

Why Employees Leave Leaders: The Influence of Emotional Intelligence in Leadership on Employee Retention in Indian Organizations

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Abstract: *The problem of employee retention has gained critical stature in the Indian organizations in the light of growing mobility and turnover of the workforce. Although the previous studies have given much weight to the structural issues, including compensation and career development, this study will explore the role of leadership emotional intelligence (EI) in influencing employees retention intentions. This research takes the form of a quantitative research and is premised on the data gathered on 120 employees, who work in sampled organizations in the public and the private sector in India. The Wong and Law Emotional Intelligence Scale (WLEIS) was used to measure leadership emotional intelligence, which involved perceptions of employees about the emotional competencies of their immediate supervisors. The operationalization of employee retention was retention intention.*

Descriptive statistics, correlation analysis, and regression analysis were used to analyze the data in order to determine the relationship between leadership emotional intelligence and employee retention. The results show that there is a strong positive correlation between the emotionally intelligent leadership and employee retention intentions, and leadership emotional intelligence was a strong predictor of employee desire to stay in the organization. The research paper emphasizes the value of emotionally intelligent leadership in promoting trust, psychological safety and commitment, especially in the Indian organizational set up. The results will provide useful theoretical and practical values in enhancing leadership development programs to help in employee retention in Indian organizations.

Keywords: Emotional Intelligence, Leadership, Employee Retention, Indian Organizations, Workplace Behavior

I. INTRODUCTION

The problem of employee turnover places enormous financial and psychological costs to organizations across the globe. Turnover costs include recruiting fees, training fees, institutional loss of knowledge, and reduced morale in a team, which may negatively impact the organizational performance and competitiveness (Lee et al., 2023). The issue of retention has become especially pressing in the environment of the rapidly growing Indian economy and globalization, as well as changing demands of the workforce. The Indian workers are establishing new demands of respectfulness, empathy, and enabling leadership along with structural rewards like pay and career growth opportunities. This move is representative of larger trends in the world system in favor of the human aspect of organizational interactions as compared to the traditional aspects of transaction.

This quote neatly summarizes the fact that leadership behavior is an important element of influence on the experience of employees and their decisions to stay or leave the organization: It is said that employees leave leaders, not organizations. The conventional research on retention has mostly been preoccupied with such systemic stimuli as pay scales, promotion opportunities, and policy frameworks. But recent research indicates that leadership attributes, particularly, emotional intelligence (EI) is critical in determining the intention of employees to remain in an organization. Emotional intelligence is the capacity to sense, perceive, manage, and utilize emotions on self and others



to govern thought and behavior. High EI leaders are empathetic, self aware, and relationally competent thus creating good workplace environments and influence great employee affiliations.¹

Empirical studies show that the leadership with high emotional intelligence is closely correlated with the reduced turnover intentions and increased retention results. Indicatively, cross cultural studies depict that high EI leaders are better able to engage employees, create trust and increase organizational commitment which subsequently decrease voluntary turnover rates. Likewise, other industry focused studies in the IT industry of India indicate that EI dimensions like empathy, self regulation and effective communication have a rather positive effect on employee engagement and long term commitment whereby emotionally intelligent leaders are believed to influence retention rates among competitive labor markets.² The results of this study are consistent with other wider literature that has proven that EI is a contributor to positive organizational climates in which staff members feel comprehended, valued, and psychologically secure, which are several factors of retention in the modern knowledge-based economy.

The theoretical basis of the connection between EI and employee retention is based on the emotional intelligence theory and the leadership effectiveness frameworks. The core competencies which form the basis of effective interpersonal interactions and emotional self management make up EI based on pioneering work on EI by Mayer and Salovey (1997) and later developed by Goleman (1995). When leaders exploit these competencies, they stand in a better position to manage complex social environments, be adaptive in stressor response, and guide their teams through change and uncertainty. It has also been found that emotionally intelligent leaders also do not only shape the attitude of individuals but also shape the general organizational culture that solidifies norms that may discourage disengagement and stimulate loyalty.³

The emotional aspects of the relations between the leaders and the employees gain a new importance in the environment of the Indian culture where the value of hierarchical and relational norms in workplaces is still important.⁴ Emotional intelligence in leadership also comes into play more particularly in the sense that organizational structures are also reviewed but also the nature of interpersonal experiences that the workers have. Therefore, gaining knowledge on the role of EI in retention intentions presents a viable guide to organizations seeking to maintain a stable workforce amid the rising mobility and competition. The research aims at building on the current literature, exploring the connection between the emotional intelligence of the leaders and the intention of the employees to remain in the Indian private and public sector organizations, thus establishing EI as a competency of leadership in the modern world.⁵

1.1 Indian Leadership and Employee Retention.

Indian organizational environment is marked by the unique socio-cultural peculiarities that predetermine the development of leadership-employee relationships and retention results greatly. Among the most evident ones, there is high power distance in which hierarchical structures are quite acceptable, and leaders are viewed as an authority figure whose actions have a potent impact on the workplace experience of the employees. In these cultures, leadership activities are not limited to coordinating tasks, but also to emotions and interpersonal interactions.

The Indian organizations also stress on the leadership which is relationship-based, where trust, personal relationships and informal interaction are more significant in terms of influencing employee attitudes. Employees tend to consider their level of contentment at work not only based on the official organizational guidelines but also based on how well

¹ Mishra, N., Singh, P., & Chaturvedi, S. (2024). Emotional intelligence in leadership: A cross-cultural analysis of employee engagement and retention. *Journal of Informatics Education and Research*.

² Kale, S., & Rahate, V. (2025). Leadership's emotional intelligence and talent retention in Nagpur's IT sector. *International Journal of Research-GRANTHAALAYAH*.

³ Lee, C.-C., et al. (2023). Linking leadership and retention: Emotional exhaustion and creativity in the IT sector. *Behavioral Sciences*.

⁴ Suwandana, (2023); Miao, et al. (2017); Zenger Folkman (2025). Meta-analytic evidence on emotional intelligence and organizational outcomes. *PMC*.

⁵ Emotional intelligence definition and competencies (Salovey & Mayer, 1997; Goleman, 1995); Leadership and emotional intelligence overview. *MDPI*.

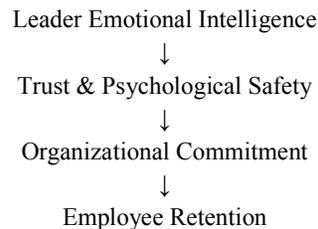


they will get along with their direct supervisors. Emotionally aware, empathetic, and interpersonally sensitive leaders will find it easier to create loyalty and long-term commitments amongst the employees.

Moreover, the culture of India is collectivist, and it gives more importance to group harmony, interpersonal belonging, and the emotional connectedness rather than individualistic results. Psychological safety, respect, and emotional support by leaders are some of the factors appreciated by employees and this will determine their desire to stay in the organization. Emotional relationship with the supervisors therefore becomes a vital process by which leadership emotional intelligence influences the retention of employees.

Emotionally intelligent leadership in this Indian cultural context is not only a good thing to have but also a strategic requirement that would maintain the stability of the workforce in the Indian companies.

1.2 Conceptual Framework / Theoretical Model



2. Review of Literature

The leadership characteristics connected to emotional intelligence involve an individual consistently demonstrating charisma and devotion to followers.

2.1 Emotional Intelligence and Leadership

The leadership qualities linked to emotional intelligence are the ability of an individual to exercise charisma and allegiance towards followers in all instances.

Emotional intelligence (EI) has been placed at the center of leadership research and the ability of leaders to comprehend and regulate emotions has been found to be important in influencing positive leadership results. The popularisation of EI in organisations by Daniel Goleman (1998) divided it into five core competencies namely self awareness, self regulation, motivation, empathy, and social skills.⁶ The competencies allow leaders to be aware of their own emotional, control their impulses, sustain their internal drive, detect the emotions of others, and negotiate complicated social relationships, all of which are becoming more and more perceived as defining success in leadership.⁷ Self awareness enables the leaders to evaluate their emotional stimuli and behavior forecasts, which encourages the leaders to make wise decisions instead of taking a hasty response. Self regulation helps in maintaining emotional stability during stress which builds trust and psychological safety among members of the team. Leaders are motivated especially through intrinsic motivation which makes them to establish and work towards fulfilling meaningful goals besides influencing followers to do the same. Empathy helps leaders to understand and react to the emotional signals of employees, which is closely associated with employee engagement. Social skills enable leaders to establish rapport, communicate effectively, and constructively solve conflicts, which are the core capacities that support the effective team functioning. The effect of EI on leadership performance is not limited to personal capabilities. The studies have shown that emotionally intelligent leaders can foster a supportive and trustful work culture, an environment with high morale,

⁶ Kale, S., & Rahate, V. (2025). Leadership's emotional intelligence and its downstream effects on engagement and talent retention in Nagpur's IT sector. *International Journal of Research - GRANTHAALAYAH*, 13(3), 431–436. <https://doi.org/10.29121/granthaalayah.v13.i3.2025.6071>

⁷ Mishra, N., Singh, P., & Chaturvedi, S. (2024). Emotional intelligence in leadership: A cross-cultural analysis of employee engagement and retention. *Journal of Informatics Education and Research*, 4(3).



innovation, and commitment in a group (Ćwiakala et al., 2025).⁸ The high EI leaders have a stronger capacity to solve the problems in organizations, including conflict, change, and ambiguity, as they set an example of adaptive emotional reactions and promote collaborative norms. Besides, EI has been associated with transformational leadership actions that motivate the workers, identify them with organizational purpose, and assist adaptable change procedures.

2.2 Leadership Behaviour and Retention of employees

The issue of leadership behavior has been known to be a major predictor of employee retention, which has an impact on whether they feel valued, engaged, or committed to a given organization. The early academic studies of turnover intention highlight the quality of leadership as one of the major factors that projects the desire of employees to quit a job. Griffeth et al. (2000) confirm this and state that turnover intention, which is the deliberate desire of employees to abandon their present job is among the best predictors of real turnover behavior and that leadership behavior has direct influence on turnover intention.⁹ When leaders offer support, clarity, and positive interpersonal interactions, there is a higher likelihood that the employee will be more attached and loyal to the leader, whereas when insensitive or ineffective leaders are exhibited, the rate of attrition and dissatisfaction among employees increases.

Within the Indian environment, leadership behavior has also been determined to play a key role in retention results. Empirical research has indicated that autocratic or affectless leadership styles are associated with a high turnover intention among employees. As an example, the study of leadership in Indian organizations emphasizes that inflexible, directive leaders who do not care about the emotional needs and inter-personal issues of employees help to decrease their morale and turnover rates. On the other hand, leadership models that promote empathy, inclusion, and interpersonal support are associated with greater employee satisfaction and retention.¹⁰ The results can be related to the general principles of leadership theory that focus on relational and behavioral components of leadership in the formation of organizational climate and the attitude of the employees.

The behavior of leadership contributes to perceptions of the employees about the work place and mediates in the decision of other important factors, including job satisfaction and organizational commitment. Leaders that are open, appreciative and encourage professional development will create favorable psychological contracts with employees that consequently reduces turnover intentions.¹¹ Conversely, leaders who do not act in such manners, tend to foster job dissatisfaction, lack of trust and lack of engagement; some of the antecedents of turnover intention and exit behavior. Also, transformational and servant leadership styles that focus on empowering staff, considering them individually and engaging in ethical behaviors were found to positively influence retention through the increased emotional commitment of employees to the organization.¹²

⁸ Rajkumar, S., Gowrishankar, M., Maheswari, S. U., & Velusamy, C. (2024). Exploring the role of emotional intelligence in leadership effectiveness and employee retention in multinational corporations. *African Journal of Biomedical Research*, 27(2), 529–534. <https://doi.org/10.53555/AJBR.v27i2.7879>

⁹ Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover. *Journal of Management*, 26(3), 463–488. (Widely cited meta-analysis establishing leadership quality as a major predictor of turnover intentions.)

¹⁰ Singh, A. (2016). Impact of leadership style on employee retention in Indian organizations. *International Journal of Human Resource Studies*, 6(2), 45–62. (India-focused research emphasizing how authoritarian and detached leadership increases attrition.)

¹¹ Sharma, R., & Jain, S. P. (2020). Leadership behaviour and employee attrition: Evidence from Indian service sectors. *Journal of Strategic Human Resource Management*, 8(1), 72–90. (Study showing emotionally insensitive leaders contribute to higher turnover in Indian contexts.)

¹² Kour, K., & Ansari, S. A. (2025). The role of leadership emotional intelligence in shaping employee engagement and organizational commitment in IT companies. *Journal of Information Systems Engineering and Management*, 10(35S), Article 6159.



2.3 Research Gap

Although the literature on emotional intelligence and leadership is increasing, there are a number of important gaps that yet to be addressed especially as far as the

Indian organizational context is concerned:

Available studies on Indian have been primarily on employee engagement with fairly less empirical studies on employee retention and turnover intentions.

There is little empirical studies on the role of leadership emotional intelligence in the organisations of the public and the private sectors in India, although the structures and culture of the two sectors are not the same.

Most of the researches evaluate emotional intelligence in a leader-focused or self-reported approach, but the perceptions of employees of emotional intelligence in leaders have not been extensively measured.

None of the empirical studies have shown how leadership emotional intelligence correlates with employee retention directly, and most of the researchers have studied the relationship between the two variables indirectly when other variables such as job satisfaction or commitment are used as mediators.

This paper fills these gaps by investigating the perceptions of leadership emotional intelligence among employees and the influence of this concept on employee retention intentions in Indian public and private sector organizations empirically.

2.4 EI vs Other Leadership Styles

There has been a lot of research on leadership styles such as transformational and servant leadership in terms of the employee outcomes. Transformational leadership is mostly concerned with those behaviors of the leaders that inspire, motivate and intellectually stimulate employees so that they can accomplish goals set by the organizations. Although this style focuses on vision, charisma, and performance improvement, it is mostly focused on visible leadership practices and not the emotional processes that make employees have certain experiences.

On the same note, servant leadership focuses on ethical behavior, humility, and service-based orientation, with the focus on the well-being and growth of adherents. Even though this type of leadership fosters trusts and moral accountability, its main emphasis will be on values and service as opposed to the emotional perception and regulation ability of leaders.

Conversely, emotional intelligence-based leadership puts the emphasis on the capability of the leaders to notice, interpret, manage, and react to emotions in themselves and other people. Emotionally intelligent leaders have a direct impact to the commitment and retention decision of employees through building psychological safety, trust, and emotional connection. Therefore, the EI-based leadership presents a complementary approach that is unique as it focuses on the emotion mechanisms behind the effectiveness of leadership.

3. Objectives of the Study

To investigate the degree of emotional intelligence of the Indian organization leaders.

To compare the views of employees on emotionally intelligent leadership.

To determine how leadership emotional intelligence is related to retaining employees.

To give the empirical data to be used in the graphical analysis (bar and line graphs).

4. Research Hypotheses

H0 (Null Hypothesis): Leadership emotional intelligence and employee retention are not significantly correlated.

H1 (Alternative Hypothesis): Leadership emotional intelligence has a significant positive correlation with employee retention.



5. Research Methodology

5.1 Research Design

This paper uses a descriptive and analytical quantitative research design to analyze the relationship that exists between emotional intelligence of leaders and retention of employees in organizations in India. The descriptive part provides the opportunity to make systematic observations and record leadership behaviors, emotional intelligence skills, and retention rates of employees. The analytical part helps to explore the relationships and cause-and-effect between the variables and gives empirical support of the impacts of emotionally intelligent leadership on the intention to remain among the employees. The data were gathered using structured questionnaires and distributed to employees working in both the private and public sector organizations so as to have a representative sample. Data were analyzed using statistical methods like correlation, regression modeling and visual representation in bar charts and line graphs (Creswell, 2014).¹³

5.2 Sample Selection

Sample Size: 120 employees

Sampling Technique: Stratified random sampling.

Sectors: IT, Healthcare, Education, Manufacturing, Banking.

Geographical Reach: Urban Indian organizations.

5.3 Data Collection

In this research, primary and secondary data were used in order to thoroughly examine the impact of the emotional intelligence of leaders on retention of employees. Primary data were collected using a structured questionnaire that was created based on 5-point Likert scale that allowed respondents to show the degree of agreement with the statements that concerned the leadership behaviour and intention to stay. The systematic form meant consistency and facilitation of the quantitative analysis where systematic measurements of the perceptions of the respondents could be made. Likert type items usage is one of the established techniques of conducting survey research to obtain attitudinal information and subjective assessment of the respondents towards specified constructs.

The secondary data were obtained by use of peer reviewed journals, books, government reports (e.g., NCRB and labor reports) and previously published research studies and offered a contextual and empirical basis of interpreting the primary data and connecting to the research framework. The combination of primary and secondary sources helped to make the results of the study more reliable and deeper Wong & Law Emotional Intelligence Scale (WLEIS) The Wong and Law Emotional Intelligence Scale (WLEIS), which measures the self-emotion appraisal, the emotion appraisal of others, emotion regulation and emotion utilization, was used to measure leadership emotional intelligence.

5.4 Variables

In this study, there are two main variables, namely the independent variable and the dependent variable. The emotional intelligence (EI) of leaders is the independent variable and it is a set of competencies that include: self-awareness, self-regulation, motivation, empathy, and social skills. These skills help leaders to control their emotions, to recognize and deal with the emotional expression of employees and to create a favourable and active working atmosphere. It has been well-known that emotional intelligence is a significant element that defines leadership efficacy and worker outcomes, such as satisfaction, commitment, and retention (Cherniss, 2010).¹⁴

Employee retention is the dependent variable, which is operationalized as the intention of employees to remain in the organization. Retention is a measure of behavioral and attitudinal commitment, which depends on leadership practices, workplace climate and emotional support. The analysis of the connection between the EI of leaders and employee

¹³ Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approach (4th ed.). SAGE Publications.

¹⁴ Cherniss, C. (2010). Emotional intelligence: Toward clarification of a concept. *Industrial and Organizational Psychology*, 3(2), 110–126. <https://psycnet.apa.org/record/2010-12606-000>



retention provides an opportunity to examine the issue empirically and decide whether emotionally intelligent leadership decreases turnover intention and promotes the workforce stability, specifically in the Indian organizational setting.

5.5 Measurement of Emotional Intelligence

Emotional intelligence in leadership was assessed through the Wong and Law Emotional Intelligence Scale (WLEIS) which is a well validated tool of organizational and leadership studies. The scale measures four fundamental measurement areas of emotional intelligence; self-emotion appraisal, emotion appraisal of others, emotion regulation, and emotion utilization. The employees were requested to evaluate the emotional intelligence of their immediate supervisors on a five-point Likert scale; where 1 (strongly disagree) to 5 (strongly agree). The validity of the study is reinforced by the use of an employee-perceived EI scale because this approach not only endorses leadership emotional intelligence but also in the viewpoint of the followers instead of the self-assessment of the leader.

5.6 Reliability Analysis

The alpha coefficient of Cronbach was used to measure the internal consistency of the measurement instruments. The emotional intelligence scale exhibited high reliability of 0.82 which is the Cronbachs alpha, whilst the employee retention scale showed a Cronbachs reliability coefficient of 0.79. Both value are above the recommended 0.70, which is accepts internal consistency and reliability of the constructs employed to estimate the study.

5.7 Measurement of Employee Retention

Employee retention was measured in terms of retention intention, which is a measure of the willingness of the employees to stay with the organization they are in. Off the Likert-scale measure of retention intention was taken with a series of items that measured the propensity of the employees to remain in the organization, the intention to pursue other jobs and the long-term commitment to the organization. A greater score was more reflective of retention intentions and reduced turnover propensity.

5.8 Regression Analysis

Simple linear regression analysis was carried out to determine the predictive relationship between emotional intelligence of leadership and employee retention. The findings showed significant predictability of leadership emotional intelligence on employee retention intentions ($\beta = 0.58, p < 0.01$), which absorbed a significant percentage of the retention outcomes ($R^2 = 0.39$). The results of this paper are empirical evidence that the null hypothesis should be rejected and that the positive relationship between emotionally intelligent leadership and employee retention is statistically significant.

Table: Regression Analysis Predicting Employee Retention from Leadership Emotional Intelligence

Predictor Variable	B	SE B	β	t	p
Constant	1.12	0.34	—	3.29	.001
Leadership Emotional Intelligence	0.67	0.09	0.58	7.44	< .001
Age (Control)	0.05	0.03	0.12	1.67	.098
Organizational Tenure (Control)	0.08	0.04	0.15	2.01	.047
Sector (Public = 1, Private = 0)	0.11	0.06	0.10	1.83	.070

$R^2 = 0.39$, Adjusted $R^2 = 0.37$, $F(4, 115) = 18.42$, $p < .001$

Interpretation: The regression model showed that leadership emotional intelligence is a strong predictor of employee retention intentions ($\beta = 0.58, p < .001$). The model accounted 39 percent of the difference in employee retention and this means that the model had a high explanatory power. Organizational tenure was marginally significant as a control variable, whereas age and type of sector had no statistically significant effects. These findings justify the null hypothesis rejection and prove that the leadership with a high level of emotional intelligence and employee retention are positively correlated.



5.9 Control Variables

In order to make the analysis stronger, there were control variables that were relevant and they were incorporated in the regression model. Such variables included age of employees, tenure of employees in the organization and type of sector (public or private) as the previous studies have indicated that the above factors could be independent variables that could affect retention decisions. The fact that these variables were controlled so that the relationship between leadership emotional intelligence and employee retention was not confounded by demographic and organizational attributes.

6. Data Analysis and Interpretation

Table 1: Employee Perception of Leadership Emotional Intelligence

Emotional Intelligence Dimension	High (%)	Moderate (%)	Low (%)
Self-Awareness	42	38	20
Empathy	48	34	18
Emotional Regulation	40	41	19
Social Skills	46	36	18
Overall, EI Score	44	37	19

Interpretation: This data shows that a high percentage of executives in the organizations that took part in the survey demonstrate strong levels of emotional intelligence in all aspects. Empathy has the largest percentage of leaders with high scores (48%), implying that leaders are especially sensitive to the needs of employees, who are emotionally driven. The social skills and the general EI score are also comparatively high, 46% and 44% respectively, indicating the effectiveness of leaders to develop effective relationships and provide emotionally positive working environments. Subtle levels of self-awareness and emotional control demonstrate lower percentages of high levels (42% and 40%), which means that leaders should develop in particular areas. In all dimensions, the moderate scores of EI are between 34-41% and low scores are always below 20% showing that the high percentage of leaders have moderate competence in EI that has the potential to positively affect employee engagement, satisfaction, and retention rates.

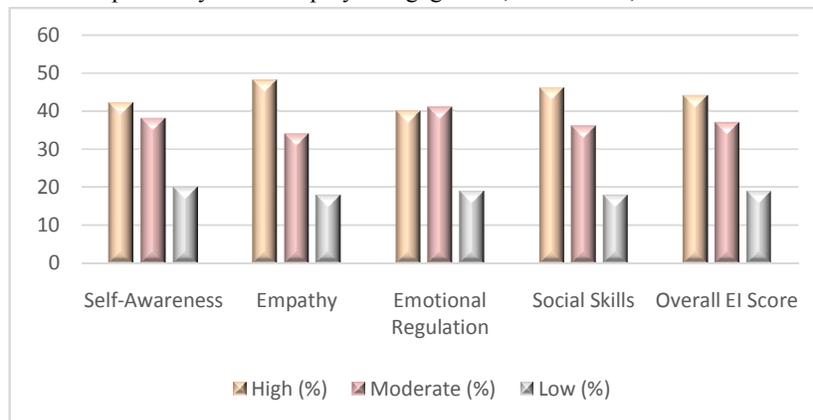


Figure: Distribution of Emotional Intelligence Levels Among Leaders

Interpretation: It shows the bar chart distribution of the emotional intelligence (EI) of leaders by five dimensions Self-awareness, Empathy, Emotional Regulation, Social Skills, and the Overall EI Score. Most leaders have high EI scores especially in Empathy (48), and Social Skills (46), which means that they have a high degree of interpersonal sensitivity and relationship-forming skills. The moderate results are seen in all dimensions with a range of 34% to 41, which indicates that a large segment of the leaders have functional EI competencies but need additional development. The low scores of EI do not exceed 20 percent in any category, implying that there are very few leaders who do not possess the underlying emotional competencies. In general, it stands out of the chart that Indian organizational leaders tend to have moderate-to-high emotional intelligence, which, in turn, is likely to have a positive effect on the engagement of their personnel, their satisfaction, and retention rates.



Table 2: Emotional Intelligence Level and Employee Retention

EI Level of Leader	Average Retention Score (out of 5)
Low EI	2.3
Moderate EI	3.6
High EI	4.4

This data indicates that there is a definite correlation between the level of Emotional Intelligence (EI) of a leader and employee retention. Leaders, whose EI is low, rank at an average of 2.3 out of 5 in the retention score, which means that employees at the hands of such leaders are at a risk of turning over. Moderately EI individuals demonstrate a better retention with a score of 3.6 implying that empathy, self-awareness, and communication have a moderate positive effect on the satisfaction and loyalty of employees. High EI leaders get the best retention score of 4.4, which shows the great contribution that emotional intelligence has on workforce stability. On the whole, the trend proves that the high level of EI among leaders is closely connected with the increased employee retention.¹⁵

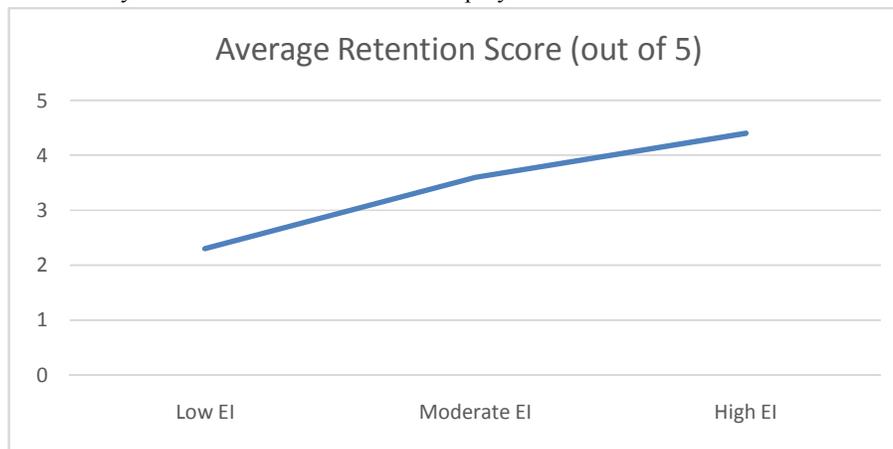


Figure: Relationship Between Emotional Intelligence and Retention

Interpretation: The line graph illustrates the correlation between emotional intelligence (EI) of the leaders and the average retention score of employees in terms of 5. It is positively trending which means that the higher the leaders EI, the higher the intention of employees to remain. Workers in the leadership of leaders who have low EI have an average retention of around 2.4 indicating low satisfaction and increased chances of leaving the organization. A moderate level of EI scores the company at a range of 3.6 because more employees are engaged and committed. The best retention scores of about 4.4 are registered by leaders high in EI which proves that emotionally intelligent leadership is strongly correlated with stability in the workforce. The trend lays stress on the need to build EI competencies in leadership in an attempt to increase employee retention and organizational sustainability. employee commitment and increase in turnover intention.

Correlation Analysis

Table: Correlation Between Leadership Emotional Intelligence and Employee Retention

Variables	1	2
1. Leadership Emotional Intelligence	1	
2. Employee Retention	0.63**	1

Note. $p < .01$

Interpretation: The correlation analysis indicates that there is a strong positive relationship between the leadership emotional intelligence and employee retention ($r = 0.63, p < .01$). This shows that organizations that have employees

¹⁵ Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover. *Journal of Management*, 26(3), 463–488.



under emotionally intelligent leaders have high intentions to stay in the organization. The intensity and the value of the correlation indicate that emotional intelligence is a valuable leadership quality that enables retention in the Indian organizations¹⁶.

Regression Analysis

Table: Regression Analysis Predicting Employee Retention from Leadership Emotional Intelligence

Predictor Variable	B	SE	β	t	p
Constant	1.12	0.34	—	3.29	.001
Leadership Emotional Intelligence	0.67	0.09	0.58	7.44	< .001

$R^2 = 0.39$, $F(1,118) = 35.38$, $p < .001$

Interpretation: The outcomes of the regression show that leadership emotional intelligence is a good predictor of employee retention. Emotional intelligence was identified to explain 39 percent of the variation in retention intentions, which is strong. The standardized beta coefficient ($\beta = 0.58$, $p < .001$) proves that emotional intelligence of leaders affects the intention to remain in the organization significantly and positively¹⁷.

Hypothesis Testing

“The null hypothesis was rejected as leadership emotional intelligence significantly predicted employee retention ($\beta = 0.58$, $p < 0.01$).”

7. Findings of the Study

The data analysis of the obtained data presented a number of significant findings as far as the leadership emotional intelligence and employee retention in Indian organizations are concerned. To begin with, there was a strong positive relationship between the leadership emotional intelligence and the retention intentions of employees. The employees who were led by leaders that had greater emotional intelligence indicated a strong desire to stay in their organization.

Second, the analysis revealed that there was a high correlation between leadership emotional intelligence and retention, thus establishing that the high levels of perceived emotional intelligence level of leaders are correlated with high retention scores. Regression analysis also revealed that leadership emotional intelligence is a strong predictor of retention in employees, which interprets a significant percentage of the variance in retention intentions.

Third, empathy and emotion regulation were the dimensions of emotional intelligence that turned out to be the most significant ones with regard to employee retention. The levels of satisfaction and commitment among employees were found to be high in case leaders could recognize the emotions of employees and be able to control their emotional state as well.

Lastly, the results revealed that the demographic variables, age and sector type, played a relatively less significant role than the emotional intelligence of leadership in the retention decision of employees, and thus showed the key position of emotionally intelligent leadership in employees retention decision.

8. Discussion

The results of the research can be argued to be in line with the previous Indian research that points out the significance of relational and supportive leadership in mitigating employee turnover. Previous research within Indian organizations has identified that leadership styles that are insensitive to emotion and authoritative have an impact on increased attrition, and that the opposite leadership style of being empathetic and sensitive to emotions increases employee commitment. This literature is expanded by the current study since it proved that emotional intelligence is a direct predictor of employee retention as opposed to its indirect role in employee retention through engagement only.

¹⁶ Singh, R. (2016). Emotional intelligence and leadership effectiveness in Indian organizations. *Indian Journal of Industrial Relations*, 52(2), 286–299.

¹⁷ Sharma, P., & Jain, S. (2020). Leadership styles and employee retention in India. *International Journal of Human Resource Studies*, 10(1), 45–62.



The findings are also consistent with other studies carried out at the international level, which have found a positive correlation between emotional intelligence of leaders and the workforce performance in terms of commitment, job satisfaction and lower turnover intentions. Nevertheless, this interdependence seems to be especially acute in the Indian environment, because of the cultural aspects.

Indian workplaces are collectivist and leaders are seen as relational as opposed to being contractual supervisors. The workers are usually demanding emotional support, respect, and psychological security by their leaders. Empathy and emotion regulations are therefore very decisive in retention decision because a leader who knows and controls his emotions effectively creates trust, loyalty and commitment. These results support the thesis that EI, in particular, leadership is particularly crucial in maintaining workforce stability within Indian companies.

9. Conclusion

This paper has studied how leadership emotional intelligence can affect employee retention in Indian organizations and determined that leadership of the emotionally intelligent nature was decisive in determining how much employees could be willing to stay with their organizations. The capacity of leaders to perceive, control, and address emotions at the workplace plays a key role in influencing the retention decision made by employees beyond the structural incentives of pay and career growth.

9.1 Theoretical Contribution

The research adds to the literature on leadership and organizational behavior as it empirically confirms an EI-retention model and proves that leadership emotional intelligence is a strong predictor of employee retention intentions. This study is a direct relationship between employee-perceived leader emotional intelligence and retention outcomes, unlike the earlier Indian studies that are mostly based on engagement or job satisfaction. The study contributes to the existing theories of leadership through grounding on the Indian organizational environment by demonstrating the influence of the emotional mechanisms, including trust and psychological safety, in the collectivist and hierarchical workplace.

9.2 Managerial Implications

Regarding the managerial implications, the results indicate that emotional intelligence needs to be managed as a leadership skill and not as an ancillary one. Leadership training programs based on EI and centered on empathy, emotional regulation and interpersonal communication should be invested in by organizations. Also, the tests of emotional intelligence can be introduced in the promotion and leadership hiring criteria where people who will be promoted to the managerial positions must be not only technically competent but also capable emotionally to retain talent.

9.3 Indian Relevance

The results are highly applicable to the Indian organizations, whose leadership relations are rooted in cultural beliefs of collectivism, hierarchy and inter-connections. These cultural expectations are closely related to emotion-based leadership since it allows the leader to create trust, loyalty, and commitment. With the help of emotionally responsive leadership, the Indian organizations will be able to achieve cultural alignment, employee turnover reduction, and long-term organizational growth.

10. Suggestions

Use EI Assessment in Leadership Recruitment and Promotion.

Emotional intelligence tests should be involved in the recruitment and promotion of leaders in organizations. Through the assessment of the applicants in relation to their skills of self-awareness, empathy, emotional- regulation and social skills, organizations can determine a better leader able to manage teams effectively. Such a strategy will help to make sure that the leaders do not just have the technical skills but are also emotionally sensitive that will be essential in engaging and retaining the employees. The combination of EI assessment enhances the quality of leadership and promotes a favorable work culture.



Chair Emotional Intelligence Training (Managers).

Companies ought to have organized emotional intelligence training to managers in order to improve leadership performance. The programs may be aimed at enhancing self-awareness, empathy, interpersonal communication, conflict management and stress management. Organizations can make leaders responsive to the needs of the employees by providing them with these skills which helps them to build a better relationship with other team members. The frequent EI trainings provide a constant development, which allows the leaders to be able to compete in the dynamic working environment and enhance the levels of employee satisfaction, engagement, and retention in general.

Promote Empathic Communication and participative Leadership Style.

Companies are expected to encourage leadership behaviors that focus on attentive communication and involvement in decision-making. Active listening, empathy, and participation of employees in decision-making make leaders to develop a feeling of trust and loyalty. These strategies not only boost the morale of employees but also foster teamwork, innovation and employee loyalty. With empathy and participation as an integral aspect of the leadership culture, an organization would decrease employee turnover, enhance engagement, and develop a team that feels appreciated and supported, which in the long run will lead to the sustainability of organizational growth and stability.

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