

อิทธิพลของความฉลาดทางอารมณ์ ความหลากหลายทางวัฒนธรรมในองค์กร  
กลยุทธ์การสื่อสารที่มีต่อประสิทธิผลของความเป็นผู้นำในหลากหลายสถานที่ทำงาน  
ในเมืองฝูโจว มณฑลฝูเจี้ยน ประเทศจีน

THE INFLUENCE OF EMOTIONAL INTELLIGENCE, CULTURAL DIVERSITY  
IN ORGANIZATION, AND COMMUNICATION STRATEGIES ON LEADERSHIP  
EFFECTIVENESS IN DIVERSE WORKPLACES IN FUZHOU CITY,  
FUJIAN PROVINCE, CHINA

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ในสภาพแวดล้อมการทำงานที่หลากหลายในเมืองฝูโจว การบริหารจัดการต้องเผชิญกับความท้าทายมากมายที่เกิดจากความหลากหลายทางวัฒนธรรม ภาษา และประชากรศาสตร์ ความท้าทายเหล่านี้ไม่ได้จำกัดเพียงการประสานงานระหว่างกระบวนการและกิจวัตรทางเทคนิคเท่านั้น แต่ยังขยายไปถึงการแบ่งปันข้อมูล การสร้างความรู้ การจัดการพนักงานที่มีภูมิหลังทางวัฒนธรรมที่หลากหลาย และการใช้ความเป็นผู้นำที่มีประสิทธิผล การศึกษาครั้งนี้จึงมีวัตถุประสงค์เพื่อศึกษาปัจจัยที่มีอิทธิพลต่อประสิทธิผลของภาวะผู้นำใน 4 ด้าน ได้แก่ ปัจจัยด้านประชากรศาสตร์ ความฉลาดทางอารมณ์ ความหลากหลายทางวัฒนธรรมในองค์กร และกลยุทธ์การสื่อสาร โดยใช้การวิเคราะห์เชิงปริมาณจากข้อมูลที่ได้จากแบบสอบถาม มีการใช้สถิติเชิงพรรณนา เช่น ความถี่ เปอร์เซ็นต์ความถี่ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน มีการใช้วิธีสถิติเชิงอนุมานหลายวิธีในการทดสอบสมมติฐาน โดยเฉพาะการทดสอบ ค่าเฉลี่ย 2 ค่าที่มีอิสระต่อกัน การวิเคราะห์ความแปรปรวนแบบทางเดียว และการวิเคราะห์การถดถอยเชิงเส้นพหุคูณ ผลที่ได้จากการศึกษาพบว่าความแตกต่างในด้านสถานภาพสมรส อายุ ระดับการศึกษา และรายได้ต่อเดือน ก่อให้เกิดความแตกต่างในประสิทธิผลของความเป็นผู้นำ ภายใต้การวิเคราะห์การถดถอยเชิงเส้นพหุคูณ ความฉลาดทางอารมณ์ทุกด้าน

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(การตระหนักรู้ในตนเอง การควบคุมตนเอง แรงจูงใจ การเอาใจใส่ และทักษะทางสังคม) ความหลากหลายทางวัฒนธรรมในองค์กรทุกด้าน (ความหลากหลาย ความเสมอภาค การไม่แบ่งแยก และการเป็นส่วนหนึ่งของ) และกลยุทธ์การสื่อสารทุกด้าน (การตระหนักรู้และความเข้าใจ คุณภาพการสื่อสาร การเข้าถึง และการมีส่วนร่วมของพนักงาน) จะมีอิทธิพลเชิงบวกต่อประสิทธิผลของความเป็นผู้นำ

**คำสำคัญ:** ประสิทธิภาพของความเป็นผู้นำ ความฉลาดทางอารมณ์ ความหลากหลายทางวัฒนธรรมในองค์กร กลยุทธ์การสื่อสาร เมืองฝูโจว

## ABSTRACT

In today's rapidly evolving business landscape, characterized by heightened complexity and relentless change, the demand for adept management is more pronounced than ever. As organizations grapple with the challenges presented by an increasingly interconnected and technologically advanced world, the need to adapt and evolve management practices becomes a paramount concern (Drejer et al., 2014; BAGU et al., 2011). The aims of this study were to investigate the factors influencing Leadership Effectiveness based on 4 aspects, namely, the Demographic Factors, the Emotional Intelligence, the Cultural Diversity in Organization, and the Communication Strategies. The quantitative method was applied. Descriptive statistics such as frequency, percent frequency, mean, and standard deviation are introduced. Various inferential statistical methods are used to test the hypothesis, particularly the Independent samples t-test, the One-way ANOVA, and the Multiple linear regression analysis. The results obtained from the study indicate that differences in Marital Status, Age, Educational Level, and Monthly Income generate differences in Leadership Effectiveness. Based on the Multiple Linear Regression analysis, all aspects of Emotional Intelligence (Self-awareness, Self-regulation, Motivation, Empathy, and Social Skills), Cultural Diversity in Organization (Diversity, Equity, Inclusion, and Belonging) and Communication Strategies (Awareness and Understanding, Communication Quality, Accessibility, and Employee Engagement) had a positive impact on Leadership Effectiveness.

**Keywords:** Leadership Effectiveness, Emotional Intelligence, Cultural Diversity in Organization, Communication Strategies, Fuzhou City.

## Introduction

In the diverse and multifaceted work environments of Fuzhou, managers encounter a range of challenges that stem from cultural, linguistic, and demographic diversity. These challenges are not just limited to coordinating technical processes and routines but also extend to sharing information, generating knowledge, managing a workforce with varied cultural backgrounds, and exercising effective leadership (Alla, 2023). To navigate these complexities, it is essential for managers to have a strong foundation in emotional

intelligence (EI) which is pivotal in helping managers understand and regulate their own emotions and the emotions of others, which becomes increasingly important in a workplace characterized by diversity. It plays a significant role in enhancing communication, building relationships, and fostering an inclusive atmosphere that values intercultural competence. Therefore, the objectives of this study were to investigate the influence of Demographic Factors, the Emotional Intelligence, Cultural Diversity in Organization, and the Communication Strategies on Leadership Effectiveness.

## **Literature Review**

### **1.Related Theories**

#### **1.1 Emotional Intelligence**

Salovey and Mayer (1990) and Mayer et al. (2004) develop the four-branch ability model of Emotional Intelligence. They suggest that Emotional Intelligence can be divided into 4 areas, that is, Perceive Emotion, Facilitate to use Emotion, Understanding Emotion, and Manage Emotion. Goleman (1996) introduces the concept of Emotional Intelligence, encompassing a range of crucial abilities that significantly impact our lives. He then broadens Salovey's and Mayer's four-branch system to incorporate five essential elements of emotional intelligence (EQ), namely, Emotional Self-awareness, Self-regulation, Motivation, Empathy, and Social Skills. After that BarOn (2000), BarOn (2006) and Baron & Parker (2000) introduces the Emotional Quotient Inventory (EQ-i), a comprehensive model and measure of emotional and social intelligence. He suggests that emotional and social intelligence is multifactorial array of interrelated emotional, personal, and social abilities that influence one's overall ability to actively and effectively cope with daily demands. His development and psychometric properties of the EQ-I consist of internal consistency, stability reliability, factor structure, and validity. The factor structure is composed of the following 10 components: self-regard, emotional self-awareness, assertiveness, empathy, interpersonal relationship, stress tolerance, impulse control, reality testing, flexibility, and problem solving.

#### **1.2 Cultural Diversity in Organizations**

Managing cultural diversity in organizations presents several challenges including understanding and respecting different cultural backgrounds, addressing language and communication barriers, managing workplace tensions and equity, and accommodating family challenges (Karnaukh-Brozyna, 2023). Additionally, organizations need to develop leadership techniques that can effectively overcome these challenges, such as careful communication, developing rapport with employees, proactive leadership, and tailoring techniques to individuals. Lack of knowledge and analysis, as well as a lack of reliable implementation of diversity management concepts, can hinder effective management of diversity in organizations (Água et al., 2023). Interculturality, which refers to different cultural standards and ways of doing things, can also pose challenges in coordinating technical

processes, sharing information, managing a culturally diverse workforce, and exercising appropriate leadership (Orlando, 2022). Overall, organizations need to develop strategies, procedures, and policies that promote inclusivity, cooperation, and open-mindedness to successfully manage cultural diversity.

### **1.3 Communication Strategies**

Communication is essential to building trust and confidence between leaders and employees. Leaders can develop good relations with employees by creating an atmosphere or environment of free, fair, and informal communication networks. These networks encourage and motivate employees to speak out and adopt a participative approach, which helps to develop a profitable organization (Ahmed et al., 2010). Although many well-documented examples of research indicating the correlation between leadership and organizational effectiveness exist, it is still unclear exactly how leaders make a difference to the organization's bottom line (Joyce et al., 2003). Communication is key to relationships and coexistence in environments where results are expected. It is also critical for accelerating change and improving organizational performance, particularly when it comes to aligning and motivating employees. It is therefore disconcerting that the role of communication in the leadership process does not receive the prominence it deserves. Communication-based leadership research has significantly challenged some of the managerially focused, universal presumptions of traditional leadership research (Fairhurst, 2001).

### **1.4 Leadership Effectiveness in Diverse Workplace**

Effective leadership in multicultural teams demands a strategic approach that acknowledges the unique dynamics at play. Strategies for achieving this include cultural awareness training, inclusive leadership practices, clear communication, team-building activities, flexible leadership styles, conflict resolution training, diverse leadership representation, cross-cultural mentoring, feedback mechanisms, promoting collaboration, cultural competence assessment, and continuous learning (Schweimler, 2022). Furthermore, leadership commitment, staff development, inclusive policies, and accountability measures are pivotal in fostering a successful diversity management program (Radityawara - Hidayat, & Istiani, 2020). A leader's commitment to fostering diversity and inclusion sets the tone for the entire organization. Moreover, investing in staff development programs that enhance cross-cultural competence and awareness can lead to a more inclusive workplace. The state of an immigrant leader's adaptation to the host nation's culture, perceptions of leader group prototypicality, and leader stereotypicality all contribute to leadership effectiveness (Supreme Court Of Canada, 2019).

## **2.Related Studies**

Xianjun (2022) finds out that the awareness of emotional intelligence through its 5 dimensions, namely, self-awareness, self-regulation, motivation, empathy, and social skills is a crucial metric for measuring the effectiveness of leadership.

Xuejing (2022) finds out that the Organizational Culture, namely, Clan Cultures, Adhocracy Cultures, Hierarchical Cultures, and Market Cultures have influenced on the Effectiveness of Leadership in the Chinese Higher Education Institutions.

Duan et al. (2022) finds out that emotional intelligence positively influences women's leadership performance in China indicating that women leaders with higher levels of emotional intelligence tend to exhibit better leadership performance. Furthermore, it is found out that organizational culture not only positively influences high-performance leadership but also mediates the relationship between emotional intelligence and women leaders' high-performance leadership in China.

Lee et al. (2022) finds out that Leader emotional intelligence is found out to have a significant and positive effect on trust in supervisors. Transformational leadership and trust within a team are found out to have significant and positive effects on job performance. Organizational commitment has a significant and positive effect on job performance. Employees who are committed to their organization are more likely to perform well in their jobs.

Kargeti (2023) finds that individuals with high emotional intelligence are adept at empathizing with colleagues and managing both their own and others' emotions effectively. This ability not only helps in reducing workplace stress and adapting to change but also enhances team dynamics. Leaders with high emotional intelligence tend to experience greater job satisfaction and employee engagement, leading to improved organizational communication, employee retention, and overall productivity. The conclusion drawn from this study is that emotional intelligence plays a significant role in building an effective workplace, benefiting both individuals and the organization as a whole.

J. Alwali and W. Alwali (2022) find that there is a positive relationship between job satisfaction and job performance among physicians in Iraq's public hospitals. This suggests that physicians who report higher levels of job satisfaction tend to perform better in their roles. Job satisfaction plays a mediating role in two important relationships: Job satisfaction mediates the positive relationship between emotional intelligence and job performance and also mediates the positive relationship between transformational leadership and job performance.

Barinua et al. (2022) find that there is a strong and positive significant relationship between Managers' Emotional Intelligence (self-management, self-awareness, and social-awareness) and Team Effectiveness (cohesiveness and goal attainment).

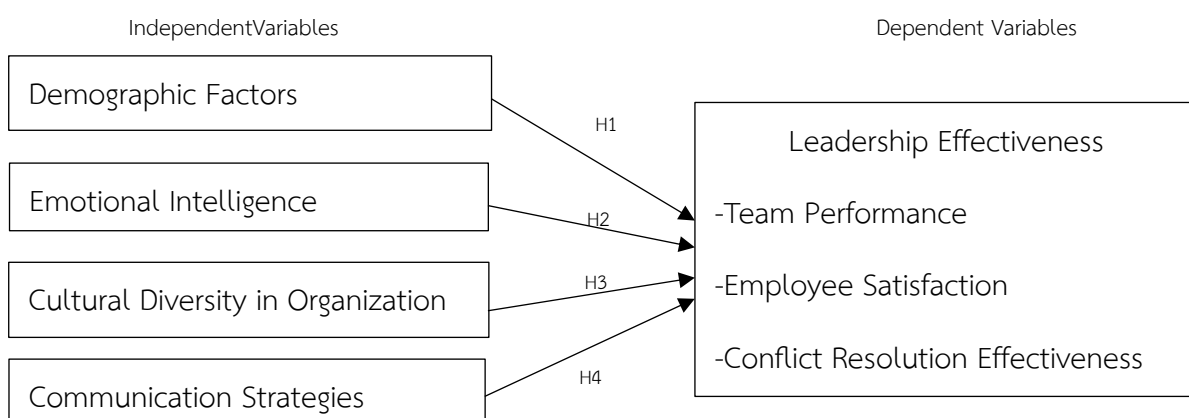
Jena (2022) finds that there is a positive relationship between workplace spirituality and employee performance. Organizational citizenship behavior is identified as a mediator in the relationship between workplace spirituality and employee performance. Employees' emotional intelligence moderates the relationship between workplace spirituality and employee performance. Specifically, employees with higher emotional intelligence tend to experience a stronger positive impact of workplace spirituality on their performance.

Haricharan (2022) finds that there is a significant positive correlations between leadership performance and all four clusters of EI competencies, namely, Self-awareness, Self-management, Social Awareness, and Relationship Management. Moreover, there is a significant negative relationship between the managers' competency gap (the difference between their self-assessment and the assessment by others) and their performance. This indicates that when there is a smaller gap between self-assessment and others' assessment of EI competencies, leadership performance tends to be better.

Djofang and Fofack (2022) find that there is a positive and significant association between EI and transformational leadership. EI shows a positive but insignificant correlation with transactional leadership. While the correlation is positive, it does not reach statistical significance, indicating that the relationship between EI and transactional leadership is weaker. EI displayed a negative and insignificant correlation with laissez-faire leadership. This implies that there is no significant relationship between EI and laissez-faire leadership among the participants. Both transformational and transactional leadership styles are positively and significantly associated with leadership effectiveness. In contrast, laissez-faire leadership has a negative and insignificant correlation with leadership effectiveness. Last, individuals with higher EI are found out to be more likely to be effective leaders.

Turner and Merriman (2022) find that CHROs' cultural intelligence would have an indirect impact on the establishment of diversity management practices. This indirect effect is mediated by CHROs' propensity for transformational leadership behaviors directed towards other Top Management Team (TMT) members to garner support for diversity management practices.

## Conceptual Framework



**Figure 1** Conceptual Framework of Research

## Research Methodology

The population for this research is the employees working in Fuzhou City, Fujian Province, China, across various sectors and organizational types. This population is unlimited. The sample size in this study is determined based on statistical considerations, such as the desired level of precision, confidence level, and the estimated variability within the population. By employing the Yamane formula, with a confidence level of 95% and a margin of error 5%, the approximate sample sizes from Yamane table is approximately 400 units (Yamane, 1967). The sampling method in this study is based on the Non-probability Sampling particularly the Convenient Sampling method due to the infinite population already mentioned. A total of 400 valid data obtained are analyzed by using advanced statistical program. The validity and reliability of the questionnaires are satisfactory. The research selected the most appropriate descriptive statistics such as absolute frequency, percent frequency, arithmetic mean, and standard deviation to describe the data. The Inferential Statistics, namely, Independent Samples t-tests, One-way ANOVA, and Multiple Linear Regression Analysis are also used for testing the hypothesis.

**Table A:** Reliability Analysis of the Questionnaires

Variable	Classification	Cronbach's Alpha
Emotional Intelligence	1.Self-regulation	.821
	2.Self-awareness	.861
	3.Social Skills	.839
	4.Empathy	.832
	5.Motivation	.826
Cultural Diversity in Organization	1.Diversity	.830
	2.Equity	.760
	3.Belonging	.828
	4.Inclusion	.856
Communication Strategies	1.Employee Engagement	.809
	2. Communication Quality	.727
	3. Awareness and Understanding	.742
	4. Accessibility	.756
Leadership Effectiveness	1.Team Performance	.825
	2.Employee Satisfaction	.728
	3.ConflictResolution Effectiveness	.882

## Research Findings

### 1.Descriptive Statistics

As far as the descriptive statistics is concerned, the absolute frequency, the percent frequency, the arithmetic mean, and the standard deviation are used in this study, which can be classified as follows. The absolute frequency and the percent frequency are presented for Demographic Factors. Concerning the Emotional Intelligence, the Cultural Diversities in Organization,

the Communication Strategies, and the Leadership Effectiveness in this study, the arithmetic mean and the standard deviation are introduced.

For the arithmetic mean, the results obtained from the Emotional Intelligence, the Cultural Diversities in Organization, the Communication Strategies, and the Leadership Effectiveness are not precisely equal to the discrete number (1, 2, 3, 4, and 5) as classified in the questionnaires. It is calculated in terms of continuous numbers with a decimal that has to be interpreted as related to the objective of the questionnaires. In this study, the criteria for interpreting these means are as follows.

The arithmetic mean between 1 but less than 1.5 is in the strongly disagree level.

The arithmetic mean between 1.5 but less than 2.5 is in the disagree level.

The arithmetic mean between 2.5 but less than 3.5 is in the neutral level.

The arithmetic mean between 3.5 but less than 4.5 is in the agree level.

The arithmetic mean between 4.5 but less than or equal to 5.0 is in the strongly agree level.

### 1.1 Demographic Factors

**Table 1:** The Frequency and Percent Frequency Classified by Demographic Factor

Demographic Factor	Classification	Frequency	% Frequency
1. Gender	Male	177	44.25
	Female	223	55.75
	Single	140	35.00
2. Marital Status	Married	210	52.50
	Divorced/Widowed/Separated	50	12.50
	20 but less than 25 years old	35	8.75
3. Age	25 but less than 35 years old	56	14.00
	35 but less than 45 years old	198	49.50
	45 but less than 55 years old	87	21.75
	55 years old and more	24	6.00
	Junior High School	43	10.75
4. Educational Level	High School	94	23.50
	Bachelor Degree	164	41.00
	Master Degree	78	19.50
	Ph.D and higher	21	5.25
	Less than 5,000 RMB	73	18.25
5. Monthly Income	5,000 but less than 10,000 RMB	90	22.50
	10,000 but less than 15,000 RMB	131	32.75
	15,000 but less than 20,000 RMB	69	17.25
	20,000 RMB and more	37	9.25



**Table 1:** The Frequency and Percent Frequency Classified by Demographic Factor (Cont.)

Demographic Factor	Classification	Frequency	% Frequency
6. Working Experiences	Less than 3 years	72	18.00
	3 but less than 5 years	98	24.50
	5 but less than 10 years	113	28.25
	10 but less than 15 years	92	23.00
	15 years and more	25	6.25
	Total	400	100.00

It is evident from Table 1 that male respondents are slightly higher than female since the former occupy approximately 55.75% compared to 44.25% of the latter. The majority of the respondents are married recording around 52.50% followed by single status and divorced/widowed/separated status. The age group of 35 but less than 45 years old takes the highest share of about 49.50 % followed by the age group 45 but less than 55 years old and the age group 25 but less than 35 years old, respectively while the lowest percentage belongs to the age group 55 years old and more. Regarding educational level, the respondents with bachelor degree occupy the highest percentage of approximately 41.00%, followed by high school level and master level, respectively leaving the smallest percentage for Ph. D and higher. According to the monthly income, the highest percentage approximately 32.75% is claimed by the groups earning 10,000 but less than 15,000 RMB, followed by 5,000 RMB but less than 10,000 RMB and less than 5,000 RMB, respectively. Earning 20,000 RMB and more accounts only 9.25% of all respondents. As far as the working experiences is concerned, the respondents working for 5 but less than 10 years capture the highest ratio accounting for about 28.25%, followed by 3 but less than 5 years and 10 but less than 15 years, respectively leaving the lowest percentage for 15 years and more.

### 1.2 Emotional Intelligence

**Table 2:** Descriptive Statistics of Emotional Intelligence

Classification	Mean	S.D.	Mean Rank	Meaning
1.Self-regulation	3.9005	.74005	1	Agree
2.Self-awareness	3.8500	.64201	2	Agree
3.Social Skills	3.8198	.69111	3	Agree
4.Empathy	3.7990	.64749	4	Agree
5.Motivation	3.7572	.68386	5	Agree
Emotional Intelligence	3.8253	.63223	-	Agree

The results obtained from Table 2 review that Self-regulation is the most essential characteristic with a mean of approximately 3.9005, followed by Self-awareness with a mean of 3.8500, Social Skills with a mean of 3.8198, and Empathy with a mean of 3.7990. Motivation

with a mean of 3.7572 takes the lowest ranking. For the overall Emotional Intelligence, its mean is recorded as about 3.8253 which is on the level of agree already mentioned.

### 1.3 Cultural Diversity in Organization

**Table 3:** Descriptive Statistics of Cultural Diversity in Organization

Classification	Mean	S.D.	Mean Rank	Meaning
1.Diversity	3.8893	.76084	1	Agree
2.Equity	3.8507	.65341	2	Agree
3.Belonging	3.8096	.73168	3	Agree
4.Inclusion	3.8043	.78693	4	Agree
Cultural Diversity in Organization	3.8385	.61395	-	Agree

The results obtained from Table 3 review that Diversity is the most essential characteristic with a mean of approximately 3.8893, followed by Equity with a mean of 3.8507, Belonging with a mean value of 3.8096, and Inclusion with a mean of 3.8043. For the overall Cultural Diversity in Organization, its mean is recorded as about 3.8385 which is on the level of agree already mentioned.

### 1.4 Communication Strategies

**Table 4:** Descriptive Statistics of Communication Strategies

Classification	Mean	S.D.	Mean Rank	Meaning
1. Employee Engagement	4.0145	.82958	1	Agree
2. Communication Quality	3.8900	.68430	2	Agree
3. Awareness and Understanding	3.8100	.75825	3	Agree
4. Accessibility	3.7865	.79631	4	Agree
Communication Strategies	3.8544	.65541	-	Agree

The figure in Table 4 suggests that Employee Engagement plays the most important role on Communication Strategies with the mean of about 4.0145 following by Communication Quality, Awareness and Understanding, and Accessibility, respectively. In overall the mean of Communication Strategies is recorded as about 3.8544 which is on the level of agree already mentioned.

### 1.5 Leadership Effectiveness

**Table 5:** Descriptive Statistics of Leadership Effectiveness

Classification	Mean	S.D.	Mean Rank	Meaning
1.Team Performance	3.8785	.86626	1	Agree
2.Employee Satisfaction	3.7785	.72162	2	Agree
3.Conflict Resolution Effectiveness	3.7310	.82312	3	Agree
Leadership Effectiveness	3.7960	.64287	-	Agree

As far as Leadership Effectiveness is concerned, the results from Table 5 review that Team Performance is the most important aspect followed by Employee Satisfaction and Conflict Resolution Effectiveness. In overall, the Leadership Effectiveness is found out to be in the agree level since its mean is approximately 3.7960.

## 2. Inferential Statistics

For inferential statistics, numerous statistics are applied according to the hypothesis.

Hypothesis 1: Differences in Demographic Factors Generate Differences in Leadership Effectiveness

- Independent Samples t-test is used for gender.
- One-way ANOVA is applied for other classification of Demographic Factors

Hypothesis 2: Emotional Intelligence Influences on Leadership Effectiveness

- Multiple Linear Regression Analysis is used. The default method is “Enter” meaning that all variables are forced to be in the model.

Hypothesis 3: Cultural Diversities in Organization Influences on Leadership Effectiveness

- Multiple Linear Regression Analysis is used. The default method is “Enter” meaning that all variables are forced to be in the model.

Hypothesis 4: Communication Strategies Influences on Leadership Effectiveness

- Multiple Linear Regression Analysis is used. The default method is “Enter” meaning that all variables are forced to be in the model.

Hypothesis 5: Emotional Intelligence, Cultural Diversities in Organization, and Communication Strategies Influences on Leadership Effectiveness

- Multiple Linear Regression Analysis is used. The default method is “Enter” meaning that all variables are forced to be in the model.

### 2.1 Differences in Demographic Factors Generate Differences in Leadership Effectiveness

#### 2.1.1 Differences in Gender Generate Differences in Leadership Effectiveness

$$H_0 : \mu_1 = \mu_2$$

$$H_a : \mu_1 \neq \mu_2$$

**Table 6:** The Independent Samples t-test of the Gender Factor

Factor	Classification	N	Mean	S.D.	t-value	p-value
Gender	Male	177	3.8403	.68465	1.207	.228
	Female	223	3.7620	.61060		

\* The mean difference is significant at the 0.05 level.

From Table 6, it can be seen that the p-value of the Leadership Effectiveness with respect to Gender is about 0.228 which is much higher than the critical value of 0.05. Therefore, the null hypothesis ( $H_0$ ) cannot be rejected which implies that differences in Gender generate no differences in Leadership Effectiveness.

### 2.1.2 Differences in Marital Status, Age, Educational Level, Monthly Income, Working Experiences Generate Differences in Leadership Effectiveness

$$H_0 : \mu_i = \mu_j$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

**Table 7: The One-Way ANOVA of Marital Status, Age, Educational Level, Monthly Income, Working Experiences**

Factor	Classification	SS	df	MS	F=value	p-value
Marital Status	Between Groups	3.115	2	1.557	3.799	.023*
	Within Groups	162.756	397	.410		
	Total	165.871	399			
Age	Between Groups	6.101	4	1.525	3.771	.005*
	Within Groups	159.770	395	.404		
	Total	165.871	399			
Educational Level	Between Groups	5.030	4	1.258	3.088	.016*
	Within Groups	160.841	395	.407		
	Total	165.871	399			
Monthly Income	Between Groups	6.869	4	1.717	4.266	.002*
	Within Groups	159.002	395	.403		
	Total	165.871	399			
Working Experiences	Between Groups	3.794	4	.948	2.311	.057
	Within Groups	162.077	395	.410		
	Total	165.871	399			

\* The mean difference is significant at the 0.05

It can be seen from Table 7 that the p-value of Leadership Effectiveness with respect to Marital Status, Age, Educational Level, and Monthly Income are approximately .023, .005, .016, and .002, respectively which are much less than the critical value of 0.05. Therefore, the null hypothesis ( $H_0$ ) of these aspects are rejected meaning that differences in Marital Status, Age, Educational Level, and Monthly Income generate differences in Leadership Effectiveness. On the contrary, the p-values of Working Experiences is about .057 which is slightly higher than the critical value of 0.05. Therefore, the null hypothesis ( $H_0$ ) cannot be rejected meaning that differences in Working Experiences generate no differences in Leadership Effectiveness.

## 2.2 The Influence of Emotional Intelligence on Leadership Effectiveness

The results obtained from the study can be written in terms of equation (1) where  $\hat{Y}$  is the predicted Leadership Effectiveness.

$$\begin{aligned} \hat{Y} = & .087 + .432X_1 + .086X_2 + .150X_3 + .154X_4 + .148X_5 \\ & (.210) \quad (.000) \quad (.011) \quad (.002) \quad (.002) \quad (.000) \quad \dots\dots\dots(1) \\ & \text{Adjusted } R^2 = 0.887 \end{aligned}$$

It can be seen that Self-awareness  $X_1$  is the most important factor influencing Leadership Effectiveness with a coefficient of about .432, followed by Empathy  $X_4$ , Motivation  $X_3$ , Social Skills  $X_5$ , and Self-regulation  $X_2$  the coefficients of which are about .154, .150, .148, and .086 respectively. The Adjust  $R^2$  of this Multiple Linear Regression is approximately .887 which is very high.

## 2.3 The Influence of Cultural Diversity in Organization on Leadership Effectiveness

The results obtained from the study can be written in terms of equation (2) where  $\hat{Y}$  is the predicted Leadership Effectiveness.

$$\begin{aligned} \hat{Y} = & .119 + .293X_1 + .143X_2 + .237X_3 + .285X_4 \\ & (.146) \quad (.000) \quad (.000) \quad (.000) \quad (.000) \quad \dots\dots\dots(2) \\ & \text{Adjusted } R^2 = 0.841 \end{aligned}$$

It is evident that Diversity  $X_1$  is the most important factor influencing Leadership Effectiveness with a coefficient of about .293, followed by Belonging  $X_4$ , Inclusion  $X_3$ , and Equity  $X_2$  the coefficients of which are about .285, .237, and .143 respectively. The Adjust  $R^2$  of this Multiple Linear Regression is approximately .841 which is very high.

## 2.4 The Influence of Communication Strategies on Leadership Effectiveness

The results obtained from the study can be written in terms of equation (3) where  $\hat{Y}$  is the predicted Leadership Effectiveness.

$$\begin{aligned} \hat{Y} = & .214 + .238X_1 + .417X_2 + .184X_3 + .089X_4 \\ & (.008) \quad (.009) \quad (.000) \quad (.039) \quad (.000) \quad \dots\dots\dots(3) \\ & \text{Adjusted } R^2 = 0.857 \end{aligned}$$

Communication Quality  $X_2$  is the most important factor influencing Leadership Effectiveness with a coefficient of about .417, followed by Awareness and Understanding  $X_1$ , Accessibility  $X_3$ , and Employee Engagement  $X_4$  the coefficients of which are about .238, .184, and .089, respectively. The Adjust  $R^2$  of this Multiple Linear Regression is approximately .857 which is very high.

## 2.5 The Influences of Emotional Intelligence, Cultural Diversity in Organization, and Communication Strategies on Leadership Effectiveness

The results obtained from the study can be written in terms of equation (4)

where  $\hat{Y}$  is the predicted Leadership Effectiveness.

$$\hat{Y} = -.077 + .643X_1 + .228X_2 + .099X_3$$

(.272) (.000) (.001) (.121) .....(4)

Adjusted  $R^2 = 0.882$

Emotional Intelligence  $X_1$  is found out to be the most important aspect with the coefficient of about .643 following by Cultural Diversity in Organization  $X_2$  and Communication Strategies ( $X_3$ ) the coefficient of which are about .228 and .099, respectively. The Adjust  $R^2$  of this Multiple Linear Regression is approximately .882 which is very high.

## Conclusion and Discussion

In terms of Emotional Intelligence, Self-regulation is the most essential aspect followed by Self-awareness, Social Skills, Empathy, and Motivation. With respect to Cultural Diversity in Organization, Diversity is recorded as the most essential aspect followed by Equity, Belonging, and Inclusion. Regarding Communication Strategies, Employee Engagement is found out to be the most important aspect followed by Communication Quality, Awareness and Understanding, and Accessibility. As far as Leadership Effectiveness is concerned Team Performance is the most important aspect followed by Employee Satisfaction and Conflict Resolution Effectiveness.

Regarding Inferential Statistics, differences in Marital Status, Age, Educational Level, and Monthly Income generate differences in Leadership Effectiveness. The results obtained from the Multiple Linear Regression Analyses show that there are significant positive impacts of all aspects of Emotional Intelligence (Self-awareness, Self-regulation, Motivation, Empathy, and Social Skills) on Leadership Effectiveness. All aspects of Cultural Diversity in Organization, namely, Diversity, Equity, Inclusion, and Belonging are also found out to have positive impacts on Leadership Effectiveness. As far as Communication Strategies is concerned, Awareness and Understanding, Communication Quality, Accessibility, and Employee Engagement are also found out to have positive impacts on Leadership Effectiveness. Finally, Emotional Intelligence and Cultural Diversity in Organization are found out to have positive impacts on Leadership Effectiveness at the critical level of 0.05.

As far as the Emotional Intelligence is concerned, the results obtained from the Multiple Linear Regression Analyses show that there are significant positive impacts of Emotional Intelligence on Leadership Effectiveness. These findings is consistent with (Xianjun, 2022) who finds out that the awareness of emotional intelligence through its 5 dimensions, namely, self-awareness, self-regulation, motivation, empathy, and social skills is a crucial metric for measuring the effectiveness of leadership. The similar results can be seen from Duan et al. (2023), Lee et al. (2022), J. Alwali and W. Alwali (2022), Barinua et al. (2022), Jena (2022), Djofang and Fofack (2022), Kargeti (2023), Haricharan (2022), and Turner and Merriman (2022). Moreover, Cultural Diversity in Organization is found out to have positive

impacts on Leadership Effectiveness which is consistent with (Xuejing, 2022) who finds out that the Organizational Culture, namely, Clan Cultures, Adhocracy Cultures, Hierarchical Cultures, and Market Cultures have influenced on the Effectiveness of Leadership in the Chinese Higher Education Institutions. The similar results can be seen from Lee et al. (2022), and Lena (2023).

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