

A MINI PROJECT REPORT

ON

**“THE IMPACT OF LEADER EMOTIONAL STABILITY ON
THE RETENTION OF EMPLOYEES”**

MINI PROJECT SUBMITTED IN FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF

MASTER OF BUSINESS ADMINISTRATION

FROM

BENGALURU CITY UNIVERSITY



SUBMITTED BY

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UNDER THE GUIDANCE OF

Prof. Mohammed Abdul Wajid

ASST. PROFESSOR, AIMS



AL-AMEEN INSTITUTE OF MANAGEMENT STUDIES

AFFILIATED TO BENGALURU CITY UNIVERSITY

(2021-2022)



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This is to certify that this Project entitled “**THE IMPACT OF LEADER EMOTIONAL STABILITY ON THE RETENTION OF EMPLOYEES**” has been successfully completed by **ZABIULLA SHARIFF** of Reg. No. **MB206259** during the year **2021-22** and the report is submitted in partial fulfillment of the requirements for the award of the degree of “**Master of Business Administration**” as prescribed by the “**Bengaluru City University**” under the guidance of **Prof. Mohammed Abdul Wajid**.

Place: Bangalore

Date:

Principal
Dr. BA Anuradha





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This is to certify that this Project entitled “**THE IMPACT OF LEADER EMOTIONAL STABILITY ON THE RETENTION OF EMPLOYEES**” Submitted by **ZABIULLA SHARIFF** bearing Reg. No. **MB206259** is an original work of the student and is being submitted in partial fulfillment of the requirement for the award of the degree of “**Master of Business Administration**” of “**Bengaluru City University**” under the guidance of **Prof. Mohammed Abdul Wajid**. This report has not submitted earlier either to this university/ institution for the fulfillment of the requirement of a course of study.

Place: Bangalore

Date:

Guide's signature

Prof. Mohammed Abdul Wajid.





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Place: Bangalore

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Prof. Mohammed Abdul Wajid.

Associate Prof.





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Registration Number: **MB206259**

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Signature of HOD

Principal

Dr. BA Anuradh



STUDENT DECLARATION

I hereby declare that the Project Report entitled “**THE IMPACT OF LEADER EMOTIONAL STABILITY ON THE RETENTION OF EMPLOYEES**” has been prepared by me under the supervision and guidance of **Prof. Mohammed Abdul Wajid**, during the year **2021-22** in a partial fulfillment of the university regulations for the award of the degree of “**Master of Business Administration**” by “**Bengaluru City University**”.

I further declare that this project is based on the original study undertaken by me and has not been submitted at any time to any university or institution for the award of any other degree or diploma.

Place: Bangalore

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Date:

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ACKNOWLEDGEMENT

This Project has been a great learning experience in valuable source of knowledge and information for me, which was only possible through the guidance and help of some eminent people, to whom I would like to, render my deepest appreciation and regards.

I like to thank the principal **Dr. B.A.Anuradha**, other faculty members and the institution itself without whom this experience would have been a distant reality.

I am really thankful to **Prof. Mohammed Abdul Wajid** faculty of management department, **Al-Ameen Institute of Management Studies**, for his valuable guidelines and suggestion which helped me to structure my Mini Project.

I am also thankful to **Bengaluru City University** for making this Mini Project a part of our curriculum. It has been a wonderful experience which has helped me gain knowledge and practical exposure in the process of the Mini Project.

Last but not the least I present my heartfelt thanks to my family, Friends and well-wishers for their help and support.

ZABIULLA SHARIFF

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CHAPTER -1

INTRODUCTION



✓ **INTRODUCTION:**

Emotions in the workplace have a significant impact on the entire organization. Emotions in the workplace are linked to certain events or occurrences among employees. Experiences, love, caring, anger, trust, terror, fear, joy, grief, enthusiasm, depression, and so on are all examples of emotions. Even though everyone expresses feelings at all times, the method people exhibit their emotions outwardly differs from one person to the next. Leaders, in particular, play a significant impact in influencing employees within the organization.

To improve and develop team spirit among employees, they must have some control over the emotions they carry and display in front of the team. Leaders have a critical influence in retaining personnel in organizations. The current situation is a struggle to keep personnel because attrition rates are high all around the world. It is becoming increasingly difficult for HR managers in sectors to establish methods that would increase employee happiness and, as a result, increase employee retention rates.

The Indian information technology industry, in particular, has the highest attrition rate. The purpose of this article is to learn more about team leaders' stability and how it affects employee retention in the Indian IT industry. The paper also examines if a leader's emotional stability is sufficient to keep personnel in the organization emotional. As a result, this article aims to determine whether female or male leaders have great emotional stability.

We develop and evaluate a multi-level model of emergent leadership in work groups based on self-organization and group evolution theories. We looked at how individual trait emotional stability (emotional disorder threshold, emotional resilience) and perceived group conflict (task conflict, relationship conflict) influence group leader awareness. The findings support the idea that emotional stability is positively related to emergent leadership, but negatively related to group task and relationship conflict.

Emotional stability continues to be a central theme in personality research. The concept of stable emotional behavior at any level refers to the expressions of normal emotional Development. The study's goal is to create an emotional stability scale. Based on the available literature, the components of emotional stability were identified, and 250 items covering each component were developed.

The ability to manage change and adverse events that affect an individual's emotional state is referred to as emotional stability. Emotional stability is classified in a variety of ways, including self-efficacy, cognitive appraisal and perceived risk, locus of control, dispositional optimism, learning, affectivity, and experience and expertise.



Employee retention refers to the various policies and practices that allow employees to stay with a company for a longer period of time. Every organization invests time and money in grooming a new hire, preparing him to be a corporate ready material, and bringing him up to speed with the existing employees. When employees leave their jobs after they have completed their training, the organization is completely at a loss. Employee retention considers the various measures taken to ensure that an individual stays with an organization for the longest possible period of time.

1. Employee retention is heavily influenced by team leaders and supervisors:

An employee quits his job when he encounters problems at work and is dissatisfied with his work. For employees to stay with the company for a long time, the job must be challenging enough, and they must learn something new every day. It is the team leader's responsibility to ensure that the team members are happy with their work and have a good rapport with one another.

2. The team leader should be accessible to his team members:

Employees become demotivated when their queries go unsolved and there is no one to listen to them. When the team leader is unable to devote some time to his team, the employees complain and wish to move on. The team leader must make every effort to be always present with his team. He should always be there for his teammates. Listen to their concerns and try to offer a solution. Make them feel as if you care about them.

3. The team leader must appreciate those who perform well:

Top performers must be treated with exceptional care in order to keep them motivated and to anticipate the same level of performance from them on a consistent basis. Employees who have not performed well in the past should be asked to improve their performance in the future. It is the team leader's obligation to keep his team united.

✓ **Need and importance of employee retention:**

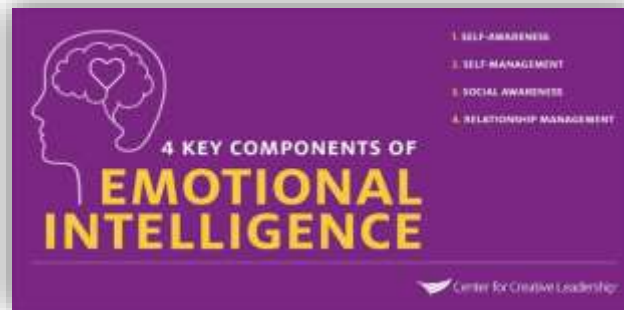
1. **Hiring is not an easy process:** The HR Professional selects a few individuals from a large pool of talent, conducts preliminary interviews, and then forwards the candidates to the respective line managers, who further question them to determine whether they are a good fit for the organization. The process of finding the right candidate takes time. Employees who have been with the organization for a longer amount of time are more familiar with the policies and procedures, and so adjust better: They are more productive than people who change occupations frequently. Employees who have spent a significant amount of time in a company know everything.
2. **Every individual needs time to adjust with others:** Employees who are compatible with one another and who discuss issues among themselves to come up with something useful to all benefit organizations. When a new employee replaces an existing one, problems with adjustment arise. It is really tough for people to create a degree of comfort with the other person.
3. **It is necessary for a company to keep the important personnel who are showing promise:** Every company needs industrious and bright people who can come up with something unique and original. If all of the top performers go, no company can exist. It is critical for the organization to keep those individuals who work really hard and are critical to the system's success.
4. **Motivation plays an important role in employee satisfaction and eventually employee retention:** Motivation is a key factor in a person's success. To get the best out of their staff, team leaders and managers must consistently motivate them. Appreciate an employee who has worked particularly well.
5. **Appraisals are also an important way to motivate the employees:** The performers' salary should be reviewed on a regular basis as a means of retaining personnel. Career advancement is a critical component in retaining bright employees. Allow them to make certain decisions on their own, but management must keep a tight eye on them to ensure that they do not abuse their authority.

6. **Incentives, perks, cash prizes are a good way to motivate the employees:**

Employees who have regularly performed well should be recognized in front of the entire staff as well as management. Give them prizes or badges to wear around their necks. Request that the audience applaud loudly for the employees who have done well. This is an excellent technique to keep staff pleased and working hard for a longer period of time. Others who have fallen short of expectations are preparing for the future. The top achievers' names must be posted on the company's main notice board or bulletin board for all to see.

✓ **Emotional intelligence has the following 4 key components:**

1. **Self-awareness:** The ability to know your emotions, as well as your strengths and weaknesses, and recognize their impact on performance and relationships.
2. **Self-management:** The ability to control both positive and negative emotions and impulses and be flexible and adaptive as situations warrant.
3. **Social awareness:** The ability to have empathy for others, navigate politically, and network proactively.
4. **Relationship management:** The ability to inspire through persuasive communication, motivation, building bonds, and disarming conflict among individuals.



Managers who had a significant impact on my job satisfaction possessed high levels of emotional intelligence and leadership effectiveness. They brought out the best in me because they were good communicators, empathetic, and made me feel valued.



Traits of Successful Leaders:

1. Emotional Stability
2. Enthusiasm
3. Maturity
4. Team Orientation
5. High Energy
6. Self-Assurance

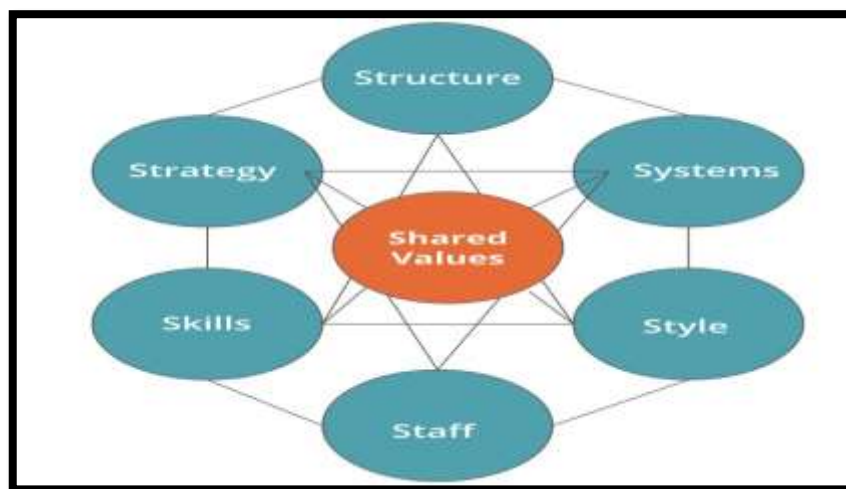
An important contribution of psychology to business is determining the key characteristics of recognised leaders. Psychological tests have aided in determining the traits most commonly observed in successful leaders. Organizations can use this list of characteristics to assist managers in gaining insight and developing their leadership skills.

1. **Emotional Stability:** A person with a high level of anxiety, on the other hand, is likely to experience negative emotions easily. Emotional liability is related to but not the same as being obsessive in the psychological sense. Good leaders must be able to deal with frustration and stress. Overall, they must be well-adjusted and have the psychological maturity to deal with whatever is thrown at them.
2. **Enthusiasm:** Leaders are usually seen as active, expressive, and energetic. They are often very optimistic and open to change. Overall, they are generally quick and alert, and they tend to lack inhibitions.

3. **Maturity:** To be a good leader, personal power and recognition must be secondary to the development of your employees. In other words, maturity is based on recognizing that more can be accomplished by empowering others than can be by ruling others.
4. **Team Orientation:** Business leaders place a premium on collaboration. Instead of encouraging an adult/child relationship with their employees, leaders foster an adult/adult relationship that promotes team cohesion.
5. **High Energy:** Long hours and some travel are typically required for leadership positions, particularly as an organisation grows. Staying alert and focused are two of the most difficult challenges you will face as a leader.
6. **Self-Assurance:** Leaders share traits such as self-assurance and resiliency. They are usually guilt-free and have little or no need for approval. They are generally safe and unaffected by previous errors or failures. Emotional intelligence can assist management in developing stronger working relationships, creating an environment in which employees feel truly valued and appreciated, and better forecasting. If you're not familiar with the term, emotional intelligence is the ability to recognise and manage your own emotions while also understanding and being aware of the emotional states those around you.

McKinsey 7S Framework

The McKinsey 7S Model refers to a tool that analyzes a company's "organizational design." The goal of the model is to depict how effectiveness can be achieved in an organization through the interactions of seven key elements – Structure, Strategy, Skill, System, Shared Values, Style, and Staff.



The focus of the McKinsey 7s Model lies in the interconnectedness of the elements that are categorized by “Soft Ss” and “Hard Ss” – implying that a domino effect exists when changing one element in order to maintain an effective balance. Placing “Shared Values” as the “center” reflects the crucial nature of the impact of changes in founder values on all other elements.

1. **Structure:** An organization's employee structure is a defining factor of any enterprise, whether it is a nongovernmental organisation, a family business, or a multinational corporation. It governs the working relationship between managers and subordinates, as well as between subordinates.
2. **Systems:** Organizations can gain insight into their employees' motivation, engagement, and satisfaction. Organizations must understand the employee's point of view in order to develop programmes that address any specific issues that may impact employee retention.
3. **Style:** The behaviour of a leader toward group members is referred to as his or her leadership style. Style refers to the way a leader's behaviour reflects his role as a leader.
4. **Staff:** Employee retention refers to an organization's ability to keep its employees. Employers' goals in a business setting are typically to reduce employee turnover, thereby lowering training costs, recruitment costs, and loss of talent and organisational knowledge.
5. **Skills:** Employee retention is the organisational goal of retaining talented employees and reducing turnover by fostering a positive work environment to promote engagement, expressing appreciation to employees, providing competitive pay and benefits, and promoting a healthy work-life balance.
6. **Strategy:** A retention strategy is a plan developed and implemented by organisations to reduce employee turnover, prevent attrition, increase retention, and foster employee engagement.
7. **Shared values:** Shared values and company values are not the same thing. Company values are directly related to a company's overarching approach to its larger mission and vision. Shared values, on the other hand, are concerned with how employees interact with one another.

THE IMPACT OF LEADER EMOTIONAL STABILITY ON THE RETENTION OF EMPLOYEES

✓ **STATEMENT OF THE PROBLEM**

The growth of the industry is fast and changes in the systems technologies, markets are rapid and dynamic. On the other hand, the transformation of this work environment into the corporate is long-term process.

This time lag is a significant cause of creating gap between industry expectations and employability skills required. Though there is need to minimise this impact, leaders should connect with retention strategies of employees to match industry expectations.

✓ **NEED FOR THE STUDY**

Emotions in the workplace play a critical role in the overall organisation. Employees' emotions are linked to specific events or occurrences in the workplace. Emotions are feelings such as love, care, anger, trust, panic, fear, joy, grief, excitement, depression, and so on. Even though everyone expresses emotions on every occasion, the manner in which they express their emotions varies from person to person.

Leaders, in particular, play a significant role in influencing individuals within an organisation. To improve and develop team spirit among employees, they must have some control over the emotions they carry and express in front of the team members. Leaders play an important role in retaining employees in organisations.

The current situation makes it difficult to retain employees because attrition rates are high all over the world. It is becoming increasingly difficult for HR managers in industries to develop strategies that will increase employee satisfaction levels, thereby increasing employee retention rates. This attrition rate is especially high in the Indian information technology industry. The purpose of this study is to explore the emotional stability of team leaders and its impact on employee retention in the Indian information technology industry. The study also discusses whether or not the leader's emotional stability can keep employees in the organisation. As a result, this study also attempts to determine whether women or men leaders have high emotional stability.

CHAPTER –2

RESEARCH METHODOLOGY



- ✓ **Methodology-** is the study research techniques, or, more officially; “a contextual framework” for research, which is a clear and consistent system based on views, attitudes, and values that governs the decisions researchers make.”

✓ **OBJECTIVES OF THE STUDY:**

1. To study the co-relation between leader emotional stability on the retention of employees.
2. To determine the level of employee happiness and make recommendations for improving employee stability.

✓ **METHODOLOGY OF THE RESEARCH:**

The research is purely descriptive. The information was gathered using only secondary data. Secondary data was obtained from a variety of periodicals, text books, newspapers, magazines, internet sources, and online research reports for this study.

✓ **TOOLS FOR COLLECTION OF DATA**

SECONDARY DATA:

The present study is basically drawn upon secondary data which are published in journals, newspapers, magazines etc. Various books related to the topics and other references were made.

✓ **LIMITATION OF THE STUDY:**

1. Time was a constraint.
2. The study was limited to Bangalore City only.
3. Secondary data was assumed to be true and unbiased.

✓ **CHAPTER SCHEME:**

➤ **CHAPTER: 1- INTRODUCTION**

This chapter includes Introduction on emotional stability and also the advantages, limitations, and strategies and the initiatives taken to retain employees.

➤ **CHAPTER: 2- RESEARCH METHODOLOGY**

This chapter includes background of the study, statement of the problem, need, importance, and objectives of the study, plan of analysis, limitation of the study.

➤ **CHAPTER: 3- SWOC ANALYSIS.**

Deals with the Primary objective of SWOC Analysis to help know about the impact of emotional stability of leader in order to retain employees.

➤ **CHAPTER: 4- OUTCOME IN STUDY**

It deals with the analysis and interpretation of data with the help of charts, diagrams, tables and graphs.

➤ **CHAPTER: 5- LEARNING EXPERIENCE AND CONCLUSION**

It deals with the summary of findings, conclusion and suggestion.

CHAPTER –3

SWOC ANALYSIS



✓ **STRENGTHS:**

1. Costs and benefits:

Hiring costs incurred during the beginning process, training costs incurred as part of initial training, on-the-job training, and various mid-employment training, and exit costs incurred at the final phase, which would include payments, replacements, and payments.

2. Experienced Employees:

These employees know the process in and out and are most likely to achieve targets with best utilization of the resources when they feel that they are not compensated properly, or they feel under resourced they take such decision.

3. Culture of organization:

Building a strong culture is one of every organization's responsibilities, and if retaining people is important to them, they should make steps to guarantee that a strong culture is developed.

4. Loyalty benefits:

Every firm needs dedicated staff to achieve long-term sustainability. These loyal employees contribute to the company's brand, satisfied consumers, and a pleasant work environment. There are many hidden benefits of loyal employees that can be noticed on various platforms.

5. Quality at work:

When individuals who have been trained for a job leave the organisation, the work quality suffers. Because immediate replacement of these personnel is impossible, staff retention becomes advantageous in order to ensure quality of work.

✓ **WEAKNESS:**

1. Non-performing employees are retained:

Employees who are not ready to progress can become a liability to the organisation. These employees provide no value to the team and should be let go.

2. Groupism in workplace:

Retention frequently causes power to go into the hands of the wrong people. This occurs when employees overestimate their worth when they are kept, forming a negative group, and influencing others.

3. Bad working environment:

Employees that are kept frequently underperform and demand more than they deserve. They even foster a hostile work climate. The trick is to ensure that the person being retained wants to contribute to the good atmosphere rather than create a negative one at work.

4. Makes employee underperforming:

They may be unmotivated by their supervisors and co-workers. They may believe they are entitled to more money for their efforts. They may not enjoy their current position.

5. Effects the quality of work:

The "fundamental aspects of a decent quality of work life" were described as a safe work environment, equitable wages, equal job possibilities, and prospects for promotion, and quality of working life was connected with satisfaction with wages, hours, and working conditions.

✓ **OPPORTUNITIES:**

1. **Cost Reduction:** Annually, large companies in the United States spend upwards of \$1 trillion on identifying and hiring replacement labour. Advertising, interviewing, and screening are all expenses. On boarding costs, like as training and management monitoring, can also pile up. Other disadvantages include decreased productivity, poorer engagement, customer service challenges, and the impact of business culture, all of which add to the cost of turnover.
2. **Experienced employees:** The loss of operational experience, skills, and connections both inside the company and with customers and partners that occur when a person leaves is one of the most painful Effects of extreme turnover. The organisation also loses the opportunity cost of the potential value the employee may have contributed. When senior staff leave, it can have an influence on succession planning.
3. **Recruitment and training efficiency:** Retaining an employee comes at a high price tag. They must be trained when a business identifies qualified employees and successfully hires and onboards them. All of that money goes down the drain if a new employee leaves.
4. **Increased productivity:** Employee retention that is effective can save a company's productivity. Workplaces with high retention rates tend to have more engaged employees who, in turn, get more done. Employees that are engaged are more likely to develop customer connections, and teams that have had time to integrate are also more productive.
5. **Improved Employee Engagement and Satisfaction:** Employee engagement, defined as a person's level of connection and dedication to their work and business, may be boosted through a great employee experience. Employees who are engaged are more likely to stay because they are driven and care about their work and organisation.

✓ **CHALLENGES:**

1. Salary dissatisfaction:

Every employee has high salary expectations, which is one of the primary reasons for an employee's resignation from the company. When an employee requests a salary that is far more than the organization's budget, retention becomes a challenge.

2. Job opportunities are high:

To attract the greatest talented and skilled employees, there is huge conflict. Companies will go to great lengths to attract talented employees away from their competitors. The availability of such tempting offers makes it difficult to retain good resources for an extended period of time.

3. Hiring the wrong candidate:

Recruitment is important to the ongoing success of any firm. A bright future will result from hiring the suitable candidates, whereas a negative future will result from selecting the incorrect individual.

4. No job rotation:

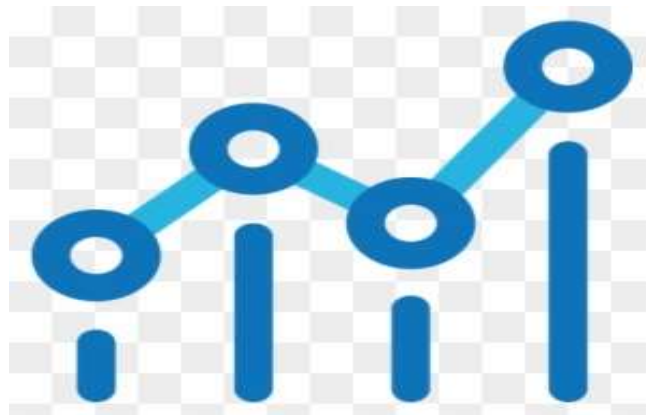
If an employee does the same job for years, he or she will become bored. The job may be nice and interesting at first, but it may become repetitive after a while. In this case, management should implement a job rotation programme and provide these employees the option to try something new.

5. Unrealistic expectations of employees:

It is impossible for a company to satisfy the expectations of all of its employees. An employee must be mature enough to understand that he or she cannot expect to have all of his or her needs met at work.

CHAPTER – 4

OUTCOMES OF THE STUDY



✓ **Analysis of the study:**

Employee retention is the major issues faced by organisations. The study's objective was to examine the relationship between leader's emotional stability and the retention of employees.

Emotional stability is still a major issue in personality research. At whatever level, the idea of stable emotional behaviour refers to the outcomes of appropriate emotional growth. Emotional stability has been studied and identified in the human mind as a personality representation.

The fast changes in the global business environment have increased the problems that workers confront in the course of performing their daily jobs in most businesses. This, on the other hand, has a significant impact on the operations of most firms.

Employee retention is a huge issue in today's world, especially in service-based sectors, and little is understood about how to solve it comprehensively. The hotel sector, in particular, has been severely impacted by this problem, with little information available to assist businesses in resolving these challenges. The Ability Model is a good way to look at why leaders need emotional stability by asking why they need to be able to

1. Recognize
2. Adopt
3. Comprehend and
4. Handle emotions.

Furthermore, it was noted that empathy is a vital component of emotional stability since it entails a person's ability to perceive and experience the sentiments or emotions of others. Empathy contributes to a leader's social support network and healthy interpersonal interactions.

Recognition of emotions by leaders can improve cognitive development and judgment-making, as well as help them value and inspire others by making emotions accessible, adopting various perspectives that facilitate more adaptable arrangements, and encouraging them to be more creative, understanding, and have broader thoughts and perspectives. Furthermore, research have discovered that people in good moods are more optimistic and have more positive perspectives and outlooks than people in bad moods, who have gloomy and negative attitudes.

Furthermore, compared to their intelligence, a leader's emotional stability has a greater impact on their success as a leader as well as the functioning of their group. This empirical evidence has shown that there are strong links between emotional stability and work performance, that there is a link between emotional stability and leadership approach, and that emotional stability talents and aptitude must be combined with leadership qualities.

Employee retention can have an impact on the organization's productivity. Furthermore, it is underlined that leaders' emotional stability has a favourable influence on outcomes such as improved performance and lower staff turnover rates, resulting in increased employee retention. Understanding the current trend in the turnover rate, i.e., employees' intention to leave, is regarded one of the primary difficulties that businesses confront. Furthermore, it has been shown that emotional stability has a negative link with bad outcomes such as burnout, irresponsible behaviour, and the decision to leave the company. Meanwhile, it has been stressed that the emotional stability of leaders has an impact on staff turnover intentions.

✓ **Outcome of the study:**

Employee retention is a big issue for businesses all around the world, and the current study addresses it. The study's goal was to look at the link between a leader's emotional stability and staff retention. In addition, the study looked at whether work satisfaction may play a role in mediating this link. The study found that leaders' emotional sensitivity and skill at work have a significant influence in assisting employees in overcoming challenges that may lead to them departing. The research has shown that workers at work require persons in positions of leadership to be emotionally capable of handling work circumstances and enticing difficulties in order to produce a better working environment for subordinates, therefore encouraging them to stay with the company.

According to the study, a leader's capacity to perceive emotions may considerably enhance overall judgement and decision-making. Furthermore, it can assist employees in gaining inspiration in order to become steadier in the workplace, hence improving behaviour and outcomes. The findings of the study also backed up empirical findings that revealed that strong or positive emotional stability in leaders might help them be more responsive in the workplace and motivate others to achieve the desired results.

It also discovered that the association between leaders' emotional stability and staff retention is mediated by work satisfaction. This means that when leaders are emotionally stable, they may help their subordinates while keeping their sentiments at work intact, allowing them to increase their job happiness and hence stay with the organisation. To put it another way, it suggests that in order to keep people, leaders should focus on improving their emotional

THE IMPACT OF LEADER EMOTIONAL STABILITY ON THE RETENTION OF EMPLOYEES

stability in order to improve employee jobsatisfaction, which will lead to employee retention. It has also been stressed that in order for employees to stay with the company, they must endeavour to connect their happiness with the emotional stability of the executives.

This also shows that employees who are happy in their jobs are in a better position to take advantage of their bosses' emotional stability in order to increase retention. As a result, job happiness has become an important issue for companies and researchers looking to increase employee retention.

CHAPTER –5

LEARNING AND CONCLUSION



✓ **Learning Experience:**

Despite the other factors- psychological and psychosocial factors of leaders, influence the mental well-being of the leaders, Leaders must learn to cope with psychological stress, handle peer pressure, deal with their emotions, resolve conflicts, build bridges with employees and their family, develop self-confidence which protects themselves as well as cope with other competition.

In order to contribute optimally to the human society, it is important that leaders must not limit themselves to correct the negative feelings and behaviour but should focus on building human strengths. Generally, there is nothing new in developing discipline. The development of today's leader's emotional stability who are the future, Nation builders have a very vital role to play and requires a considerable thinking, understanding, planning and management.

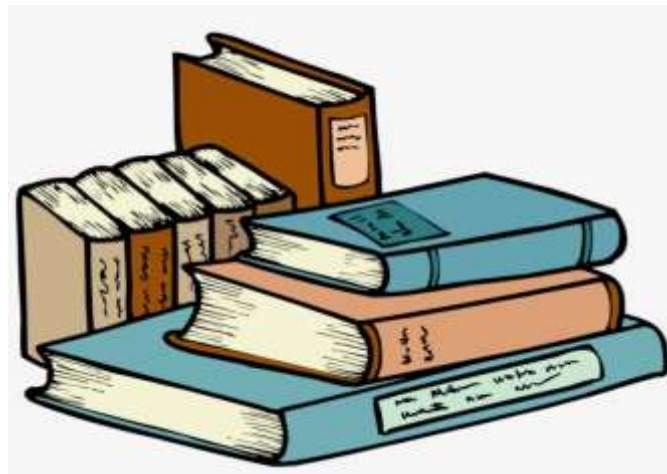
✓ **Conclusion:**

The positive health and stable emotional skills will contribute to the balanced development of employees which is essential not only for the employee satisfaction, but also for the growth and advancement of a nation. The leader's emotional stability depends on surround interactive and complex factors that include circumstances, the perspective in which they grow, interpersonal relationship within the peer pressure, value of the organisation. As such emotional stability affects many aspects of life and coping with emotional stability is essential for physical health and effective performance such as increased work efficiency, managerial performance and administrative performance.

This study is an attempt to study the emotional stability of leaders towards retention strategies among employees manifesting tendencies. Emotional stability refers to an individual's personality traits that are in some way perceived as an influencing factor for the leader's emotional stability towards retaining employees.

CHAPTER –6

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22-Nov-2021	Discussion of research methodology, tools for data collection and limitations of the study.	
30-Nov-2020	Discussion of SWOC Analysis.	
10-Dec-2021	Discussion of outcomes of the study, learning experiences and conclusion.	