

*Emotional Intelligence's Role in Creating Transformational Leadership*

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This paper delves into the intricacies of emotional intelligence's role in providing effective leadership. This discussion includes the effects of emotional intelligence on transformational leadership and performance as well as the moderators and mediators that play a role in the importance of emotional intelligence.

Cavazotte, Flavia, Valter Moreno, and Mateus Hickmann. "Effects of Leader Intelligence, Personality and Emotional Intelligence on Transformational Leadership and Managerial Performance." *The Leadership Quarterly* 23 (2012): 443-55. Elsevier. Elsevier B.V., 1 Dec. 2011. Web. 3 Oct. 2013.

This study examines the individual effects of the big five personality traits, intelligence, and emotional intelligence on transformational leadership. The role of transformational leadership as a mediator between all of these characteristics and managerial performance is also examined. Gender, team size and managerial experience are the control variables. This study utilized data collected from mid-level managers in one Brazilian energy company, with the average manager being 49 years old and having 9 years of experience in the position. The managers were evaluated via survey by two to five subordinates, who responded 18% of the time. The big-five personality traits were evaluated by Goldberg's scale, emotional intelligence was evaluated by Wong and Law's scale, intelligence was evaluated by GMAT scores, and transformational leadership was measured by twenty questions comprising the Multifactor Leadership Questionnaire. To measure managerial performance, the researchers used the company's annual internal evaluations of performance, team morale and company strategy-congruent behavior. The study found that transformational leadership directly affected managerial performance and is a mediator between individual personality differences and managerial performance. After factoring for control and substantive factors, the individual differences found to be significant were intelligence and conscientiousness. On the other hand, neuroticism was found to only have negative effects on transformational leadership whereas the

other traits and emotional intelligence were found to have no effect on transformational leadership after controlling for ability and personality differences. While some of the results may be attributed to this specific company, this study creates incentive for companies to focus on hiring conscientious and intelligent managers. Additionally, as leadership and intelligence explained most of the variance in emotional intelligence, it is crucial to reexamine modern measures of emotional intelligence to increase validity or discard the concept entirely.

Chien Farh, Crystal I. C., Myeong-Gu Seo, and Paul E. Tesluk. "Emotional Intelligence, Teamwork Effectiveness, and Job Performance: The Moderating Role of Job Context." *Journal of Applied Psychology* 97.4 (2012): 890-900. *EBSCOhost*. Web. 7 Oct. 2013.

This study assesses the moderating role of job context between emotional intelligence and teamwork effectiveness, as well as the mediating role of teamwork effectiveness between emotional intelligence and job performance. One subdivision of emotional intelligence called emotional perception is also tested since the researchers hypothesize that it relates most strongly to teamwork effectiveness under high-MWD, or high managerial work demands, job contexts. High managerial work demand is defined as requiring the "management of diverse individuals, functions and lines of business" (Chien Farh, Seo & Tesluk 891). The sample investigated was comprised of 346 full-time early-career managers and professionals in a part-time MBA program. These participants selected a supervisor to provide confidential feedback on teamwork effectiveness and job performance. At the same time, the participants took two online surveys; these tests measured the extent to which one's job was characterized by MWD as well as emotional intelligence via the MSCEIT. These surveys controlled for demographic variables, big-five personality traits and intelligence. In the end, the study found that emotional intelligence only has a positive relationship with teamwork effectiveness under a high-MWD job context; emotional perception was found to be the most important facet of emotional intelligence

attributing to these results. It was also found that the relationship between emotional intelligence or perception and job performance is mediated by teamwork effectiveness. In light of these findings, it is important for companies to hire managers with high emotional intelligence only in jobs with high managerial work demands and to emphasize the emotional perception of candidates over sole emotional intelligence.

Føllesdal, Hallvard, and Knut Hagtvat. "Does Emotional Intelligence As Ability Predict Transformational Leadership? A Multilevel Approach." *The Leadership Quarterly* 24 (2013): 747-62. Elsevier. Elsevier B.V., 16 Aug. 2013. Web. 3 Oct. 2013.

The aim of this study is to correct three errors with previous studies including use of the low-validity MSCEIT, lack of controls for personality traits and general mental ability, and exclusion of a multilevel approach to measuring the effects of emotional intelligence. For this reason, the study had three hypotheses: the scores from the four standard subdivisions of the MSCEIT predict transformational leadership, the total score from the MSCEIT predicts transformational leadership after controlling for the big-five traits and intelligence, and the scores from the alternative sets of MSCEIT scales predict transformational leadership after controlling for the same variables. The third hypothesis was used because 19 of the 141 items on the MSCEIT are usually removed. This study involved the participation of 111 leaders from Norway and 459 of their most effective subordinates. The MSCEIT 2.0 was administered to leaders and the Norwegian translation of the MLQ 5X was administered to subordinates, to measure emotional intelligence and transformational leadership respectively. Personality was measured with the translated version of the 240-item NEO PI-R and general mental ability was used as a control by looking at its correlation with other variables in large scale meta-analyses. The results revealed that neither the four sub-scores of the MSCEIT nor the resulting total emotional intelligence predicted transformational leadership; however, the set of normally-excluded questions was found to predict 30% of the variance of transformational leadership.

Since the MSCEIT's validity and reliability were the main focuses of this study, it should be noted that the results indicate that either emotional intelligence is not a predictor of transformational leadership or that the MSCEIT does not measure emotional intelligence appropriately. In either scenario, these results suggest scoring highly on the MSCEIT does not predict transformational leadership, indicating that more attention should be given to investigating and possibly modifying the MSCEIT as a tool for measuring emotional intelligence and predicting transformational leadership.

Smollan, R., and K. Parry. "Follower Perceptions of the Emotional Intelligence of Change Leaders: A Qualitative Study." *Leadership* 7.4 (2011): 435-62. *Sage Journals*. SAGE Publications, 10 Nov. 2011. Web. 3 Oct. 2013.

Due to a variety of conflicting research regarding the necessity of emotional intelligence for transformational leadership, this study takes a qualitative approach in determining whether followers' perceptions of leadership emotional intelligence impact followers' reactions to change. As researchers were interested in representing a phenomenon and not a population, convenience sampling was used to select a heterogeneous sample among changing organizations in Auckland, New Zealand. These participants were given semi-structured interviews for ninety minutes. To determine reactions to change, contributors were asked to select one change experience and were probed about their reaction to that experience. To determine followers' perceptions of leaders' emotional intelligence, they were asked whether their superiors understood what they thought and felt. A finding of the study was that followers were more resistant to change when they felt the need to hide their emotions or felt the leader could not appropriately respond to their emotions; similarly, followers were found to be more resistant to modifications when leaders failed to regulate their own reactions to change. Followers' beliefs that they can share their feelings, the leader is responding appropriately, and the leader can regulate their emotions indicate belief that the leader possesses high emotional intelligence;

therefore, this study has found that followers are less resistant to change when they perceive their leaders to have high levels of emotional intelligence. This suggests that organizations should seek out supervisors with high levels of emotional intelligence and train them further in these skills; by taking these actions, firms would maximize employees' adaptation to change.

Hur, YoungHee, Peter T. Van De Berg, and Celeste P.M. Wilderom. "Transformational Leadership As A Mediator Between Emotional Intelligence And Team Outcomes." *The Leadership Quarterly* 22 (2011): 591-603. Elsevier. Elsevier B.V., 26 May 2011. Web. 3 Oct. 2013.

This study broadens the scope of research on the effects of emotional intelligence by focusing on the results of this competency in the Eastern world and by using a large sample size to minimize common-method bias. A focal point of this research is the role of transformational leadership as a mediator between emotional intelligence and organizational outcomes, classified as team effectiveness, leadership effectiveness, and service climate. The three hypotheses in this study are that a leader's emotional intelligence impacts transformational leadership, transformational leadership impacts the three classifications of organizational outcomes, and transformational leadership is a mediator between emotional intelligence and the three classifications of organizational outcomes. The research method consisted of distributing questionnaires to 1411 non-managerial employees in a South-Korean public sector organization, of which 859 were completed. To eliminate same-source contamination, respondents were placed into three different groups measuring a different classification of organizational outcome. Emotional intelligence was measured with the Asian-centric WLEIS, transformational leadership and the perception of leadership effectiveness were measured by the Multifactor Leadership Questionnaire, service climate was measured with the eight-item Global Service Climate and team effectiveness was measured through a combination of three different external effectiveness scales. Control variables included age, education level and team size. Emotional intelligence was

found to be very significantly correlated with transformational leadership as well as leadership effectiveness and service climate, but not team effectiveness; these results carried into those of transformational leadership's role as a mediator since it was found that it only mediates the relationship between emotional intelligence and both leadership effectiveness and service climate. While the results do not demonstrate a significant link between high emotional intelligence and team effectiveness, they do provide empirical proof that emotional intelligence and team outcomes are linked. Overall, this study suggests that leaders need transformational leadership competencies, including emotional intelligence. An additional finding of this study is that to improve the service climate, also known as customer service, it is important to have emotionally intelligent leaders.

These studies show that emotional intelligence or the perception of this trait help explain transformational leadership, which acts as a mediator between emotional intelligence and effects like enhanced performance, leadership effectiveness and improvement of service climate. Since emotional intelligence leads to transformational leadership and beneficial work outcomes, it is clear that this trait is vital for leaders. An additional exciting finding of these studies is that emotionally intelligent leaders help improve the service climate in companies and reduce resistance to change. These findings not only show the benefits of emotional intelligence, but also help illuminate the sectors that would benefit most heavily from employing emotionally intelligent leaders. By isolating areas where emotionally intelligent leaders thrive, research educates companies on the amount of resources to spend on locating emotionally intelligent leaders and training them to further this attribute. While this research is valuable, additional research in this area would help emotional intelligence be utilized more effectively.

Considering the beneficial effects found in some of these studies, it is unfortunate that there is conflicting information in regards to the efficacy of emotional intelligence. Hallvard and Hagtvet's study shows one potential reason for this inconsistency as its results suggest that the standard measure of emotional intelligence, MSCEIT, is innately flawed and has no correlation to transformational leadership. Presently, the four subsections definition of emotional intelligence and the methods of measurement like the MSCEIT yield inconsistent results; therefore, modern emotional intelligence measures must have their validity and reliability reviewed and may need to be reconstructed before further use. If concurrent validity was used in the construction of tests, they would be more valid. For example, since we are attempting to correlate emotional intelligence with job performance, any test created must yield consistently high correlation between scores and job performance. This method will ensure that the test is both valid and reliable.

Additionally, isolating emotional intelligence from other traits is imperative. While emotional intelligence was found to be important in many of the studies, a majority of the variance could be explained through leadership, intelligence or mostly emotional perception; thus, the effects of emotional intelligence alone are questionable. Due to the high correlation between known measures of leadership and emotional intelligence, future studies must control for these variables. Another solution would be for new measures of emotional intelligence to assess these traits and factor them out of the test score. By doing this, future studies will suffer from less error and future measures of emotional intelligence will suffer from less bias, making them more standard across the population.

Another challenge to using emotional intelligence in the present day is pinpointing in which situations emotional intelligence is beneficial. Discrepancies in the results may be due to



this obstacle as the study researching high and low work demands shows that jobs with low managerial work demand are better performed by leaders with low emotional intelligence. Therefore, the best way to maximize the benefit of emotional intelligence and improve research on the subject is to figure out what mediators and moderators exist between emotional intelligence and outcomes like performance. For example, two of the studies found transformational leadership and teamwork effectiveness as mediators. If that is true, then that should be taken into consideration when designing studies on the effects of emotional intelligence. Not only that, these mediators and moderators are important for determining what level of emotional intelligence is maximally efficient for leaders in different situations to have; plus, identifying moderators can help abolish bottlenecks that restrain the effectiveness of high emotional intelligence. By incorporating this into a new system of evaluating emotional intelligence, the tests will be more useful for individual situations and will avoid generalizing the needs of all leaders.

Consequently, emotional intelligence can lead to positive outcomes but research on the subject is incomplete. Researchers must find a way to define and measure emotional intelligence in a way that it consistently correlates with positive work outcomes. At the same time, more research on mediators and moderators of emotional intelligence's effect on firms must be studied more to apply the concept in more situation-specific ways. Lastly, it is important to find a way to measure the effects of emotional intelligence without the influence of factors like intelligence clouding the results. Emotional intelligence is already a good predictor of leadership success; with more research, emotional intelligence could be a very useful tool for companies looking to recruit the best leaders.