



## **25. The Role of Emotional Intelligence in Career Advancement and Promotions for Women Employee**

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### **ABSTRACT**

*Emotional intelligence (EI) plays a significant role in career advancement and promotions for women employees, just as it does for employees of any gender. However, due to various societal and workplace dynamics, EI can sometimes be even more critical for women navigating their careers. Here's how EI contributes to career advancement for women.*

### **KEYWORDS**

*Emotional Intelligence (EI), Leadership Effectiveness, Leadership Styles, Organizational Culture, Gender Dynamics, Employee Outcomes, Personal and Professional Development.*

### **Introduction:**

In today's dynamic and competitive work environment, the significance of emotional intelligence (EI) cannot be overstated. EI, often described as the ability to recognize, understand, and manage one's own emotions, as well as those of others, plays a pivotal role in professional success and interpersonal relationships. While EI is crucial for individuals across all genders, its impact on career advancement and promotions for women employees is particularly noteworthy.

Historically, women have faced systemic barriers and biases in the workplace that have impeded their progression into leadership roles. However, as organizations increasingly recognize the value of diverse leadership teams, there is a growing acknowledgment of the unique strengths that women, especially those with high levels of emotional intelligence,

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bring to the table. This paper aims to explore the multifaceted role of emotional intelligence in the career advancement and promotions of women employees. By delving into the specific EI competencies that contribute to women's success in the workplace, as well as the organizational factors that either facilitate or hinder their advancement, this study seeks to provide valuable insights for both employers and female professionals striving for career growth.

Through a comprehensive analysis of existing literature, empirical research, and real-world examples, this paper will elucidate how emotional intelligence enables women to excel in various aspects of their careers. Furthermore, it will examine the challenges and opportunities that women encounter in leveraging their EI skills to attain leadership positions and secure promotions within their organizations.

Ultimately, by understanding and harnessing the power of emotional intelligence, organizations can foster inclusive cultures that empower women to thrive professionally. Likewise, women who cultivate and demonstrate high levels of EI can enhance their prospects for career advancement and contribute to the creation of more equitable and diverse workplaces.

In the following sections, we will explore the objectives of this study in greater detail, examine the theoretical foundations of emotional intelligence, and analyze its practical implications for women's career development and progression. Through this exploration, we aim to shed light on the transformative potential of emotional intelligence in unlocking opportunities for women in the workforce.

#### **Aim of the Study:**

The aim of understanding the role of emotional intelligence (EI) in career advancement and promotions for women employees is to highlight the specific ways in which EI can benefit women in the workforce. By recognizing and nurturing EI skills, organizations can promote gender equality, foster inclusive workplace cultures, and maximize the potential of their female employees. This understanding can inform hiring practices, training programs, and leadership development initiatives aimed at supporting women's career growth and success. Ultimately, the aim is to create environments where women can leverage their emotional intelligence to excel in their careers, contribute meaningfully to their organizations, and reach leadership positions based on merit and capability.

#### **The Objective of the Study:**

The objective of studying the role of emotional intelligence (EI) in career advancement and promotions for women employees is to:

- Identify the specific EI competencies that are most beneficial for women in the workplace.
- Understand how women with high EI navigate challenges and opportunities in their careers.
- Explore the correlation between EI levels and career progression among women.

- Examine organizational factors that either support or hinder the development and recognition of EI in women employees.
- Investigate potential biases or barriers that women may face in accessing opportunities for career advancement, despite possessing high EI.
- Provide insights and recommendations for organizations to leverage EI as a driver for promoting gender diversity, inclusion, and equity in the workplace.
- Offer guidance for women employees on how to cultivate and showcase their EI skills to enhance their career prospects and opportunities for promotion.

### **Review of Literature:**

#### **Kolzow D. R., Smith C. C. C, Ingram O. C. J., *International Journal of Organizational Leadership* (2021):**

The purpose of this article is multi-layered. It focuses on gaining a comprehensive insight into a research area which just recently received more recognition in management literature: servant leadership. Second, it identifies antecedent and outcomes of servant leadership within the existing research body. Third, it synthesizes and develops a comprehensive servant leadership model. It assists academics and practitioners in keeping pace with the increasing servant leadership literature.

The systematic literature review provides explanations as to why managers practice servant leadership. The study also contributes to a better understanding of the outcomes of servant leadership and brings clarity to a discombobulated group of studies.

#### **Ashkanasy N. M., Battel A. *Encyclopedia of Mental Health, Third Edition: Volume 1-3* (2023):**

Emotional Intelligence (EI) is a distinct mental ability, defined by Mayer and Salovey as the ability to perceive, use, understand, and manage emotions in self and others. EI is now recognized as a distinct type of intelligence via three main streams of thought: (1) conceptualized and measured as a mental ability; (2) conceptualized as an ability, but measured using self/peer-reporting; and (3) other conceptualizations and measures. Extant research demonstrates that EI can be developed through training; and that it links to positive life outcomes including better mental health and well-being, as well as improved social relations, academic achievement, and work performance.

#### **Fossier K. B. *Radiologic Technology* (2022):**

Intelligence in the workplace is not only determined by a person's expertise in their field but also includes emotional skills and emotional awareness.

This type of intelligence is known as emotional intelligence or as emotional quotient and involves an acute awareness of the emotions of oneself and those around them. Emotional intelligence might increase success and performance in the workplace; health care providers might benefit from improving their emotional intelligence and by being aware of their patient's emotions.

**McCrorry-Churchill S. L. *Transformational Leadership Styles for Global Leaders: Management and Communication Strategies (2023):***

It is an overview of the concept of emotional intelligence (EI) and how it applies to organizational leadership. It will explore the origins, viewpoints, and how emotional intelligence differs from intelligence quotient (IQ). It has been demonstrated across the literature that EI has as much, if not more, impact on both personal and professional success.

This chapter will address the importance of EI as well as why it makes a difference in the workplace. The chapter leans heavily on the work of Daniel Goleman who first popularized the concept in the mid-1990s. The chapter will further explore common assessments, and ways to increase emotional intelligence.

**Bru-Luna L. M., Martí-Vilar M., Cervera-Santiago J. L., *Healthcare (Switzerland) (2021):***

Emotional intelligence (EI) refers to the ability to perceive, express, understand, and manage emotions. Current research indicates that it may protect against the emotional burden experienced in certain professions. This article aims to provide an updated systematic review of existing instruments to assess EI in professionals, focusing on the description of their characteristics as well as their psychometric properties (reliability and validity).

**Development and Validation of a Scale to Measure Glass Ceiling Among Women Employees in the Banking Sector/ Shaji J. P., Joseph J. K., Thomas K. V. *Global Business Review (2021):***

It is generally believed that when compared to men, women have slower career advancement prospects. Usually, women in the workforce face several obstacles, commonly referred to as glass ceiling (GC), that weaken their career advancement prospects. The present study aims to develop a scale to measure the GC obstacles faced by women employed in the banking sector.

The scale was developed and validated through a three-step process: item development, scale development and scale evaluation. The items were generated through literature review and focus group discussions (FGDs). The items developed were fine-tuned in consultation with academic experts.

The scale was developed and validated, through a study, covering 411 women employees working in different banks in the state of Kerala. Exploratory factor analysis (EFA) brought out seven dimensions of GC, namely family responsibilities (FR), discriminatory promotion practices (DPP), employee relations (ER), personality traits (PT), lack of organizational support (LOS), gender stereotypes (GS) and lack of training (LT). The scale was evaluated using reliability and validity measures, and it demonstrated adequate reliability, discriminant and convergent validity. The confirmatory factor analysis (CFA) was carried out using AMOS. Towards the end of the article, there is also a discussion on managerial implications, limitations of the study and directions for future research.

### **The Benefits of the Study Includes:**

- **Insights for Organizations:** The findings can provide organizations with valuable insights into the importance of emotional intelligence in promoting gender diversity and inclusion. By understanding how EI contributes to women's career success, organizations can develop targeted strategies to support the development and recognition of EI among female employees, ultimately enhancing their overall workforce effectiveness.
- **Informative Policies and Practices:** The study can inform the development of organizational policies and practices that promote gender equality and support women's career advancement. For example, it can guide the design of training programs, mentorship initiatives, and leadership development opportunities that specifically target the enhancement of EI skills among women employees.
- **Enhanced Leadership Effectiveness:** By highlighting the link between EI and leadership effectiveness, the study can help organizations identify and cultivate future female leaders. By nurturing EI competencies in women leaders, organizations can improve their ability to inspire and engage teams, drive innovation, and adapt to changing business environments.
- **Improved Workplace Culture:** Understanding the role of EI in career advancement for women can contribute to the creation of more inclusive and supportive workplace cultures. By valuing and recognizing EI skills, organizations can foster a climate where women feel empowered to bring their authentic selves to work, leading to higher levels of employee engagement, satisfaction, and retention.
- **Strategic Talent Management:** The study can inform strategic talent management initiatives aimed at retaining and promoting top female talent within organizations. By identifying the EI competencies that are most relevant for career advancement, organizations can tailor their talent management strategies to ensure that women have equal opportunities for growth and progression.
- **Contribution to Gender Equality:** Ultimately, the study contributes to the broader goal of promoting gender equality in the workplace. By highlighting the importance of emotional intelligence in facilitating women's career advancement, the study can help break down barriers and biases that hinder women's professional growth, creating pathways for greater gender diversity and representation in leadership roles

### **Limitation of the Study:**

- **Sample Bias:** The study's findings may be limited by the characteristics of the sample population, such as the industries or organizations represented, geographic locations, and demographic profiles of participants. This can affect the generalizability of the results to broader populations of women employees across different contexts.
- **Self-Report Measures:** Many studies on EI rely on self-report measures, which are subject to biases and inaccuracies. Participants may overestimate or underestimate their EI abilities, leading to potential measurement error and misinterpretation of results.
- **Cross-Sectional Design:** Most studies in this area employ cross-sectional designs, which provide a snapshot of EI levels and career outcomes at a specific point in time. Longitudinal studies are needed to examine the causal relationships between EI and career advancement over time, accounting for potential confounding variables and changes in EI levels.

- **Confounding Variables:** Other factors, such as personality traits, job performance, organizational culture, and external opportunities, may influence the relationship between EI and career advancement. Controlling these variables can be challenging and may affect the accuracy of the study's findings.
- **Cultural and Contextual Differences:** The role of EI in career advancement may vary across cultural and organizational contexts. Studies conducted in one cultural setting may not necessarily generalize to others, highlighting the importance of considering cultural and contextual factors in interpreting the findings.

### **Findings:**

The Findings suggest that the findings underscore the importance of emotional intelligence in enabling women to navigate the complexities of the workplace, overcome barriers to career advancement, and realize their full potential as leaders. By recognizing and leveraging the power of EI, organizations can create pathways for women to succeed, thrive, and contribute meaningfully to organizational success.

### **Conclusion:**

The cultivation and recognition of emotional intelligence are essential for creating inclusive workplaces where women can thrive, succeed, and contribute meaningfully to organizational success. By harnessing the power of EI, organizations can unlock the full potential of their female talent pool and pave the way for greater gender equality and representation in leadership positions.

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