

# The Role of Emotional Intelligence on Transformational Leadership

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## ABSTRACT

*Interest in the role Emotional Intelligence has in the workplace has increased in recent years, with greater emphasis on the benefits of understanding and utilizing emotions for managing people at work. The role of emotional intelligence competencies as predictors of leadership is being researched in order to leverage this information for increased leader effectiveness and performance. The present study analyses the literature surrounding emotional intelligence and its relationship with leadership dimensions. It concludes with a theoretical framework that explains the role of selected emotional intelligence competencies on the performance and effectiveness of transformational leaders.*

*Keywords: Competency, Emotional Intelligence, Transformational Leadership*

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## 1. INTRODUCTION

In the last few decades, interpersonal skills have become an important component for effective leadership (Goleman, 1998). In earlier years, leaders were considered to plan, organize & control the overall running of the organization, but in today's business environment, which is dominated by service oriented industries, leaders are expected to motivate & inspire their subordinates, foster positive attitude at work-place and create a sense of contribution & importance within employees. (Hogan et al, 1994). In order to perform these contemporary leadership roles,

the construct emotional intelligence has gained quite popularity by researchers (Palmer et al, 2001, Kerr et al, 2005, Batool, 2013).

## 2. EVOLUTION OF EMOTIONAL INTELLIGENCE

The early Twentieth century was an era marked by research on aspects of human intelligence. Researchers such as Thorndike suggested that human beings possess different types of intelligence. Among these, Thorndike proposed that one significant form was, "social intelligence"

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or, “the ability to understand and manage men and women, boys and girls, and to act wisely in human relations”. In 1958 David Wechsler highlighted the role of affective, personal, and social factors in an individual, that contribute to his success. He defined this form as the aggregate or global capacity of the individual to act purposefully, to think rationally, and to deal effectively with his environment”.

As the concept of intelligence found meaning in many researches, Howard Gardner elaborated the importance and role of a form of intelligence that could be adjacently understood with one’s intelligence quotient (Gardner, 1983).

In 1990, Peter Salovey and John Mayer emphasized that the concept of intelligence can be related and understood in terms of emotional intelligence and it has its foundational basis in the concept of social intelligence. Boyatzis and Sala (2004) defined emotional intelligence as an “ability to recognize, understand and use emotional information about oneself or others that leads to or causes effective or superior performance” more precisely it was defined as “the intelligent use of one’s emotions”.

On reviewing previous models, in the year 1998, Goleman devised a framework of emotional intelligence (EI) that focused on aspects of Self-Awareness, Self-Management, Social Awareness, and Relationship Management, that would help an individual to achieve organizational success. Goleman defined emotional competence as, “a learned capability based on emotional intelligence that results in outstanding performance at work” (Goleman, 1998)

The research on emotional intelligence has now gained significant focus from researchers and industry practitioners as the nature of contemporary work involves huge amounts of emotional labour.

## **2.1. Models of Emotional Intelligence**

Emotional intelligence has been defined through various models by researchers. These are classified into ability models and mixed models of emotional intelligence.

### ***2.1.1. Ability Model of Emotional Intelligence by Salovey and Mayer***

John Mayer and Peter Salovey (1990), in their Ability model; viewed emotional intelligence as a pure form of mental ability and thus as pure intelligence. Mayer et al., (2000) explained that an individual’s ability to process emotional information varies and his ability to relate emotional processing to a broader cognition also varies. Their conception of emotional intelligence was based on social intelligence. They suggested a four branch model of emotional intelligence, each representing processes of integrating emotions and cognitions. Emotional perception is the first branch which is the ability to recognize and review one’s emotions and expressing our emotional requirements to others. Emotional assimilation is the second one which shows the ability to discriminate among emotions. Emotional understanding is the third one which shows the ability of reasoning the composite emotions and also to identify transitions from one to another. Fourth is the emotional management, which is the ability to regulate and manage emotions in all situations.

### ***2.1.2. Mixed Model of Emotional Intelligence by Bar On***

This mixed model combines mental ability and personality characteristics such as optimism and well-being. Reuven Bar emphasized on the co-dependence of ability with personality traits and their application on personal well-being. Bar-On’s model relates to the potential for performance and success and is process oriented not outcome oriented. It reviews 5 constituents of emotional intelligence which are intrapersonal, interpersonal, adaptability, stress management and general mood with its sub constituents under each category.

### ***2.1.3. Model of Emotional Intelligence by Goleman***

Goleman proposed a model of emotional intelligence in the year 1995 (Boyatzis et al 1999). The model comprised of four main components,

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