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Emotional Intelligence and Leadership: A 360-Degree View in the Electronics Industry in Portugal

Abstract

Good leaders are an essential factor of the business world. Leadership and emotional intelligence are two inseparable concepts given that good leaders must have a high level of emotional intelligence. As a result, it has been common to study emotional intelligence and to look toward relating it with transformational leadership. This is the objective of this research study. The following research involved having 50 participants from an electronics sector company in Portugal respond to the MLQ-S6 Multifactor Leadership Questionnaire from Bass and Avolio (J Eur Indus Training 14: 21–27, [1992](#)) in order to identify transformational and transactional leadership dimensions; and also respond to the EIV360—Emotional Intelligence View 360 from Nowack (Facilitator's guide—Emotional intelligence view 360°, Consulting Tools, Santa Mónica, [1997](#)) to identify the dimensions of emotional leadership competencies. The results of this exploratory study show that the association of emotional intelligence between leadership, as key competencies to potentiate leader performance and determine satisfaction in employee behavior in their professional relationship (Goleman et al. in Os Novos Líderes - A inteligência Emocional nas Organizações, Gradiva, Lisboa, [2002](#)). They also confirm that leadership with transformational traits (visionary for Goleman) lays over a set of emotional competencies with high scores. This study also point to the confirmation that laissez-faire presents an inverse relationship with emotional competencies; however, due to the lack of leaders with clear and strong laissez-faire traits, we cannot here empirically support the relationship between a laissez-faire leadership style and the lack of emotional competencies.