ABSTRACT

"I suppose leadership at one time meant muscles; but today it means getting along with people."

- M.K. Gandhi

The idea of emotional intelligence and its associations with other important psychological constructs have been the focus of a wide range of current research (Salovey, Woolery, & Mayer, 2001, Mestre & Fernández-Berrocal, 2007, etc). Still the relationship between emotional intelligence and transformational leadership, a leadership approach that is highly correlated with satisfaction and enrichment of the leaders’ followers, has barely been analyzed. In the words of Goleman (1998), IQ & technical skills are important, but emotional intelligence is the sine qua non of leadership. 85-95% of the difference between a ‘good leader’ and an ‘excellent leader’ is due to emotional intelligence. In this paper, it has been hypothesized that individuals who rank high on emotional intelligence surface as better leaders than those low on emotional intelligence, due to the fact that they are more transformational in their leadership technique. An attempt has been made to test these ideas and find support for the aforementioned hypotheses. The suggestions form important implications for leaders, who wish to direct their follows both from the head, and the heart.

Keywords: Emotional Intelligence, Emotions, Transformational Leadership

INTRODUCTION

Although a centuries old phenomenon, Emotional Intelligence has become immensely significant in the present times, owing to the ever-increasing vagaries of human life. Today, we are at the mercy of impulse – a total lack of self-control, which has made us mere puppets in the hands of our emotions. We exhibit emotions such as anger, irritability, sadness, despair, fear and the like. Managing such emotions is where emotional intelligence plays a pivotal role. Emotional Quotient is a measure of Emotional Intelligence and enables an individual to deal with almost anything with a measure of balance & maturity.

Transformational Leadership, one of the contemporary leadership styles, necessitates that the leader should be able to identify with his followers. These followers in turn consider him as their role model and endeavor to work in tandem with him to realize their shared vision. A necessary pre-requisite for a transformational leader is to enthuse his followers, so that they realize their potential, thereby facilitating them to reach their ultimate goal of becoming leaders themselves.

OBJECTIVES OF THE PAPER

- To study the relationship of emotional intelligence with various components of transformational leadership.
• To throw light on the work already done in the field of transformation leadership & emotional intelligence.
• To validate emotional intelligence as one of the strongest predictors of transformational leadership.

**METHODOLOGY OF THE STUDY**

The research was a descriptive study and for fulfilling the objectives, data was collected through secondary sources, i.e. journals, articles, books, websites and other published & unpublished sources. The information so collected was analyzed qualitatively.

**Emotional Intelligence** - Emotional Intelligence is the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships. Emotional Intelligence describes abilities distinct from, but complementary to, academic intelligence or the purely cognitive capacities measured by IQ (Daniel Goleman, 1998). Salovey and Mayer (1990) introduced the concept of emotional intelligence. However, Daniel Goleman promoted the topic in a book titled Emotional Intelligence (Goleman, 1995). Currently, there are three main models of EI:

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<th>Ability</th>
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<td>• Salovey and Mayer's conception of EI.</td>
<td>• Introduced by Daniel Goleman as a set of emotional competencies.</td>
<td>• An individual's self-perceptions of their emotional abilities.</td>
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<td>• The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth.</td>
<td>• The model outlines five main EI constructs, viz. Self-awareness, Self-regulation, Social skill, Empathy, Motivation.</td>
<td>• Encompasses behavioral dispositions and self-perceived abilities as opposed to actual abilities measured by ability based model.</td>
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*Figure 1 – models of emotional intelligence*

The aforementioned different models have led to the development of various instruments for the assessment of the construct of emotional intelligence including Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), Emotional Competency Inventory (ECI) and self-report measures like the EQ-I & the Schutte EI model respectively.

**Transformational Leadership** - Transformational leadership style was first expressed by Burns (1978) and further developed by Bass and others (Avolio, 1999; Avolio & Bass, 2002; Avolio, Bass, & Jung, 1995). Transformational Leadership is the leadership that occurs when the leader stimulates the interest among colleagues and followers to view their work from a new perspective. In fact, such a leader has a kind of transformational impact on his/her followers, to the extent that they become willing members initiating a change whenever required. According to Bass & Avolio (1994), the construct of Transformational Leadership comprises of:
In fact, the relationship that emerges between transformational leaders and their followers is very emotional. Glaring examples of leaders like Dr. Martin Luther King & Nelson Mandela who had transformational effect on their followers due to the visions they had and the emotions they evoked. This further bolsters the critical role played by emotional intelligence in Transformational Leadership.

**REVIEW OF LITERATURE**

**Harms and Crede (2010)** in their study ‘Emotional Intelligence and Transformational and Transactional Leadership: A Meta-Analysis’ provide the first meta-analytic estimate of the relationship between EI and transformational and transactional leadership behaviors. For the study, possible sources of data were identified via searches of the PsychINFO, Dissertation Abstracts & Business Sources Premier as well as Internet searches for additional unpublished data sources. EI was positively related to transformational leadership and contingent reward behaviors but was either unrelated or negatively related to management-by-exception or laissez-faire leadership behaviors. The major limitation was that there exists no well-designed study that validates the proposed EI–leadership relationship.

**Modassir & Singh (2008)** in their paper ‘Relationship of Emotional Intelligence with Transformational Leadership & Organisational Citizenship Behaviour’ empirically analysed if: a) Transformational Leadership (TL) & Emotional Intelligence (EI) were positively related, b) Supervisor’s TL was positively related to Organisational Citizenship Behaviour (OCB) of subordinates & c) EI moderates the relationship between TL & OCB. The analysis revealed that though TL & EI were not significantly correlated, EI of leaders had several relationships with OCBs (namely conscientiousness & altruism) of the followers. Hypothesis 3 was not supported.

**Goleman (2004)** in his article ‘What makes a leader?’ stresses on the softer and more personal qualities which make up an ideal leader. These qualities collectively form what is called ‘Emotional Intelligence’ & are the key distinguishing factor between outstanding and moderate performers. According to him, emotional intelligence is an amalgamation of five personality traits; a) Self-Awareness, b) Self-Regulation, c) Motivation, d) Empathy & e) Social Skill. The possessors of these five qualities emerge as the best of leaders.

**Mandell & Pherwani (2003)** in their research paper titled ‘Relationship between Emotional Intelligence & Transformational Leadership Style: A Gender Comparison’ endeavoured to determine the predictive relationship between EI & TL style, along with any impact of gender on the two. The MSCEIT & BarOn EQi was administered and it was found that a significant relationship existed between EI & TL style whereas no significant interaction was found between gender & EI while predicting TL style.

**Gardner & Stough (2002)** in their study ‘Examining the Relationship between Leadership and Emotional Intelligence in senior level managers’ made an attempt to determine whether EI measured by the Swinburne
University Emotional Intelligence Test predicted transformational, transactional and laissez-faire leadership styles, on a sample of 110 senior level managers. EI was measured by SUEIT (Palmer and Stough, 2001) whereas TL was assessed using MLQ Form 5X (Bass & Avolio, 2000). It was found that EI correlated highly with all the components of TL. It was further found that the ability to monitor and manage emotions in oneself & others were both positively correlated with TL whereas a negative relationship existed between laissez-faire leadership & management-by-exception.

Barling, Slater & Kelloway (2000) in their research paper ‘Transformational Leadership and Emotional Intelligence: An Exploratory Study’ investigated whether EI is associated with TL, on a sample of 49 managers. Managers completed a self-rating questionnaire ascertaining their own EI & attributional style; whereas the subordinates, 187 in number, provided ratings of their manager’s TL. The analysis highlighted that there exists a relationship between EI & TL. The authors asserted that EI is associated with three aspects of TL (i.e. – idealized influence, inspirational motivation and individualized consideration) and also with contingent reward. It was further found that individuals high on EI use transformational behaviours.

**EMOTIONAL INTELLIGENCE & TRANSFORMATIONAL LEADERSHIP**

An analysis of the literature reveals conflicting nature of the claims concerning the strength of the relationship between emotional intelligence and transformational leadership. Although, a number of authors have affirmed the apparent strength of the relationship between transformational leadership and emotional intelligence (eg: Mandell & Pherwani 2003; Sivanathan & Fekken, 2002; Barling, Slater & Kelloway 2000). Similarly, Gardner & Stough (2002) have observed conceptually meaningful links between emotional intelligence and various dimensions of transformational leadership. They claim that “emotional intelligence may underlie the ability of the leader to be inspirationally motivating and intellectually stimulating.” Though these claims emerge as being well-founded in conceptual sense, the empirical evidence for the relationship between emotional intelligence and transformational leadership has consistently yielded mixed results (Harms & Crede, 2010; Modassir & Singh 2008).

The impact of various emotional intelligence competencies on transformational leadership dimensions can be studied as follows:

1. **Idealized Influence:** This occurs when leaders earn the trust & respect of their followers by doing the right thing rather than by ensuring that the subordinates do things right. It can be sub-divided into 2 categories: Idealized Influence (Attributed) which includes attributes related to the personality of leader to be perceived as powerful whereas Idealized Influence (Behaviour) refers to the behaviour noticed as charismatic deeds of the leader who chiefly concentrated on defeating the obstacles confronting followers by instilling pride and faith in order to produce changes in their attitudes, feeling and beliefs. An emotionally intelligent individual exudes Idealized Influence on his followers by:
   - Acting as a role model for his followers by exhibiting emotional management & empathy.
   - Practicing what they preach, i.e. embodying the values that they want their followers to learn.
   - Fostering the spirit of teamwork & commitment.
   - Having a compelling vision which helps them clearly chalk out what they want from their followers.

2. **Inspirational Motivation:** This refers to the capabilities of a leader to communicate a vision that is alluring and inspiring to followers. An inspirational leader can be seen as synonymous with a charismatic leader who encourages & excites their subordinates which instils them with a confidence to achieve organisational goals. But even followers need to have a strong sense of purpose if they are to be stimulated to act. An emotionally intelligent inspirational leader helps his subordinates by:
   - Exercising self-regulation & delaying gratification.
   - Understanding their emotional makeup & thus realizing the extent to which they can help raise followers’ expectations.
   - Challenging them with lofty standards & conveying optimism about future goals.
• Helping them get over their inhibitions and making them realise their hidden potential.

3. Individualized Consideration: This refers to the extent to which the leader understands each follower's needs by treating the employees as individuals and not just members of a group. Such a leader acts as a mentor or coach to the followers and is receptive to their concerns. The followers as a result, have a will for self-development and have inherent motivation for accomplishing their tasks. When combined with emotional intelligence, such a leader helps subordinates get rid of their complexes by catering to each of them individually and also by:
  • Displaying empathy by being responsive to their needs and celebrating their achievements.
  • Giving a boost to their ego and thus fulfilling their self-esteem needs.
  • Acknowledging their contribution, thereby infusing a sense of being in his followers.
  • Keeping communication open which would help manage leader-follower relations positively.

4. Intellectual Stimulation: It refers to the capacity of leader to deal with challenges, take risks and seek followers' opinions. Such leaders inspire and encourage creativity in their followers. They nurture and help develop people who think independently. For them, learning has a worth and unforeseen situations are seen as opportunities to learn. The followers raise questions, think intensely about things and work out better ways to carry out their tasks. An emotionally intelligent leader would:
  • Formulate of a vision & challenging goals which test the subordinate’s intelligence, rationality & problem-solving abilities.
  • Stimulate followers to rethink about old ways of doing things & doing them in an altogether new manner.
  • Encourage followers to seek answers on their own.

CONCLUSION
Thus, Transformational Leadership is based on trust and commitment exuded by the subordinates which is further transformed into extraordinary achievements & increased productivity. An emotionally intelligent leader is able to monitor his/her own behaviour and also understand those of their followers. By understanding their subordinates, such leaders can motivate them to work towards organisational goals, thereby enhancing organisational effectiveness. As is evident from the data gathered through literature review, emotional intelligence stands as one of the strongest predictors of transformational leadership. What distinguishes an emotionally intelligent leader is the combination of head & heart, the ability to understand & effectively apply emotions as a means of connection and influence for his followers. Therefore, in the words of Jatinder Peters, G.M., Human Resources & Head, Delhi Office of ONGC, “Leaders who excel in emotional intelligence, create a reservoir of positivism that unleashes the best in people.”

BIBLIOGRAPHY