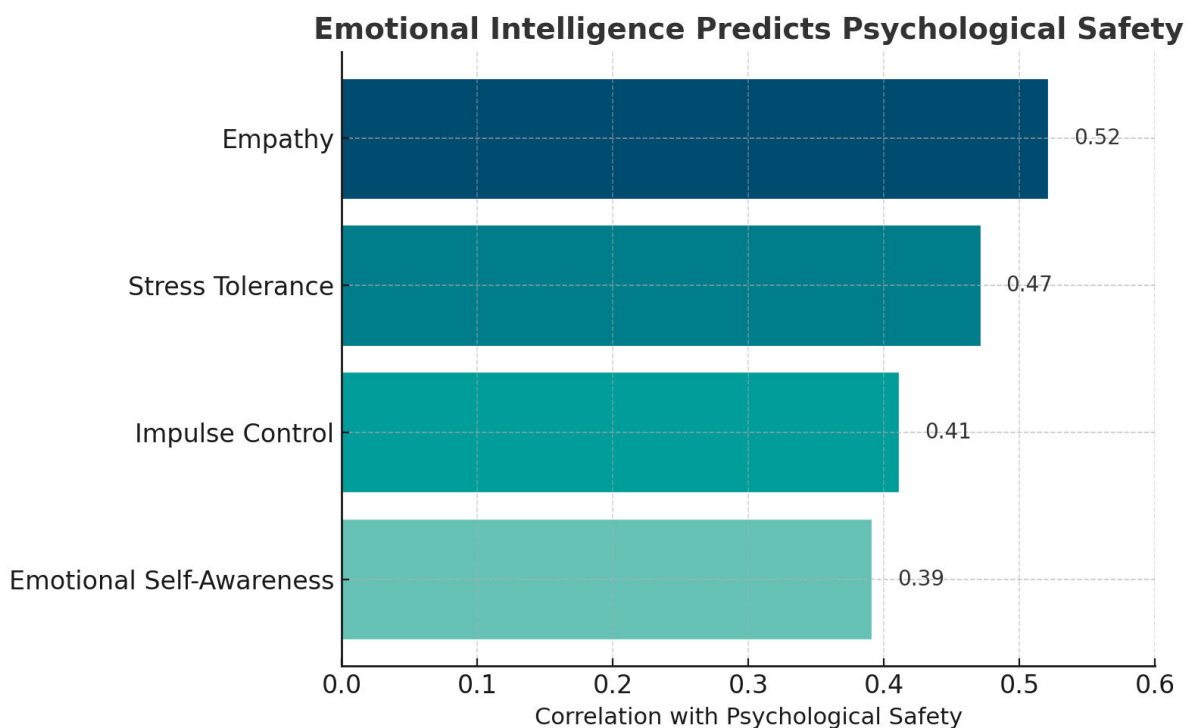


Emotional Intelligence and Psychological Safety in the Workplace

The research supports what many of us see in practice – when leaders demonstrate emotional intelligence, teams feel safer, more connected, and more willing to take the kinds of risks that drive growth.

A 2024 Australian study by Sharma and D'Souza, published in the Journal of Organisational Behaviour and Wellbeing, explored this relationship across 220 leaders and frontline employees working in the hospitality sector. The findings are both timely and universal.



Key Findings

- Leaders with higher Empathy and Stress Tolerance created significantly stronger perceptions of psychological safety within their teams.
- Impulse Control played a moderating role – leaders who remained composed during conflict reported 28% higher safety scores than those who reacted quickly under stress.
- Teams led by emotionally intelligent managers were more likely to speak up, admit mistakes, and collaborate effectively on creative solutions.

Why It Matters

Psychological safety doesn't just shape how people feel — it shapes how they perform. When employees believe it's safe to express ideas and learn from errors, engagement rises, turnover drops, and innovation flourishes.

For organisations, this research reinforces the value of developing **emotional intelligence as a core leadership capability** — not an optional extra. It's a measurable, trainable skill set that underpins trust, wellbeing, and high performance.

 Read the full study: *Sharma, Manju (2025). Influence of Leader's Emotional Intelligence on Psychological Safety and Performance of Employees: Evidence from the Australian Hospitality Industry. CQUniversity. Thesis.* <https://doi.org/10.25946/29832707>