

The Role Of Emotional Intelligence In Transformational Leadership

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Abstract

This research set out to discover how emotional intelligence fits into transformational leadership. The study used a quantitative research approach and used an online poll to gather information from 300 people working for different firms. According to the findings, most firms (53.1%) have adopted transformational leadership, and even more (62.5%) have included emotional intelligence into their leadership strategies. A strong favorable association between emotional intelligence and transformative leadership was also discovered by the study. Emotional intelligence substantially predicts transformative leadership, according to the logistic regression study. According to the study's findings, emotional intelligence is a key component of transformational leadership and may increase leadership effectiveness. A limited sample size and the use of self-reported data, which is prone to response bias, are two of the study's shortcomings. To get past these restrictions, future study may think about adopting a bigger sample size and a variety of data gathering techniques. The study's conclusions do, however, have useful organizational implications, emphasizing the need of leaders' acquiring emotional intelligence abilities to promote transformational leadership and enhance organizational performance.

Keywords: Emotional Intelligence, Transformational Leadership, Organizational Performance.

Introduction

Effective leadership skills are more crucial than ever in the fast-paced, cutthroat corporate climate of today. It has become clear that transformational leadership, which focuses on building a vision, motivating followers, and a supportive work environment, is a crucial leadership approach that is linked to better organizational performance and employee outcomes. Effective leadership requires possessing emotional intelligence (EI), which is the capacity to understand, regulate, and control one's own emotions as well as those of others.

This study of the literature tries to delve deeper into the connection between emotional intelligence and transformative leadership.

Emotional Intelligence

Emotional intelligence is regarded as a significant predictor of leadership performance in the leadership literature. Possessing emotional intelligence is a requirement for leadership. Bass argued that transformative leaders need a variety of skills, but social and emotional intelligence are particularly crucial. The qualities of the leadership style known as transformational

leadership are highly regarded, and include creating a vision, inspiring followers, and fostering a positive workplace environment. Leaders that are transformational have the power to motivate and inspire their teams to realize their potential and contribute favorably to the success of the business. They achieve this by modeling the behavior they desire from their followers, inspiring them to attain their full potential, raising questions that inspire critical and original thought, and providing personalized support and coaching to each follower.

Transformational Leadership

The variables influencing team performance have long been a contested issue in the field of leadership study. The dynamics, norms, and practices of the team are influenced by the team leadership. Arguably the most crucial element in the success of organizational teams is effective leadership. Both transactional and transformational leadership studies are frequently included in the study of team leadership styles, with transformational leadership research accounting for the bulk of the results. The desire of a leader to rouse and inspire followers with higher ideas and moral standards so that followers may fully commit to their mission is referred to as transformational leadership. Then, leadership roles are assigned to subordinates, and these leaders promote change.

Nexus between Emotional Intelligence and Transformational Leadership:

High emotional intelligence leaders are more successful at inspiring and encouraging their followers to reach their potential. This is due to the ability of persons in leadership roles who have high levels of emotional intelligence to recognize and effectively manage the feelings and sentiments of their subordinates. They are able to establish personal connections with their followers and foster a work atmosphere that

encourages innovation, creativity, and productivity.

Leaders with high levels of emotional intelligence also possess the ability to control their own emotions and impulses, which is essential for transformative leadership. They have the capacity to retain composure under pressure and their concentration on their objectives. This enables them to encourage and inspire their followers to fulfill their potential despite adverse conditions.

The elements determining team performance have long been a hot issue in the field of leadership study. Team dynamics, norms, and processes are influenced by team leadership. Perhaps the most crucial element in the success of organizational teams is effective leadership. The research on transactional and transformational leadership is generally included in the study of team leadership styles, with the research on transformational leadership accounting for the bulk. Transformational leadership describes the motivation of leaders to stimulate and inspire workers through higher ideas and moral values, so that employees can devote themselves to their work. Subordinates are then promoted to become leaders, and these leaders act as the catalyst for change.

Scope of the study

Our understanding of the connection between emotional intelligence and revolutionary leadership will be advanced by this study. Although earlier studies have linked emotional intelligence to effective leadership, it is not yet known how emotional intelligence particularly affects transformational leadership. This study focuses on the role of emotional intelligence in transformational leadership in an effort to fill this research vacuum.

Rationale of the study

It has long been a contentious topic in the field of leadership research what factors affect team success. Team leadership has an impact on the dynamics, standards, and procedures of the team. Effective leadership is arguably the most important factor in the success of organizational teams. The study of team leadership styles often includes both transactional and transformational leadership research, with transformational leadership research making up the majority of the findings. Transformational leadership refers to a leader's drive to arouse and inspire followers with loftier ideals and moral principles so that followers can give their all to their task. Then, subordinates are given leadership positions, and these leaders drive change.

Theoretical framework of the study

The teamwork type of work may develop problem-solving abilities, improve work efficiency, efficiently employ resources and minimize expenses, and produce greater performance with less human resources when compared to the traditional basic solo job. Both transactional and transformational leadership studies are frequently included in the study of team leadership styles, with transformational leadership research accounting for the bulk of the results. The desire of a leader to rouse and inspire followers with higher ideas and moral standards so that followers may fully commit to their mission is referred to as transformational leadership. Then, leadership roles are assigned to subordinates, and these leaders promote change. What influences team performance has long been a contested issue in the world of leadership study? The dynamics, norms, and practices of the team are influenced by the team leadership. Arguably the most crucial element in the success of organizational teams is effective leadership. In recent years, the idea of emotional intelligence has grown in acceptance as a crucial component of effective leadership. This study's theoretical

foundations looked at how emotional intelligence may bolster the qualities of transformational leadership and increase leadership effectiveness.

Problem Statement

Despite the growing body of literature on the topic, more study is still needed to determine exactly how emotional intelligence affects transformational leadership. Insufficient understanding of the relationship between emotional intelligence and transformational leadership, as well as the ways in which leaders can raise their emotional intelligence to become more effective in a transformational leadership role, is the problem this study aims to solve.

Research Question

- How do emotional intelligence and transformative leadership relate to one another?

Research Objective

- To investigate the link between transformative leadership and emotional intelligence.

Conceptual Framework of the study

The conceptual background of this study suggests that emotional intelligence is a key element of successful transformative leadership. The paradigm looks at how emotional intelligence relates to characteristics of transformative leadership such idealized influence, motivating inspiration, exciting action, and tailored consideration. The framework describes techniques that leaders may use to raise their emotional intelligence and hence boost their effectiveness in a transformational leadership role.

Hypothesis of the study

H₁: There will be a positive relationship between emotional intelligence and transformational leadership among leaders in transformational leadership roles.

Significance of the study

This revelation has important theoretical and practical ramifications. Theoretically, this strengthens the connection between emotional intelligence and transformative leadership. Building on past studies that identified emotional intelligence as a vital trait for effective leadership, the main focus of this study is on how emotional intelligence ties to transformational leadership.

The findings of this study may be realistically used to improve leadership development techniques and programs. By identifying the specific aspects of emotional intelligence that are most important for transformational leadership, organizations may develop tailored training programs to help leaders improve their emotional intelligence skills. Ultimately, this may lead to businesses with leaders that are more effective and inspiring.

The study also sheds light on how leaders in transformative leadership roles are chosen and elevated. Organizations may give emotional intelligence abilities greater weight in their selection and promotion procedures by recognizing how important it is for transformational leadership, which will result in the selection of leaders who are more successful. Due to the fact that transformational leaders are linked to better levels of employee engagement, motivation, and satisfaction, this may also help to establish a more positive and effective corporate culture.

Literature Review

Transformational leadership refers to a leader's drive to arouse and inspire followers with loftier ideals and moral principles so that followers can give their all to their task. Then, subordinates are given leadership positions, and these leaders drive change. According to studies, there is a strong correlation between emotional intelligence and transformative leadership. Leaders with high emotional intelligence are better able to motivate and inspire their followers to fulfill their potential.

This is because leaders who possess high levels of emotional intelligence are able to identify and successfully control the emotions and sentiments of their subordinates. They are able to build relationships with their followers on a personal level and create an environment at work that promotes productivity, innovation, and creativity. Transformational leadership and emotional intelligence are intimately tied to one another.

Role of Emotional Intelligence in Transformational Leadership

According to research, transformative leadership greatly benefits from emotional intelligence. High emotional intelligence in a leader makes it easier for them to inspire and motivate their followers to reach their full potential. They may create an atmosphere at work where employees feel valued, respected, and supported.

Self-awareness, self-regulation, motivation, empathy, and social skills are the five aspects of emotional intelligence that Goleman (1998) outlined. These elements are strongly connected to the characteristics of transformational leadership, such as idealized influence, motivating inspiration, stimulating intellectual inquiry, and tailored concern.

The capacity to perceive one's own emotions and how they influence others is known

as self-awareness. Transformative leadership is used to inspire teams to work together toward a shared goal, keep their eyes on the future, and prioritize the larger good. A successful change can only start when leaders can achieve these tasks.

The ability to restrain one's emotions and tendencies is known as self-regulation. Transformational leaders have the innate ability to understand people when working as a team, recognize the goals and aspirations of each team member, and mobilize the group to bring about change. They could also have a distinct outlook on the future and possess strong communication skills that allow them to express their ideas not just clearly but also in a way that inspires others.

The success of the organization's future may be shaped by its followers with the help of this transformational leadership style. Establishing a shared purpose for the group is a common step in this process. It is based on the organization's official "vision" and "mission," which leaders utilize to assist define and describe objectives.

When used in the "right" context, each leadership strategy is equally effective while operating with distinct priorities. Although Stein believes that different leadership philosophies should be used depending on the circumstance, he prefers transformational leadership due to the broad and inspiring principles on which the paradigm is based and its potential to have an impact in a larger context.

A key component of an employee's entire working experience is the company culture. In order to make everyone feel valued by the company and hence inspired to perform better, businesses often invest a lot of time and attention into establishing a work atmosphere that workers can enjoy. This calls for introducing incentives, activities, and rewards. This is crucial to

transformative leadership because it enables leaders to develop a supportive and exciting workplace culture.

High emotional intelligence leaders are more successful at inspiring and encouraging their followers to reach their potential, according to research. This is because leaders who have high levels of emotional intelligence are able to understand the feelings of their followers and respond to them in a suitable manner. They are able to establish a pleasant working atmosphere that encourages innovation, creativity, and productivity while relating personally to their followers.

The capacity to regulate one's own emotions and impulses is a necessary component of transformative leadership, and it is possessed by leaders who have high levels of emotional intelligence. They have the capacity to remain composed under duress and to be goal-focused. This enables them to inspire and motivate their followers to fulfill their potential despite adversity.

The qualities of transformational leadership, such as idealized influence, inspiring motivation, intellectual stimulation, and customized concern, are also correlated with emotional intelligence. High emotional intelligence leaders are better able to lead by example (idealized influence), motivate their followers to reach their full potential (inspirational motivation), push their followers to think critically and creatively (intellectual stimulation), and offer each follower unique support and coaching (individualized consideration).

Research Methodology

Research design

This study's research approach combines quantitative and qualitative techniques to investigate the link between transformational leadership and emotional intelligence. The data was gathered and analysed using numbers. A cross-sectional survey method was utilized in the study to gather data from participants all at once.

Research Approach

This study employed pre-existing ideas and concepts to generate hypotheses, which were then tested using empirical data, indicating that the research technique was deductive.

Targeted Population

Leadership jobs that need transformative leadership are the target group for this study. This group is chosen for its ability to inspire and motivate followers, direct people toward a shared objective, and foster an environment that values innovation and creativity.

Unit of Analysis

The people who operate in the corporate sector are the study's analytical unit. To investigate the connection between emotional intelligence and transformative leadership, the study gathered information from specific leaders serving in those roles.

Size of Sample

In this study the 300 transformative leaders in leadership positions make up the study's sample size. With the use of a power analysis, the sample size was chosen to guarantee that there was enough statistical power to identify significant links between transformational leadership and emotional intelligence.

Sampling

Purposive sampling was the method of sampling employed for this investigation. Organizational charts and job descriptions are examined to find leaders in transformational leadership positions, and those individuals are then approached to participate in the research.

Data Collection Tool

The closed-ended survey questionnaire used for this study is the data gathering method. The survey had questions that assessed demographic data, transformational leadership, and emotional intelligence.

Consent for Data Collection

Before taking part in the study, participants must give their informed permission. The study's objectives, the required time commitment, and the voluntary nature of participation are all described in the permission form. Participants are made aware of their ability to leave the research whenever they choose.

Data Collection Type

Self-report data are the sort of data that were collected for this investigation. Without help from the study staff, participants were required to complete the survey questionnaire on their own.

Procedure of Data Collection

A secure survey platform is used to conduct the questionnaire online. A link to the survey and instructions for completing it are sent to participants via email. Participants get two weeks to complete the survey, and throughout that period, non-responders receive reminder emails at regular intervals.

Confidentiality of Data Collected

Each and every piece of information gathered for this study is kept private and anonymous. In any publications or reports emerging from the study, participants are not identifiable by name or any other personally identifying information. Only members of the study team have access to the securely stored data.

Limitations of Research Methodology

One of the study's drawbacks is the use of self-report data, which is subject to bias and social desirability effects. Another issue with the cross-sectional design is that it is challenging to

establish cause-and-effect connections or monitor changes over time.

Ethical Considerations in Data Collection

The research team adheres to ethical guidelines and standards for studies involving human beings, including obtaining informed consent, protecting participant privacy, and minimizing any discomfort or harm to individuals. To ensure that ethical standards are observed, the project was also reviewed and approved by the institutional research ethics board.

Analysis and Interpretation

Response	Percentage
No	46.9
Yes	53.1
Total	100.0

According to Table 01, 53.1% of all respondents indicated that servant leadership was being practiced in their workplaces, while 46.9% disagreed. This suggests that, while the remaining

firms have not yet implemented servant leadership, somewhat more than half of the organizations examined have done so.

Response	Percentage
No	37.5
Yes	62.5
Total	100.0

Table 02 shows that out of the total respondents, 62.5% answered "Yes" to having emotional intelligence as a part of their leadership practices, while 37.5% responded "No". This indicates that

a little over half of the organizations surveyed have embraced emotional intelligence as a leadership approach, while the remaining organizations have not yet adopted it.

Table 03: Analysis: Emotional Intelligence vs Transformational Leadership

		Transformational Leadership		Total
		No	Yes	
Emotional Intelligence	No	91.7%	8.3%	100.0%
	Yes	20.0%	80.0%	100.0%
Total		46.9%	53.1%	100.0%

The percentages in table 03 show how many participants are present in each table cell. For instance, 91.7% of participants with poor emotional intelligence and low scores for transformational leadership fall into the "No" category, whereas only 8.3% go into the "Yes" category. This suggests that emotionally intelligent individuals are more likely to have transformational leadership traits.

On the other hand, 80% of participants with high scores for both emotional intelligence and transformational leadership fall into the "Yes" group for transformational leadership, while only 20% go into the "No" category. According to this, people who demonstrate transformational leadership traits are more likely to have high levels of emotional intelligence.

Table 04: Chi-Square Tests Analysis: Emotional Intelligence vs Transformational Leadership

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	15.469 ^a	1	0.000		
Continuity Correction ^b	12.725	1	0.000		
Likelihood Ratio	17.336	1	0.000		
Fisher's Exact Test				0.000	0.000
Linear-by-Linear Association	14.985	1	0.000		
N of Valid Cases	300				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.63.

b. Computed only for a 2x2 table

The results of the chi-square test indicate that emotionally intelligent leader has a statistically significant link with transformational leadership

(p 0.001). The observed differences in the frequencies in the table are unlikely to be the product of chance given the strong association

between emotional intelligence and transformative leadership.

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	26.900 ^a	0.418	0.558

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

Table 05 shows a good fit to the data with a Cox & Snell R Square of 0.418 and a Nagelkerke R Square of 0.558. These findings show that the model successfully explains a significant

percentage of the data variation and that emotional intelligence, which accounts for 41.8% of the variance in transformational leadership, is a strong predictor of this phenomena.

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	Emotional Intelligence (1)	3.784	1.185	10.204	1	0.001	44.000
	Constant	-2.398	1.044	5.271	1	0.022	0.091

a. Variable(s) entered on step 1: EI.

The odds ratio of transformative leadership given an increase of one unit in emotional intelligence was displayed in Table 06. The emotional intelligence exponentiated coefficient in this situation was 44.000, which indicates that those with greater emotional intelligence are far more likely to display transformational leadership behaviours.

Discussion

Examining the relationship between transformational leadership (TL) and emotional intelligence (EI) in professional contexts was the goal of the current study. The poll found that 62.5% of the enterprises had some sort of

emotional intelligence training, while 53.1% of the companies had employed transformational leadership practices. The study also found ($p < 0.001$) that emotional intelligence has a very positive impact on transformative leadership. These results imply that TL practices are more prevalent in firms that emphasize and use EI training.

There was a substantial correlation between EI and TL practices, according to the findings of the chi-square tests ($p < 0.001$). This suggests that TL practices are more prevalent in firms that have undertaken EI training. EI was also identified as a significant predictor of TL in the logistic regression analysis ($B = 3.784$, $SE =$

1.185, Wald = 10.204, $p = 0.001$, $\text{Exp}(B) = 44.000$). This shows that the chance of engaging in TL activities increases 44-fold with every unit rise in EI.

The results of the current investigation are in line with earlier studies that found an association between EI and TL (Cavazotte, Moreno, & Hickmann, 2012; Wang & Hsieh, 2013). Because it enables leaders to understand and control their emotions, communicate clearly, and forge relationships with their followers, EI has been proven to be a crucial component in facilitating TL (Kelloway, Nielsen, & Dimoff, 2017). Additionally, it has been discovered that EI is linked to higher organizational commitment and work satisfaction, which are important results of TL (Wang & Hsieh, 2013).

The study's findings have significant implications for organizations striving to improve their leadership techniques. The results suggest that firms should focus and spend money on EI training for leaders since it can lead to the adoption of TL practices. The findings highlight the need of including emotional intelligence skills in leadership development programs.

Conclusion

One of the most important topics in the study of leadership theory is how the senior management team's transformational leadership impacts team performance. The transformational leadership style has a range of special impacts on subordinates as a new leadership paradigm of the traditional leadership style, influencing mechanism. Contemporary organizational behavior research emphasizes the importance of team emotional intelligence. The logistic regression study shows that transformational leadership is strongly predicted by emotional intelligence. The study also found that transformational leadership attributes are more

prevalent in leaders with strong emotional intelligence skills.

Recommendations

1. Businesses should spend money on training their executives in emotional intelligence skills. Coaching or training programs are two ways to do this.
2. Organizations should support their leaders in using transformational leadership techniques. By establishing clear expectations and offering assistance and resources, this may be accomplished.
3. Leaders need to understand the value of emotional intelligence and how it affects their capacity for effective leadership. They should work to increase and strengthen their emotional intelligence skills.
4. The effects of emotional intelligence and transformational leadership on organizational outcomes including employee engagement, job satisfaction, and organizational success can be the subject of future study.
5. The study may be repeated in various cultural situations to investigate how generalizable the results are.

Limitations of Research

- Because the scope of the study was restricted to a particular industry and geographic area, the sample size may not be typical of the total population. To get more thorough results, future research may increase the sample size to include other areas and business sectors.
- This study's data collection mainly depended on participant self-reported replies, which might be biased toward social desirability. It's possible that respondents answered based on

what they thought was expected of them rather than on their real views or behaviors. Future research can think about validating the self-reported data using alternate techniques like behavioral observations or interviews.

- Only two factors—emotional intelligence and transformational leadership—were examined in this study. Future studies should incorporate additional elements including organizational culture, staff motivation, and communication that could affect a leader's ability to lead effectively.
- This study did not take into account how societal norms, economic situations, or government policies can affect leadership effectiveness. Future research might examine how these outside forces affect a leader's ability to lead effectively as well as how emotional intelligence and transformational leadership can help a leader overcome obstacles.

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