a climate of calm and stability within the organizational environment, ensuring a healthy and productive work environment (Kulkarni & Mishra, 2022). Empathy becomes a powerful weapon in the arsenal of women leaders in the service industry.

Women leaders display emotional intelligence through their commitment to foster beneficial relationships. Women leaders excel at relationship building both inside and outside their sphere of work through an organizational culture built upon trust and teamwork. Employee satisfaction levels increase when women leaders display relational intelligence while their organizations gain better results in client satisfaction and interaction. The process of emotional intelligence among female leaders concludes with both feeling detection and emotional expression ability. Cellular organizations benefit from women leaders who understand emotions to encourage open communication that builds both optimistic organizational cultures and the changing service sector environment (Su et al., 2020). The steady success of the evolving service industry along with optimal leadership and peaceful workplaces depend directly on female leaders' emotional intelligence.

Intrinsic Motivation: Internal motivation creates a core foundation for how women develop their intense desire to act as service leaders. The drive to deliver superior service experiences stems from more than professional duties since it appears as genuine dedication. Women leaders tend to exhibit widespread enthusiasm because they possess a special drive to establish relationships while pursuing customer fulfillment and promoting service-oriented success in others. The main features of intrinsic motivation for service sector women leaders include personal development drive and self-determination according to (Singh, 2018). Women leaders motivate their professional advancement through internal drives to improve themselves which simultaneously generates flexible environments to deal with challenges using resilience. The empowerment of women leaders in service roles provides a sense of independence, whereby they are able to drive strategies, innovate service delivery, and make meaningful contributions to the organizational environment. Dedication to the organizational mission constitutes the foundation of intrinsic motivation for women leaders. Consistent with the larger mission and values of the organization, their intrinsic motivation goes beyond personal achievement to include a real commitment to moving the collective agenda forward. Such a commitment not only drives women leaders toward the success of organizational goals but also significantly helps build a positive and mission-driven organizational culture in the fast-paced service industry (Hoobler et al., 2018).

Workplace Diversity: Workplace diversity is at the forefront of generating innovation and success. Women leaders in play a critical role in adding to the richness of diversity by embracing inclusive leadership practices. Through the formation of environments where differences are embraced and diverse voices are encouraged to be heard, these leaders take a central position in developing unified and cooperative teams. Central to developing workplace diversity among women leaders are their skilled cross-cultural communication skills. Effective cross-cultural communication women leaders contribute to creating inclusive settings where cultural differences are not only acknowledged but

celebrated, leading to a harmonious and collaborative work culture. Leadership involvement in managing diverse teams enables leaders to leverage groups of differently experienced members which drives innovative solutions while promoting adaptability (Korcok, 2019). Strategic management techniques of organizational teams by these leaders create dynamic combinations of viewpoints to help customers fulfill their multicultural aspirations in services. Women leaders establish fair resource distribution as the fundamental mechanism to achieve diversity management excellence within service workplaces. Through fair resource allocation practices and equal opportunity distribution women leaders maintain justice alongside workforce conditions to support maximum performance from all individuals irrespective of origin. By directing resources fairly women leaders develop workplaces which mirror the diverse character of service businesses (Kulkarni et al., 2023).

External Stimuli: Through elastic and strategic thinking women leaders gain insights into how economic circumstances affect organizational spirit. The adaptability of economic conditions stands as the core leadership feature of women leaders. By employing wise decision-making process such leaders maintain organizational stability while employing strategic adaptations of operations to align with existing economic circumstances. Women executives in the service industry depend on market responsiveness to customer demand as their main external driving factor. The executives demonstrate keen observation of customer requirements and fast market adjustments through which they position their organizations properly. Such adaptive market responses from these executives simultaneously enhance their sector prominence and drive product development and geographic growth in service industries (Hora, 2014).

Preparations for managing globalization represent a vital element of external motivational factors for women leaders. The leaders develop policies which capitalize on global market opportunities without allowing any constraints to hinder their success. The organizations maintain reactive and flexible responses to the networked service economy of the world while operating from a preemptive basis. The regulatory environment represents one of the external factors which women leaders need to follow. These leaders follow industry regulations by managing complex regulatory environments to establish compliance cultures in their firms (Schock et al., 2019). Conducting regulatory compliance ensures businesses minimize legal risks and acquire better sustainability and ethical business status in the complex service industry.

Organizational Support: Organizations create an environment for women leaders to achieve success through empowerment. The development of employee programs which contribute to the growth of human capital delivers essential support to organizations. The implementation of learning programs empowers women leaders to develop required capabilities that help them effectively handle service sector management.

Organizations use active leadership development programs to boost the capabilities of their female leaders. Such programs encompass training sessions as they focus specifically on developing leadership competencies required in service sector environments. Women leaders can give significant value to overall business success by obtaining specialized training through their organization. Service industry women leaders benefit greatly from mentorship programs for their professional development. The mentor-protégé relationship accelerates women leaders' professional development and creates new organizations that prize threefold development (Khattak et al., 2021).

Effective recognition programs represent a vital component which organizational support provides to female leaders who excel. Recognition serves as a powerful motivator to build appreciation-based work environments in which women leaders will remain highly effective. The acknowledgment of teamwork-driven achievements establishes both personal self-confidence and team-oriented values in service organizations. Work-life balance and personal development programs reflect an integrated strategy of organizational support for women leaders (Lämsä & Savela, 2019). Embracing the complex demands of their roles, organizations that invest in initiatives ensuring work-life balance and personal wellness foster an atmosphere that allows women leaders in the dynamic service sector to achieve enduring success and fulfillment. It explores how organizational support acts as a mediator between emotional intelligence and leadership performance in female leaders in the services sector. It explores the influence of organizational support on how emotional intelligence predicts effective leadership. The results are worth to organizations that seek to empower female leaders because they emphasize the importance of creating a supportive organizational culture that enables the positive effects of emotional intelligence on leadership performance in the service industry (Evans & Maley, 2021).

Leadership Effectiveness: Women leaders have a dimensional leadership style that is congruent with the intricacies of the business. Visionary leadership emerges as a hallmark characteristic of women leaders, who guide their teams to future achievement by virtue of a foresighted and strategic vision. Their capacity to enunciate a visionary statement inspires confidence while connecting the individual efforts of their teams with collective organizational ends. Decision-making capability and independence are the most important in women's leadership effectiveness in the service industry. By exercising the autonomy of making firm decisions, women executives navigate through complication with confidence and strategic acumen. Not just does this liberty accelerate responsiveness but also creates a culture where creative solutions can develop. Team-building skills become the master key in accomplishing mission in the service sector. Female leaders can effectively foster teamwork and cohesion in their teams, recognizing that synergy of varied strengths is imperative to grasping the intricacies of service-oriented challenges (Bhattacharya et al., 2018).

Clear and effective communication is characteristic of the effectiveness of women in service leadership. Effective communicators, they clearly express expectations and ideas, developing common ground among team members. The skills in communications not only develop openness but organizational solidarity as well. Management and resolution of conflicts represent two essential components which determine the effectiveness of women in service occupations. Owing to the dynamic and client-oriented nature of the industry, conflicts do arise. Women leaders with skillful conflict resolution skills manage such challenges using diplomacy, making conflicts not roadblocks but room for improvement and growth. Women's leadership success in the service sector fundamentally entails a strategic blend of vision, independence, collaboration, communication, and managing conflict, all contributing to the dynamic and evolving character of the sector (Griffiths et al., 2019).

II. PROBLEM STATEMENT

Women leaders play pivotal roles in the modern service industry, yet the leadership effectiveness dynamics, particularly emotional intelligence, remain under-researched. The current study aims to complement the existing literature by investigating the impact of emotional intelligence on women's leadership effectiveness in the service industry. While emotional intelligence has been identified as a key aspect of effective leadership, there is little research concerning its application among women leaders within the service sector. This study seeks to analyze the interactive role of leadership competence and emotional intelligence with women leaders operating in service-oriented industries. Leadership success in the service sector requires complete knowledge of how emotional intelligence works with its quick customer handling along with diverse team characteristics. The study aims to identify some components of emotional intelligence, and evaluate its indirect and direct impact on leadership performance among this specific group. By the process of conducting a comprehensive investigation, the study aims to provide insightful information on the unique challenges and opportunities of women leaders in the service sector. The article demonstrates techniques to utilize emotional intelligence for maximizing leadership success. This study adds to the general body of knowledge regarding gender-sensitive leadership methods in the service sector.

III. NEED

This research initiative emerges from the vital union between gender interactions and leadership excellence together with emotional intelligence functioning in service-focused roles. A distinct body of empirical evidence remains scarce which studies the integrated connection between emotional intelligence and the leadership success of women leaders working in service industries. Women leaders in particular must recognize how emotional intelligence impacts their leadership performance because of their distinct workplace conditions. Service leaders in the sector need to direct teams while building flexible yet strong connections with customers because their work revolves around dynamic relationships

and teamwork. The essential leadership qualities that constitute emotional intelligence include self-awareness together with self-regulation as well as empathy and interpersonal relationship abilities which research shows lead to leadership success universally. Evidence reveals that this research theme remains an unexplored area of study regarding women leaders in service industries. Research undertakes an extensive evaluation of how women leaders in the service sector succeed through their emotional intelligence capabilities. The conclusions of this research aim to assist organizations by developing leadership initiatives through an enlightened perspective on how women in service industries can build effective competencies. Finally, this study responds to the pressing necessity to demystify the intricacies of emotional intelligence as it pertains to women's leadership in the unique business context of the service industry.

IV. PURPOSE AND METHODOLOGY

The study aimed at confirming the effect of emotional intelligence on leadership efficiency among women managers in the insurance, banking, education, and hospitality sectors. Purposive sampling is utilized to select 517 women leaders for the study. The key data collection exercise is through administering a well-formulated questionnaire among the selected women leaders. Questionnaire is prepared in a way that gathers appropriate details regarding the emotional intelligence and effectiveness as a leader among women leaders operating in targeted service industries. The causal study design is implemented in order to ascertain a cause-and-effect pattern among emotional intelligence and leadership effectiveness and the moderating effect of organizational support. Women leaders' demographic profile is provided through the application of percentage analysis to define the sample configuration. Besides, one-way ANOVA and post-hoc tests are employed to identify the influence of demographic variables on the research variables. Structural Equation Modeling is employed to investigate and test causal relationships among the research variables. The advanced statistical technique allows an in-depth exploration of the complex relationship between emotional intelligence and effectiveness in leadership. The convergence of these paradigms ensures a firm and stringent analysis of the complex forces that are affecting women's leadership effectiveness in the service industries involved.

V. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Academic discussion investigates crucial features which characterize female leadership in the service industry. Research shows that internal motivation functions as a main element which impacts women leadership. Women leaders show improved performance through higher commitment and resilience and creativity when they demonstrate intrinsic motivation (Mulawarman et al., 2021). Research studies show that intrinsic motivation produces higher organizational results and better employee satisfaction (Galsanjigmed &

Sekiguchi, 2023). Organizations require creating environments through which women leaders can develop and enhance their intrinsic motivation since this leads to improved overall organizational performance (John, 2020). The workplace demands diverse leadership since diversity represents a core theme in service industries. Organizations achieve superior decision outcomes through diverse leadership that involves women because of their capabilities in both innovation and organizational agility (Alabdulbaqi et al., 2019). Research shows that the multiple perspectives women leaders introduce into their positions lead to better teamwork and improved problem-solving capabilities. Putting emphasis on workplace diversity alongside its utilization can help develop resilient service industries that match the social need for balanced gender leadership (Drigas & Papoutsis, 2019).

Outside influences such as cultural values along with social pressure significantly affect how female leaders experience their careers in the services industry (Jayasinghe, 2020). Female leadership faces unique stress from social expectations which alters both their leadership approach and decision-making operations (Ahad et al., 2021). Social norms transformation presents female leaders with possibilities to develop unconventional leadership practices that build equitable workplace settings (Moon, 2021). Women leaders need to understand external cues to survive external pressures by developing suitable strategies (Mokat et al., 2022). The services industry demands women leaders to develop emotional intelligence because it serves as their essential tool for managing industry complexities. Positive correlation between emotional intelligence and leadership effectiveness (Kitsios et al., 2022). Women leaders with high emotional intelligence are more effective in handling interpersonal relationships, conflicts, and team motivation (Shaaban, 2017). The ability to identify and manage emotions, both personally and within the organizational context, enhances decision-making and leadership performance overall (Nabih et al., 2016). Recognizing and developing emotional intelligence becomes imperative for organizations seeking to cultivate a cadre of resilient and impactful women leaders (Duan et al., 2022). Organizational support serves as a cornerstone in the literature, emphasizing the pivotal role of supportive environments in bolstering women leaders (Vardarlier & Al, 2022). Organizational support, manifested through mentorship programs, leadership development initiatives, and inclusive policies, contributes significantly to women's professional growth and leadership effectiveness (Thiripurasundari et al., 2016). Organizations that prioritize creating a supportive ecosystem not only attract but also retain women leaders, fostering a culture where they can thrive and contribute meaningfully to the services sector (Alsalmi & Omrane, 2023). Leadership effectiveness, the ultimate outcome under scrutiny, is intricately interwoven with the aforementioned dimensions (Issah, 2018). Organizations that recognize and integrate these facets into their leadership development strategies are more likely to harness the full potential of women leaders, creating a dynamic and inclusive services sector poised for sustained

success in the face of evolving challenges (Srivastava, 2013). Literature review is supported to develop the ensuing conceptual framework and hypotheses (as shown in fig. 1).

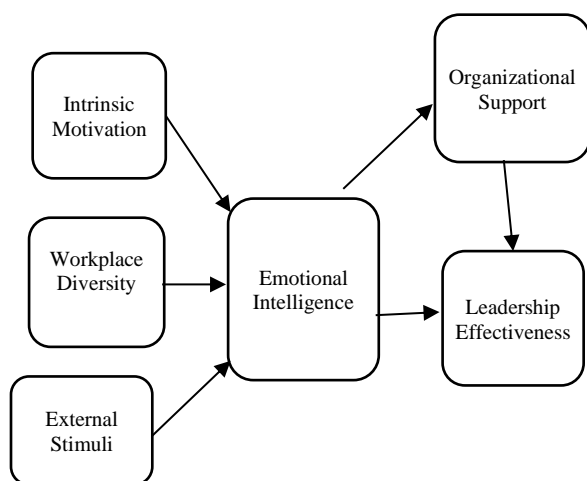


Fig. 1 Conceptual Framework

Research Hypotheses

H_{1.1}: Antecedents have significant impact on intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, organizational support, leadership effectiveness.

H_{1.2}: Intrinsic motivation, workplace diversity, and external stimuli have significant impact on emotional intelligence.

H_{1.3}: Emotional intelligence has significant impact on leadership effectiveness.

H_{1.4}: Organizational support has mediating impact between emotional intelligence and leadership effectiveness.

H_{1.5}: Demographic characteristics have significant impact on intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, organizational support, leadership effectiveness.

VI. RESULTS AND DISCUSSIONS

6.1. Analysis of Demographic Characteristics

The demographic characteristics of women leaders are depicted in table I.

TABLE I DEMOGRAPHY ANALYSIS OF WOMEN LEADERS

Demography	Classification	Number	Percentage
Age	Below 35 years	196	37.91%
	35 – 45 years	258	49.90%
	Above 45 years	63	12.86%
Academic Qualification	UG	150	29.01%
	PG	164	31.72%
	Professional	203	39.27%
Salary	Below Rs.50,000	383	74.08%
	Rs.50,000 – 75,000	82	15.86%
	Above Rs.75,000	52	10.06%
Designation	Team Leader	206	39.84%
	Managerial Cadre	227	43.91%
	Executive Level	84	16.25%

Table I presents the demographic characteristics of women leaders. In terms of age, 37.91% are below 35 years, 49.90% fall within the 35–45 age group, and 12.86% are above 45 years. Regarding academic qualification, 29.01% have undergraduate education, 31.72% have postgraduate education, and 39.27% have professional education. Monthly salary indicates that 74.08% earn below Rs.50,000, 15.86% earn Rs.50,000–75,000, and 10.06% earn above Rs.75,000. In terms of designation, 39.84% hold the position of team leader, 43.91% work in managerial roles, and 16.25% are in executive positions.

6.2. Causal Links among Research Variables

The causal link among the variables such as, Intrinsic Motivation (IMTV), Workplace Diversity (WDVR), External Stimuli (ESTM), Emotional Intelligence (EINT), Organizational Support (OSPT), Leadership Effectiveness (LEFV) are tested. Then, the variables are bifurcated into observed and unobserved, and exogenous and endogenous variables. The observed, endogenous variables are IMTV1, IMTV2, IMTV3, WDVR4, WDVR3, WDVR2, WDVR1, ESTM1, ESTM2, ESTM3, ESTM4, EINT1, EINT2, EINT3, EINT4, EINT5, OSPT1, OSPT2, OSPT3, OSPT4, OSPT5, LEFV5, LEFV4, LEFV3, LEFV2, and LEFV1. The unobserved, endogenous variables are EINT, OSPT and LEFV. The unobserved, exogenous variables are IMTV, WDVR, ESTM, and e1 – e29. Put together, the model comprises a total of 61 variables, 26 are observed variables, 35 are unobserved variables. Similarly, 32 are exogenous variables and 29 are endogenous variables. Therefore, structural equation modelling is used to test such relationship amongst these variables, which is presented in Fig. 2, and path values are outlined in Table II.

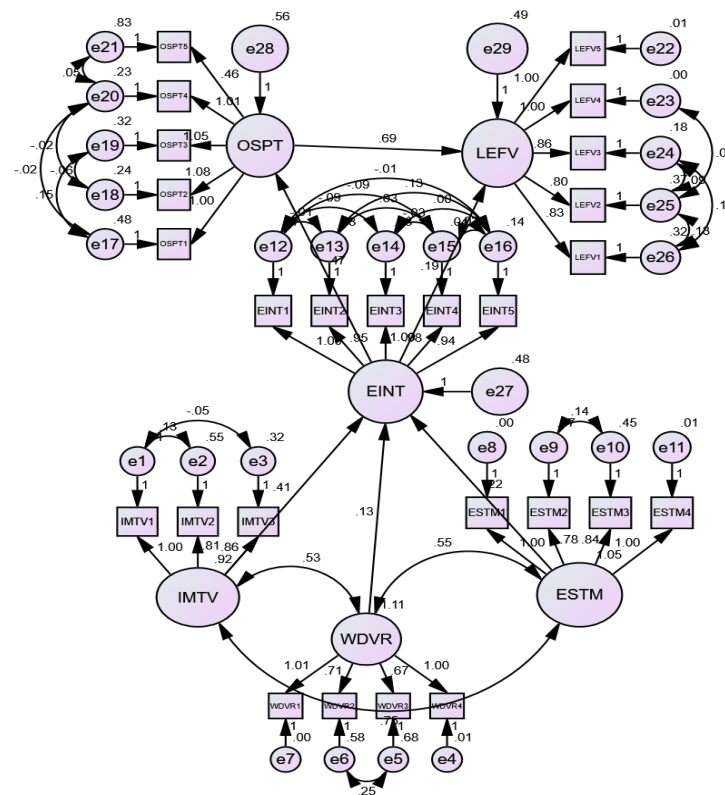


Fig. 2 Structural Equation Model

TABLE II PATH VALUES

Path			Unstd. Estimate	Std. Estimate	t	p
IMTV1 – Passion for service leadership	<---	IMTV	1.000	.753		
IMTV2 – Personal growth orientation and autonomy	<---		.807	.721	15.871	***
IMTV3 – Commitment to organizational mission	<---		.857	.823	15.620	***
WDVR4 – Equitable resource allocation	<---	WDVR	1.000	.997		
WDVR3 – Team diversity management	<---		.666	.647	19.238	***
WDVR2 – Cross-cultural communication skills	<---		.708	.700	22.181	***
WDVR1 – Inclusive leadership practices	<---		1.010	1.000	216.562	***
ESTM1 – Economic conditions adaptability	<---	ESTM	1.000	1.000		
ESTM2 – Market demand responsiveness	<---		.784	.798	30.003	***
ESTM3 – Managing globalization impact	<---		.841	.789	29.090	***
ESTM4 – Regulatory environment compliance	<---		.995	.996	235.782	***
EINT1 – Self-awareness on own emotions	<---	EINT	1.000	.965		
EINT2 – Self-regulation to manage emotions well	<---		.952	.930	33.914	***
EINT3 – Understands others' feelings	<---		1.004	.959	29.061	***
EINT4 – Builds positive relationships	<---		.983	.979	30.247	***
EINT5 – Recognizes and communicates emotions accurately	<---		.940	.922	32.914	***
OSPT1 – Development programs for employee growth	<---	OSPT	1.000	.785		
OSPT2 – Leadership training to enhance skills	<---		1.077	.888	18.202	***
OSPT3 – Mentorship programs for guidance and support	<---		1.055	.852	24.146	***
OSPT4 – Acknowledges and rewards success	<---		1.008	.877	18.945	***
OSPT5 – Work-life balance and personal development initiatives	<---		.459	.404	8.907	***
LEFV5 – Expert conflict resolution and management skills	<---	LEFV	1.000	.997		
LEFV4 – Clear and influential communication	<---		1.002	.998	211.409	***
LEFV3 – Team building skills for goal achievement	<---		.857	.894	44.709	***
LEFV2 – Decision-making competence and autonomy	<---		.799	.796	29.613	***
LEFV1 – Visionary leadership for future success	<---		.827	.826	33.027	***
EINT	<---	IMTV	.414	.414	5.334	***
EINT	<---	WDVR	.130	.142	3.606	***
EINT	<---	ESTM	.215	.230	3.740	***
OSPT	<---	EINT	.470	.517	10.929	***
LEFV	<---	OSPT	.691	.605	13.418	***
LEFV	<---	EINT	.185	.178	4.666	***

*** Significant at 1%

Subsequently, the fit indices for the structural equation model are calculated. The CMIN/df value of 2.776 falls within the benchmark range of 3 – 5, indicating a perfect fit. Similarly, the RMSEA value of 0.059 is below the threshold of 0.06, affirming a perfect fit. Additionally, baseline comparison measures and goodness-of-fit indices confirm the model's adequacy. These index values (GFI: 0.901, AGFI: 0.903, NFI: 0.963, RFI: 0.955, IFI: 0.976, TLI: 0.971, and CFI: 0.976) exceed the minimum requirement of 0.9. Collectively, these values establish that the model perfectly fits the data.

Table II illustrates that all p-values associated with path relationships to the research variables such as, intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, organizational support, and leadership effectiveness are statistically significant at the 1% level. These results strongly support the acceptance of hypothesis (H_{1.1}), indicating significant impacts of antecedents on intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, organizational support, and leadership effectiveness. Within intrinsic motivation, commitment to the organization's mission is the primary factor, while personal growth orientation and autonomy are the least motivating aspects for women leaders. In workplace diversity, inclusive leadership practices dominate, whereas team diversity management ranks lowest. External stimuli reveal economic conditions adaptability as the principal dimension and managing globalization image as the least significant for women leaders. Examining emotional intelligence, building positive relationships emerges as the leading factor, while self-regulation for managing emotions effectively is the least significant among women leaders. Organizational support highlights leadership training as the foremost facet, but work-life balance and personal development initiatives are weaker aspects. Leadership effectiveness demonstrates strong expertise in conflict resolution and management skills, with decision-making competence and autonomy identified as weaker facets among women leaders in the service sector.

The research also investigates the effect of intrinsic motivation, diversity in the workplace, and extrinsic stimuli on emotional intelligence. The estimates show that a one-unit increase in intrinsic motivation results in a 0.414-unit increase in emotional intelligence. Likewise, one-unit increase in diversity in the workplace results in a 0.130-unit increase, and extrinsic stimuli result in a 0.215-unit increase in emotional intelligence. The 1% significance reconfirms hypothesis (H_{1.2}), representing the significant role of intrinsic motivation, workplace diversity, and extrinsic stimuli on emotional intelligence of female leaders. Again, the estimates indicate that one-unit increase in emotional intelligence is equal to 0.185-unit increase in leadership

effectiveness, reconfirming hypothesis (H_{1.3}). This confirms that emotional intelligence has a significant influence on leadership effectiveness. Thus, intrinsic motivation, workplace diversity, and extrinsic stimuli play critical roles in determining the emotional intelligence of women leaders, which subsequently influences leadership effectiveness in the service industry.

6.3. Mediating Impact of OSPT on EINT and LEFV

Organizational support is likely to mediate the relationship between emotional intelligence and leadership effectiveness of women leaders in service sector. It advocates that the impact of emotional intelligence on leadership is influenced by the level of support provided by the organization, emphasizing the interconnected role of emotional intelligence, organizational support, and effective leadership in the workplace. The mediating role of organizational support between emotional intelligence and leadership effectiveness are considered for investigation. The hypothesis (H_{1.4}) declares that organizational support has mediating impact between emotional intelligence and leadership effectiveness.

TABLE III MEDIATING IMPACT OF OSPT ON EINT AND LEFV

Impact	Path			Estimate	p
Mediation – Path A	OSPT	<---	EINT	.470	***
Direct	LEFV	<---	EINT	.185	***
Mediation – Path B	LEFV	<---	OSPT	.691	***

Table III presents the direct and indirect relationships. Specifically, the direct impact of emotional intelligence on leadership effectiveness is estimated at 0.185. To assess the mediating effect, it calculates impact values of 0.470 between emotional intelligence and organizational support and 0.691 between organizational support and leadership effectiveness. Multiplying these values yields a computed mediation value of 0.32477, indicating an overall impact of 0.50977. The associated variance, estimated at 0.6371, exceeds 0.2, confirming partial mediation. Thus, organizational support has a partial mediating impact between emotional intelligence and leadership effectiveness.

6.4. Impact of Demographic Characteristics on Research Variables

The impact of demographic characteristics of women leaders in service sector is tested using One-way ANOVA. The hypothesis (H_{1.5}) demographic characteristics have significant impact on intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, organizational support, and leadership effectiveness. The results are furnished in table IV.

TABLE IV ONE-WAY ANOVA

Research Variables	Age		Academic Qualification		Salary		Designation	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Intrinsic Motivation	12.027	.000***	6.356	.002***	15.102	.000***	13.469	.000***
Workplace Diversity	.277	.758	3.656	.027**	12.381	.000***	.076	.927
External Stimuli	13.115	.000***	6.721	.001***	13.073	.000***	12.549	.000***
Emotional Intelligence	5.850	.003***	1.638	.195	9.083	.000***	14.287	.000***
Organizational Support	2.288	.103	7.858	.000***	16.149	.000***	1.231	.293
Leadership Effectiveness	6.463	.002***	2.814	.061	9.314	.000***	2.178	.114

*** Significant at 1%, ** Significant at 5%.

Table IV displays the determined one-way ANOVA values for age, academic qualification, salary, and designation. Age significantly influences intrinsic motivation, external stimuli, emotional intelligence, and leadership effectiveness. Post-hoc tests, specifically the Tukey B test, established two similar sub-groups; 35–45 years in sub-group *a*, and below 35 years and above 45 years in sub-group *b* for intrinsic motivation and external stimuli. It also created two similar sub-groups; 35–45 years and below 35 years in sub-group *a*, and above 45 years in sub-group *b* for emotional intelligence and leadership effectiveness. Academic qualification significantly impacts intrinsic motivation, workplace diversity, external stimuli, and organizational support. Post-hoc tests, specifically the Ryan-Einot-Gabriel-Welsch Range's test, established two similar sub-groups; undergraduate in sub-group *a*, and postgraduate and professional in sub-group *b* for intrinsic motivation and external stimuli. It also created two similar sub-groups; undergraduate and professional in sub-group *a*, and postgraduate in sub-group *b* for workplace diversity and organizational support. Salary significantly influences intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, organizational support, and leadership effectiveness. Post-hoc tests, specifically Scheffe's test, established two similar sub-groups; below Rs.50,000 and Rs.50,000-75,000 in sub-group *a*, and above Rs.75,000 in sub-group *b* for intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, and leadership effectiveness. It also created three similar sub-groups; below Rs.50,000 in sub-group *a*, Rs.50,000-75,000 in sub-group *b*, and above Rs.75,000 in sub-group *c* for organizational support. Designation significantly impacts intrinsic motivation, external stimuli, and emotional intelligence. Post-hoc tests, specifically the Tukey B test, established two similar sub-groups; team leader in sub-group *a*, and managerial cadre and executive level in sub-group *b* for intrinsic motivation, external stimuli, and emotional intelligence.

VII. DISCUSSION AND CONCLUSION

The study emphasizes the crucial role of various antecedents in shaping the dynamics of women leaders in the service sector. The results indicate that intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, organizational support, and leadership effectiveness are significantly interconnected. In particular, intrinsic motivation is powered by organizational commitment to the organization's mission, whereas workplace diversity is

defined through inclusive leadership styles. External motivation, in the form of economic conditions flexibility, and emotional intelligence, defined by establishing positive relationships, also drive effective leadership in women. Notably, the research reveals an interesting connection between effective leadership and emotional intelligence. The significant effect established proves that emotional intelligence is a major enabler of effective leadership among service sector women leaders. The mediating role of organizational support between emotional intelligence and effective leadership also establishes the significance of an organizational support system in enabling the leadership skills of women. In addition, it offers sharp insights into some of the determinants of women's leadership effectiveness in the service industry. It highlights the significance played by intrinsic motivation, workplace diversity, and external stimulation in the development of emotional intelligence, which in turn plays a critical role in leadership effectiveness. Appreciation of these phenomena can guide organizational decision-making in the creation of a facilitative environment that fosters women leaders' development and effectiveness in the services industry. Age, whose unique sub-group differences were confirmed by Tukey B post-hoc tests, has profound influences on intrinsic motivation, external stimuli, emotional intelligence, and leadership effectiveness. Academic competence, proven through the Ryan-Einot-Gabriel-Welsch Range post-hoc test, has notable effects on intrinsic motivation, workplace diversity, external cues, and organizational support. Salary, tested by Scheffe's post-hoc test, gives independent sub-groupings and statistically significant influence in intrinsic motivation, workplace diversity, external stimuli, emotional intelligence, organizational support, and leadership effectiveness. Designation, post-hoc tested using Tukey B, significantly influences intrinsic motivation, external stimuli, and emotional intelligence, yielding the right insights into women's demographics and leadership dynamics interaction in the services sector.

VIII. RESEARCH IMPLICATIONS

The impact of emotional intelligence in the success of women leaders in the service industry has several implications. The identification of the central role of emotional intelligence in successful leadership necessitates purpose-designed training packages to cultivate the skills of emotional intelligence. It is possible to design leadership programs for developing women leaders with special emphasis on fostering emotional intelligence abilities. Further, acknowledging the mediating

effect of organizational support highlights the significance of creating supportive workplaces to enhance the positive influence of emotional intelligence on leadership performance. The application of such measures can lead to improved leadership ability and success within the service sector.

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