

# An Analysis of the Association between Emotional Intelligence, Leadership Flairs & Leadership Efficacy

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**Abstract**—Employee turnover can straightforwardly affect a company's bottom line; it has now turned into major concerns of senior leadership of the organizations. Organizations are continuously searching for techniques and strategies to strengthen leadership abilities in the organization. Management and researchers often intrigue with the idea whether Transformational leaders have the ability to stimulate other leaders, colleagues, and followers to embrace new organizational perspectives, support the vision or mission of the organization, and achieve higher levels of performance. This research work encompasses the analysis of the association between Emotional Intelligence, Leadership Flairs & Leadership Efficacy.

**IndexTerms**— Emotional Intelligence, Leadership, Efficacy, Transformational, Transactional Leadership.

## INTRODUCTION

Effective leadership is essential to an organization's success, and therefore, the ability to identify and define effective leadership is crucial. Expertise in technical skills, superior performance, and established experience are no longer only measure of effective and an efficient leadership. Today successful leaders are defined by inspiring and motivating others, advancing a positive workplace, understanding and managing feelings, developing and harnessing strong bonds, clear exchange of ideas and views, influence, et cetera.

It has been established in various research that the Emotional Intelligence (EI) has a strong connect and influence on the leadership performance [1]. Emotional intelligence connects a leader's cognitive abilities with their emotional state [2].

The capacity for leaders to understand and identify the effect of their own judgement, emotionally, on their decision making is of paramount importance. It reflects whether, if a leader can make sound decisions in view of the best advantages of the organization.

A leader must have the capacity to understand the emotions in his/her companions and representatives keeping in mind the end goal to be as compelling as could be expected under the circumstances. The notion of an employee's perception for a leader effectiveness & the connect between leaders' personality & control over emotions was first proposed by Stogdill [3].

During various business transformational initiatives, complexities during organizational change, the emotions of an employee plays a critical role; like worries in case of job eliminations, leadership changes, and the stress in day to day accountabilities. The EI of the managers plays an important role of how they manage their associates which ultimate reflects as an important element that the senior leadership needs to consider while moving their organizations forward towards a common goal.

Organizations everywhere need now to realize the benefits of primal leadership by developing and nurturing these leaders who generate the emotional resonance that lets people flourish [4].

## NEED FOR THE STUDY

In today's worldwide economy where outsourcing, cutting back and acquisitions are normal, organizations must contend to discover, pull in, create and hold the best ability. Since employee turnover can straightforwardly affect a company's bottom line, it has now turned into a major concerns of senior leadership of the organizations.

A strong leadership is the fundamental necessity for an organization to succeed. Leaders make the vision and mission, bolster the strategies, and are the impetuses for building up the individual seat quality to propel the organization forward. Hence creating effective and efficient leaders to their maximum capacity stays one of the main challenges for the organizations today [5].

According to the research findings, the priority placed on leadership is evidenced by the billions of dollars spent on leadership development each year [6] [7] [8]. Goleman et al. [4] postulated that leaders knowingly or unknowingly use emotional intelligence to develop relationships; that are in-sync with their organization by forming emotional bonds that help them to remain connected and concentrated in the midst of significant change and instability. Boyatzis, in research finding also suggested that social, emotional, and cognitive intelligence competences can predict effectiveness in management and leadership roles in many segments of society [9].

Research has also demonstrated a positive correlation amongst EI and transformational leadership behaviors, which shows that building a leader's emotional intelligence competencies could be an indicator of the leader's ability to participate in the transformational leadership practices and behaviors across strata or an organization. [10] [11] [12] [13].

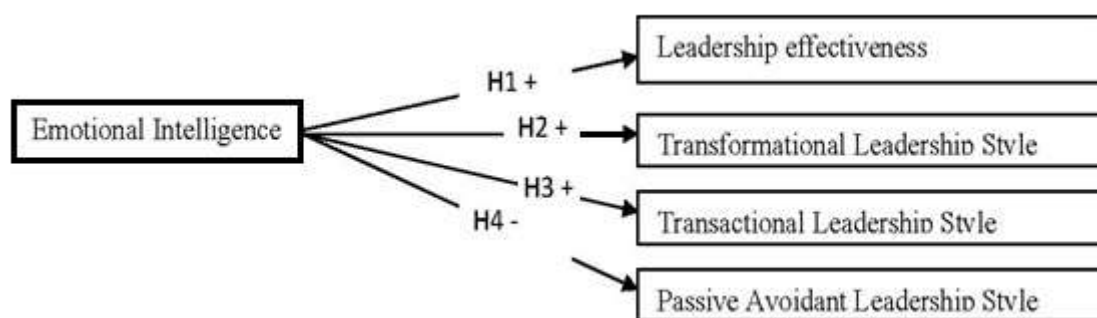
During past decade, many investigations, pertaining to relationship between emotional intelligence and leadership have been done utilizing constructs of emotional intelligence and of leadership effectiveness. The literature review gives a blend of discoveries of relationship amongst EI and leadership styles and between EI and leadership effectiveness.

Some researchers found a significant positive relationship between these constructs, others however are doubtful about the foreseeing ability of emotional intelligence construct. In spite of its widespread application, there are few published studies on the empirical link between emotional & social competencies and performance [9].

In India only few studies have been conducted using these variables. In their research findings, Srivastav et al. [14] concluded that, it will be too early to draw any conclusion about emotional intelligence research in India. It will require extensive researches in India across different industries to reach to any specific conclusions.

## RESEARCH MODEL

An applied model of research has been proposed which joins relationship amongst EI and authority styles and amongst EI and initiative adequacy. Theoretical model of research is appeared in Figure 1.



## OBJECTIVES OF THE STUDY

1. To review the relationship between Emotional Intelligence of the leaders and their Leadership Effectiveness.
2. To review the relationship between Emotional Intelligence of the leaders and their Transformational Leadership Style.
3. To review the relationship between Emotional Intelligence of the leaders and their Transactional Leadership Style.
4. To review the relationship between Emotional Intelligence of the leaders and their Passive-Avoidant Leadership Style.

## LITERATURE REVIEW

Thorndike characterized social intelligence as "the ability to comprehend and oversee women and men, young women and young men – to act wisely in human relations" [17]. Gardner included interpersonal and intrapersonal insights that are firmly identified with social intelligence in his theory of, multiple intelligence [18]. In 1990, Salovey and Mayer [2] first formally coined the term Emotional Intelligence (EI) and characterized it as 'the capacity to monitor one's own and others' sentiments and feelings, to separate them and to utilize this data to guide one's reasoning and activities'.

Goleman promoted Emotional Intelligence (EI) through his works *Emotional Intelligence* (1995) and *Working with Emotional Intelligence* (1998) [19] [20]. Goleman characterized emotional intelligence as "the ability for perceiving our own sentiments and those of others, for propelling ourselves and for managing emotions well, in ourselves and in our connections" [20].

From that point forward, three essential models of EI have developed [21]. In the first place, the Bar-On [22] [23] model is an attribute way to deal with EI wherein qualities are identified with adjustment and adapting. Second, the Salovey-Mayer show [24] characterizes EI as the aptitudes to perceive, comprehend, manage and use feelings, measured by a standardized baseline.

This capacity display conceptualized EI as mental ability assessed through an execution test (Mayer-Salovey-Caruso Emotional Intelligence Test [MSCEIT]) [25]. At the last, the Goleman and Boyatzis model display characterizes EI as the set of emotional and social capabilities that prompt to effective performance. Skills have been characterized as scholarly capacities that add to effective performance at work [26] [27].

The transformational leadership hypothesis is constructed basically in light of Bass' work [38], in spite of the fact that Burn's prior work [39] impacted the reasoning behind its advancement. The flow of transformational leadership includes solid individual identification with the leader, participating in a common vision for future, or going past the self-intrigue trade of prizes for compliance. Transformational leaders, accordingly, go for achieving followers' emotional levers to accomplish predicted results [40]. An efficient transformational leader comprehends the requirements and inspirations factors of others and tries to help them achieve their maximum capacity [41].

Goleman finds that effective and successful leaders are recognized by a high degree of emotional intelligence [20]. Barling et al. conducted an exploratory study on the relationship amongst EI and transformational leadership [21]. Their outcomes proposed that EI is associated with three facets of transformational leadership, specifically, idealized influence, inspirational motivation, and individualized consideration. Leaders who report exhibiting these behaviors were thought to be more effective in an organization.

Goleman, Boyatzis and McKee conclude that the vitality of the leaders is to harness good feelings in those they lead. [4]. Gardner and Stough reasons that EI is connected exceedingly with all constituents of transformational leadership, and that the components of empathizing of the emotions and emotional management to be the best predictors of leadership style.

A positive relationship between unforeseen reward (a part of transactional leadership) and emotional intelligence was additionally anticipated [46]. Weinberger [47] conducted a study in a solitary organization and found that relationships between EI, leadership styles, and leadership effectiveness do not exist.

Mandell and Pherwani [48] conducted a small study and found an overall significant positive relationship between the total EI scores and transformational leadership scores of the administrators, in this case managers. Prati et al. [50] proposed that the emotionally intelligent team leader will induce collective motivation in the group and that the emotionally intelligent leader uses charismatic authority and transformational impact in order to enhance team performance.

Antonakis J wrote a critique of the article by Prati et al. He concludes that excitement over the use of EI in the workplace is premature [49]. Antonakis J underline contradictions and inconsistencies which may cast doubt on the necessity of EI for understanding and predicting leadership effectiveness [28].

Leban & Zulauf [29] studied 24 project managers and their associated projects in six organizations from diversified industries. The results of the study found that a project manager's transformational leadership style has a positive influence on actual project performance, and that EI ability contributes to a project manager's transformational leadership style and subsequent actual project performance.

Rahim & Psenicka studied the relationship of EI-empathy and social skills and found that supervisors need to acquire and use their social skills and empathy competencies to enhance their own effectiveness of leader role [30]. Leaders that demonstrate more EI than their peers outperform and advance quicker in their career [31].

Kerr et al., found that half of the MSCEIT scores may act as a strong predictor of leadership effectiveness [1]. Rosete and Ciarrochi [32] finding revealed that higher EI was associated with higher leadership effectiveness.

Butler and Chinowsky conclude that a strong relationship between EI and leadership behaviours exists [33]. Vrba [34] conclude that there is positive correlation between all the EI skills and the transformational styles.

Ramo, Saris, and Boyatzis studied Spanish executives and found that emotional competencies and personality traits are valuable predictors of job performance and competencies seem to be more powerful predictor of performance than global personality traits [35].

Srivastava and Bharamanikar [36] examined leadership effectiveness with a unique population of 291 Indian army officers. The

results significantly supported the connection between leader EI and all of the components of the transformational leadership style. Higher EI scores were also found for the contingent reward component of transactional style. Singh [37] studied 210 males and 130 females in an Indian software organization and found that EI of the both gender was positively associated with their leadership effectiveness and EI of the both gender predicted strongly to their leadership effectiveness.

Duckett and Macfarlane examined EI and transformational leadership relationships in the managers of 21 retail stores of UK, and found a “strong” relationship [42]. Srivastava A K,

Sibia, Misra G Conclude that the study of EI in India has taken off with a good start and it will be premature to draw any conclusion at this juncture [14].

## **RESEARCH METHODOLOGY**

Based on the findings and analysis and that of the literature review, the goals of the study were chalked out. This was monitored by comprehensive interviews and discussions with academicians of the related areas and senior executives of software organizations to select applicable tools for conducting the overview.

On the basis of the literature and consultations, two research instruments were recognized and acquired from the publishers. The Emotional and Social Competence Inventory (ESCI) rating version was used for measuring the manager’s emotional intelligence. The Multifactor Leadership Questionnaire (MLQ) 5x (Rater Form) was used for measuring the manager’s leadership styles and leadership effectiveness.

Paper-pencil variants of ESCI and MLQ 5x were utilized as a part of the review. Every managers and their assigned subordinates of the software were welcome to participate in the review. The supervisors were given the demographic surveys, which were returned by them alongside names of two of their subordinates. The subordinates of every supervisor finished the two surveys. ESCI evaluates 12 skills. Each of these capabilities is further sorted out into four groups [15].

ESCI contains a sum of 68 inquiries and the respondents appraised their directors on a 6-point Likert scale running from 1 (never) to 5 (consistently) with the sixth choice being don't know. The test has been appeared to have anticipated validity and reliability [43]. The test additionally has been appeared to have good model fit, and convergent and divergent validity at the scale level [44]. MLQ-5x is considered broadly acknowledged estimation of transformational, transactional, and laissez-faire leadership styles and results [45].

## **RESEARCH DESIGN**

The research design used in the study was descriptive. A quantitative technique is appropriate for the review on the grounds that the examination tries to build up a quantifiable relationship between variables. The study information was broken down with a two-stage structural equation modelling (SEM).

## **SAMPLING**

The population for the study is organizational managers who are employed at different software organizations in National Capital Region, India. The sample comprised of supervisors who have direct reporting employees. A rundown of software organizations from National Association of Software and Services Companies (NASSCOM) directory was used for welcoming the software organizations for research participation.

The population is stated in unclear terms to honor the request and to protect the secrecy of the organizations participating in the study. From the NASSCOM List, e-mails were sent to the software organizations, which were operating with a minimum of 100 employees, intentionally so that adequate & appropriate groups of supervisors and their respective reporting staffs are available to administrate the survey. ESCI rating variant requires no less than two subordinates to rate the administrator. The reporting staffs must have been working with their supervisors for at least six months. Participants in the study were not limited by gender, age, ethnicity or religion.

Software organizations that indicated intrigue were approached for the detailed discussions of the research study. Senior administrators of these associations were advised about the research objectives and participation prerequisites. The supervisors connected the researcher to their human resources (HR) departments for identifying participants fit for the survey and for the completion of research questionnaires.

The HR department of each organization made a pool of supervisors and their reporting staffs, who fit in to the above requirement. All the employees of the pool were requested to participate in the study and give the names of minimum 2 subordinates who could rate their supervisors. The supervisors’ and subordinates’ participation was voluntary. The final sample for the study was 156 managers and 312 subordinates.

## **SIGNIFICANCE OF THE STUDY**

The study is critical to two fields of study, leadership and EI. The study provides a chance to add new information to the emotional intelligence idea as it applies to organizational leadership. Findings have confirmed that the development of an effective and efficient leader is a high priority for organizations. The issue of leadership effectiveness is of prime importance to the field of human resource development. The findings and the learnings could be used for organizational leadership development and to integrate EI with transformational/ transactional practices in the plan and advancement of their leadership development programs.

If EI is an imperative item for effective leadership, having a comprehension of the practices in which EI leaders engaged themselves, could help the leadership development teams to refine and consummate their leadership advancement programs [16].

Notwithstanding leadership development benefits, the review may likewise add essential learning to the continued emergence of the EI construct in scholastic, brain research, and business applications.

The essentialness of the study is that, it may give a gauge to connecting EI and transformational leadership traits, which may supplement the current learning concerning EI and transformational leadership behaviours. This the role EI plays in the transformational and transactional leadership may be understood better.

## **ANALYSIS AND FINDINGS**

To begin with, personal profile of the managers was tabulated. Reliability and validity of the research instruments used were computed. The findings have been explained according to the hypothesis of the study. For each hypothesis testing, correlations were run using SPSS AMOS & R was used to develop Measurement model and Structural Model.

### ***Sample Description and Demographics***

The sample consisted of 156 managers who are employed by different software organizations and who have minimum 2 employees that directly report to them. The 156 managers completed the demographics survey. 2 direct reports to these 156 managers rated their managers using ESCI and MLQ5x. Descriptive analysis showed that 85% of managers were male and 15% were female respondents. 87% of respondents were married and 12% Bachelor along with 1% belonging to others category. Out of total respondents 69% were below 35 years of age and remaining 31% belonged to higher age groups.

### ***Reliability of Research Instruments***

Cronbach's Alpha values of Emotional Intelligence Competencies and leadership styles and leadership effectiveness scales are shown in Table 1 and Table 2.

### ***Confirmatory Factor Analysis & Convergent and Discriminant Validity***

To test for convergent validity, items in each construct must have reliabilities (loadings) over 0.5 [51] [52] and Composite Reliabilities (CR) should be over 0.7 [53], and greater than their respective Average Variance Extracted (AVE). Lastly, the average variance extracted should be maximized, with a minimum of 50% [54]. Discriminant validity is established by showing that the correlation between any two constructs is less than the square root of the average variance extracted by the measures of that construct [55]. For each of the scales in each of the analyses, all construct CR, AVE, and their relationship have met the respective thresholds to be considered as showing sufficient convergent validity. The square root of the AVE was greater than the inter-scale correlations, showing discriminant validity for each of the scales for each of the analyses. Measurement models of emotional intelligence clusters, leadership styles and leadership effectiveness are shown in Tables 3 to Table 5. The indicators of convergent and discriminant validity for the ESCI and MLQ 5x are shown in Tables 6 to Table 10. Conflict Management competence and some items from other ESCI competences and leadership scales were removed from analysis due to poor loadings. The relationships among variables were tested using AMOS 18.0. The data was analyzed via a two-step process by, examining the measurement model and then the structural model for each hypothesis.

**Table 1:** Cronbach's Alpha values of Emotional Intelligence Competencies

Cluster	Competency	Cronbach's Alpha
Self Awareness	Emotional Self Awareness	.771
Self Management	Achievement Orientation	.835
Self Management	Adaptability	.832
Self Management	Emotional Self-Control	.809
Self Management	Positive Outlook	.819
Social Skills	Empathy	.869
Social Skills	Organizational Awareness	.856
Relationship Management	Conflict Management	.623
Relationship Management	Coach and Mentor	.872
Relationship Management	Influence	.781
Relationship Management	Inspirational Leadership	.822
Relationship Management	Teamwork	.799

Characteristic	Scale Name	Cronbach's
Transformational	Idealized Attributes	.876
Transformational	Idealized Behaviors	.851
Transformational	Inspirational Motivation	.838
Transformational	Intellectual Stimulation	.749
Transformational	Individualized consideration	.683
Transactional	Contingent Reward	.827
Transactional	Mgmt. by Exception (Active)	.792
Passive Avoidant	Mgmt. by Exception (Passive)	.649
Passive Avoidant	Laissez-Faire	.799
Outcomes of Leadership	Extra Effort	.873
Outcomes of Leadership	Effectiveness	.899
Outcomes of Leadership	Satisfaction	.975

Overall fit of each model was assessed by chi-square /degree of Freedom ( $\chi^2/df$ ), Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA). The values of  $\chi^2/df$ , CFI and RMSEA were compared with the recommended values.  $\chi^2/df$  should be less than 3, CFI  $\geq .90$  and RMSEA  $< .80$  are considered good [56] [57] [58] [59].

**Table 3:** Measurement Model Emotional Intelligence Clusters  
Fit Measures CFA-SA CFA-SM CFA-SoA CFA-RM

$\chi^2/df$  1.079 2.877 2.968 1.748 CFI 1.00 .934 .975 .975 RMSEA .016 .078 .080 .049

Note: SA: Self Awareness, SM: Self-Management, SoA: Social Awareness, RM: Relationship Management **Table 4:** Measurement Model Leadership Styles

Fit Measures CFA-TF CFA-TS CFA-PA

$\chi^2/df$  2.446 1.116 2.727 CFI .962 .999 .989 RMSEA .068 .023 .075

Note: TF: Transformational Leadership, TS: Transactional Leadership, PA: Passive Avoidant **Table 5:** Measurement Model Leadership Effectiveness

Fit Measures CFA-Leadership Effectiveness

$\chi^2/df$  2.353 CFI .990 RMSEA .066

	CR	AVE	Team	ESA	Achieve	Adapt	PO	ESC	Emp	Org	ILead	Influ	Coach
Team	0.858	0.603	0.776										
ESA	0.818	0.530	0.503	0.728									
Achieve	0.879	0.645	0.638	0.607	0.803								
Adapt	0.844	0.576	0.721	0.622	0.754	0.759							
PO	0.851	0.589	0.758	0.582	0.738	0.690	0.768						
ESC	0.837	0.563	0.558	0.472	0.608	0.653	0.648	0.750					

<b>Emp</b>	0.899	0.689	0.687	0.563	0.654	0.731	0.756	0.646	0.830				
<b>Org</b>	0.878	0.643	0.499	0.575	0.520	0.588	0.468	0.374	0.633	0.802			
<b>ILead</b>	0.901	0.694	0.673	0.539	0.662	0.711	0.705	0.510	0.694	0.566	0.833		
<b>Influ</b>	0.848	0.583	0.623	0.568	0.652	0.657	0.645	0.535	0.647	0.496	0.631	0.764	
<b>Coach</b>	0.906	0.658	0.710	0.593	0.675	0.718	0.683	0.513	0.773	0.583	0.767	0.661	0.811

**Table 6:** Convergent validity and Discriminant validity of Emotional & Social Competency Inventory Constructs

Positive Outlook, ESC: Emotional Self Control, Adapt: Adaptability, Achieve: Achievement Orientation, Org: Organizational Awareness, Emp: Empathy, Team: Teamwork, Inlu: Influence, Inspire: Inspirational Leadership, Coach: Coach and Mentor,

**Table 7:** Convergent validity and Discriminant validity MLQ 5x Leadership Effectiveness Constructs

	<b>CR</b>	<b>AVE</b>	<b>EFF</b>	<b>EE</b>	<b>SAT</b>
<b>EFF</b>	0.892	0.735	0.857		
<b>EE</b>	0.874	0.699	0.813	0.836	
<b>SAT</b>	0.975	0.951	0.738	0.654	0.975

Note: CR: Composite Reliability, AVE: Average Variance Extracted, EE: Extra Effort, EFF: Effectiveness SAT: Satisfaction  
Note: CR: Composite Reliability, AVE: Average Variance Extracted, EE: Extra Effort, EFF: Effectiveness SAT: Satisfaction

**Table 8:** Convergent validity and Discriminant validity of MLQ 5x Transformational Leadership Style Constructs

	<b>CR</b>	<b>AVE</b>	<b>IB</b>	<b>IA</b>	<b>IM</b>	<b>IS</b>	<b>IC</b>
<b>IB</b>	0.871	0.692	0.832				
<b>IA</b>	0.868	0.687	0.824	0.829			
<b>IM</b>	0.843	0.641	0.775	0.761	0.801		
<b>IS</b>	0.847	0.649	0.715	0.671	0.761	0.806	
<b>IC</b>	0.839	0.635	0.758	0.707	0.679	0.791	0.797

Note: CR: Composite Reliability, AVE: Average Variance Extracted, IA: Idealized Attributes, IB: Idealized Behaviour, IM: Inspirational Motivation, IC: Individualized Consideration, and IS: Intellectual Stimulation

**Table 9:** Convergent validity& Discriminant validity of MLQ 5x Transactional Leadership constructs

	<b>CR</b>	<b>AVE</b>	<b>CR</b>	<b>MA</b>
<b>CR</b>	0.817	0.598	0.773	
<b>MA</b>	0.852	0.658	0.596	0.811

Note: CR: Composite Reliability, AVE: Average Variance Extracted, CR: Contingent Reward, MA: Management by Exception (Active), MP: Management by Exception (Passive), LF: Laissez-faire

**Table 10:** Convergent validity and Discriminant validity of MLQ 5x Passive Avoidant Leadership constructs

	<b>CR</b>	<b>AVE</b>	<b>MP</b>	<b>LF</b>
<b>MP</b>	0.879	0.709	0.842	
<b>LF</b>	0.907	0.764	0.588	0.874

**Hypothesis 1 stated a positive relationship between the Emotional Intelligence of leaders and Leadership Effectiveness**

Correlations were run among four Clusters of emotional intelligence Self Awareness (SA), Self-Management (SM), Social Awareness (SoA), and Relationship Management (RM) and three factors of leadership effectiveness Extra Effort (EE), Effectiveness (EFF) and Satisfaction (SAT). The correlations results revealed significant positive correlations among all four clusters of EI and three factor of leadership effectiveness. Table 11 depicts the correlation results among four clusters of emotional intelligence and three factor of leadership effectiveness. The relationship was tested using amos software. The measurement model was valid. The fit of the data is good in structural model of EI and leadership effectiveness. Social Awareness and Relationship Management have positive effects on Leadership effectiveness (.470 and .337 respectively). 57.5% variance in leadership is explained by EI. Structural model of EI and leadership effectiveness is shown in Figure 2.

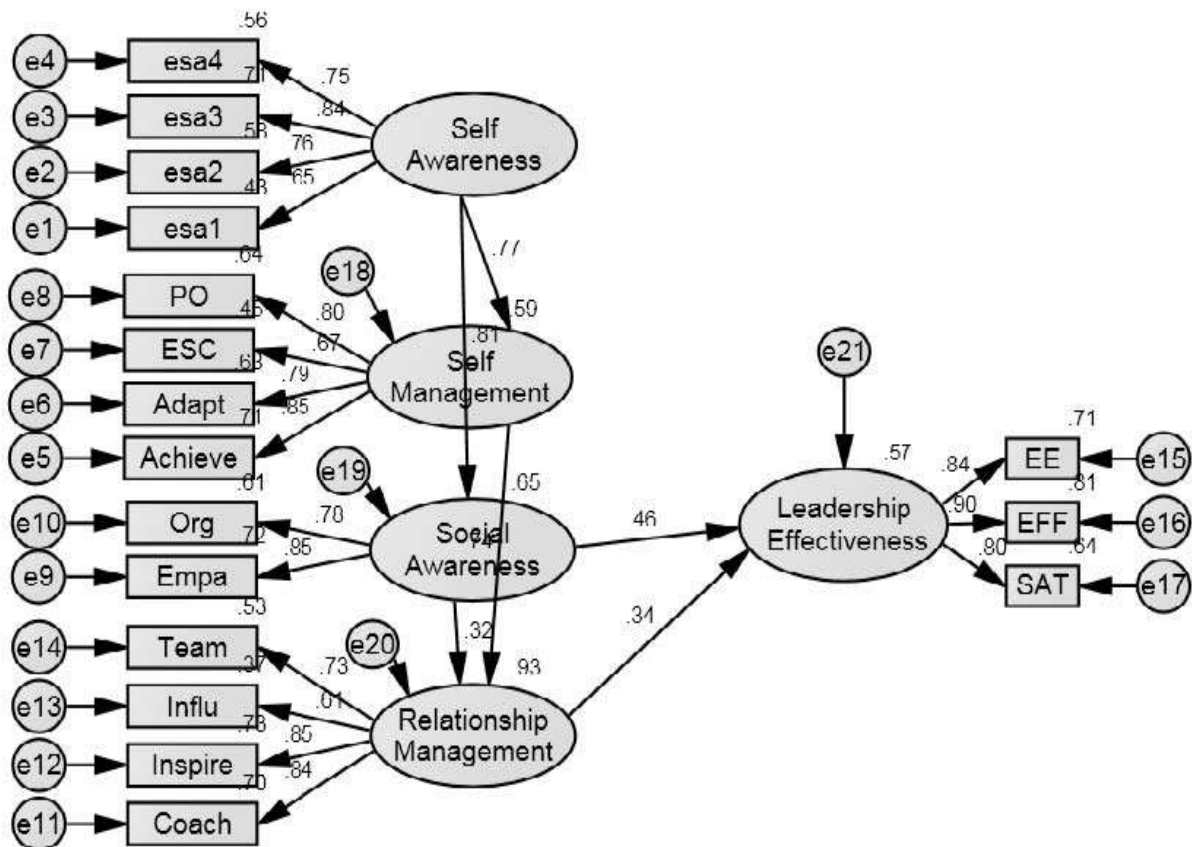
**Table 11:** Correlations among Emotional Intelligence clusters and Leadership Effectiveness scales

	Extra Effort	Effectiveness	Satisfaction
Self Awareness	.468**	.363**	.443**
Self Management	.576**	.559**	.636**
Social Awareness	.590**	.645**	.540**
Relationship Management	.597**	.553**	.618**

**Fit Indices of Measurement Model of EI and Leadership Effectiveness**

Root Mean Square Error of Approximation (RMSEA): .058 PClose: .122

$\chi^2/df$ : 2.032 p: .000, Comparative Fit Index (CFI): .963



**Figure 2:** Structural Model of Emotional Intelligence and Leadership Effectiveness

**Model Fit Summary of Structural Model of EI and Leadership Effectiveness**

- $\chi^2/df$ : 1.950 p: .000, Comparative Fit Index (CFI): .936



- Root Mean Square Error of Approximation (RMSEA): .080 PClose: .002

Hypothesis 1 was supported.

**Hypothesis 2 stated a positive relationship between the Emotional Intelligence of leaders and Transformational Leadership Style**

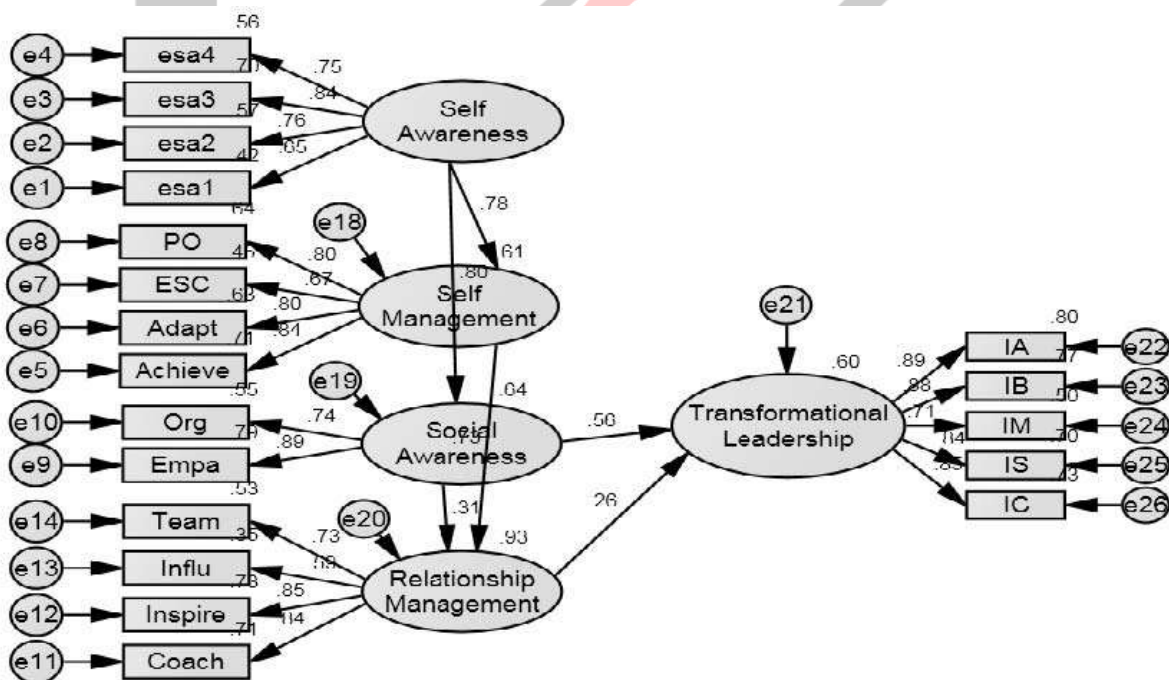
The correlations results revealed significant positive correlations among all four clusters of EI and five factors Idealized Attributes (IA), Idealized Behaviour (IB), Inspirational Motivation (IM), Individualized Consideration (IC), and Intellectual Stimulation (IS) of transformational leadership style. Table 12 depicts the correlation results among four clusters of EI and five scales of transformational leadership style. The relationship was also tested using amos software. The measurement model was valid and the fit of the data is good in structural model of EI and transformational leadership style. Social Awareness and Relationship Management have positive effects on Leadership effectiveness (.576 and .273 respectively). 60% variance in transformational leadership style is explained by EI. Structural model of emotional intelligence and transformational leadership scales is shown in Figure 3.

**Table 12:** Correlations among Emotional Intelligence clusters and Transformational Leadership scales

	Idealized Influence	Idealized Behaviour	Individualized Consideration	Inspirational Motivation	Intellectual Stimulation
Self Awareness	.423**	.456**	.417**	.301**	.480**
Self Management	.579**	.585**	.552**	.580**	.612**
Social Awareness	.605**	.611**	.603**	.598**	.600**
Relationship Management	.529**	.556**	.561**	.604**	.555**

**Model Fit Summary of Measurement Model EI & Transformational Leadership Style**

- $\chi^2/df$  : 1.870 p: .000, Comparative Fit Index (CFI): .965
- Root Mean Square Error of Approximation (RMSEA): .053 PClose: .305



**Figure 3:** Structural Model of Emotional Intelligence & Transformational Style

**Model Fit Summary of Structural Model of EI & Transformational Leadership Style**

$\chi^2/df$  : 1.904 p: .000, Comparative Fit Index (CFI): .934

• Root Mean Square Error of Approximation (RMSEA): .078 PClose: .001

Hypothesis 2 was supported.

**Hypothesis 3 stated a positive relationship between the Emotional Intelligence of leaders and Transactional Leadership Style**

Correlations results revealed significant positive correlations among all four clusters of EI and two factors Contingent Reward (CR), and Management by Exception Active (MA) of transactional leadership style. Table 13 depicts the correlation results among four clusters of factors of transactional leadership style. The relationship was also tested using amos software. The measurement model was valid and the fit of the data is good in structural model of EI and transactional leadership style. Only Social Awareness has a positive effect on Transactional style (.760). 68% variance in transactional leadership style is explained by EI. Structural model of EI and transformational leadership is shown in Figure 4.

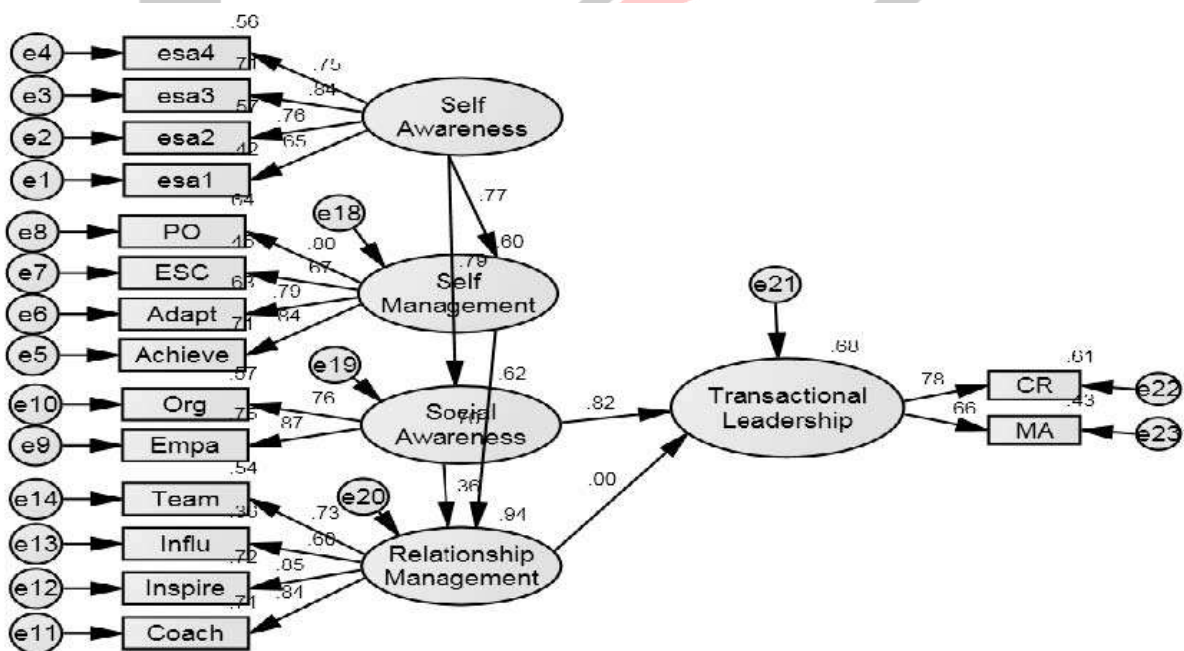
**Table 13:** Correlations among Emotional Intelligence clusters and Transactional Leadership

	Contingent Reward	Management by Exception (Active)
Self Awareness	.371**	.300**
Self Management	.506**	.321**
Social Awareness	.569**	.483**
Relationship Management	.560**	.407**

**Model Fit Summary of Measurement Model of EI & Transactional Leadership**

•  $\chi^2/df$  : 1.834 p: .000, Comparative Fit Index (CFI): .970,

• Root Mean Square Error of Approximation (RMSEA): .052 PClose: .390



**Figure 4:** Structural Model of Emotional Intelligence & Transactional Leadership Style

**Model Fit Summary of Structural Model of EI & Transactional Style**

- $\chi^2/df$ : 1.881 p: .000, Comparative Fit Index (CFI): .939
- Root Mean Square Error of Approximation (RMSEA): .077 PClose: .007

Hypothesis 3 was supported.

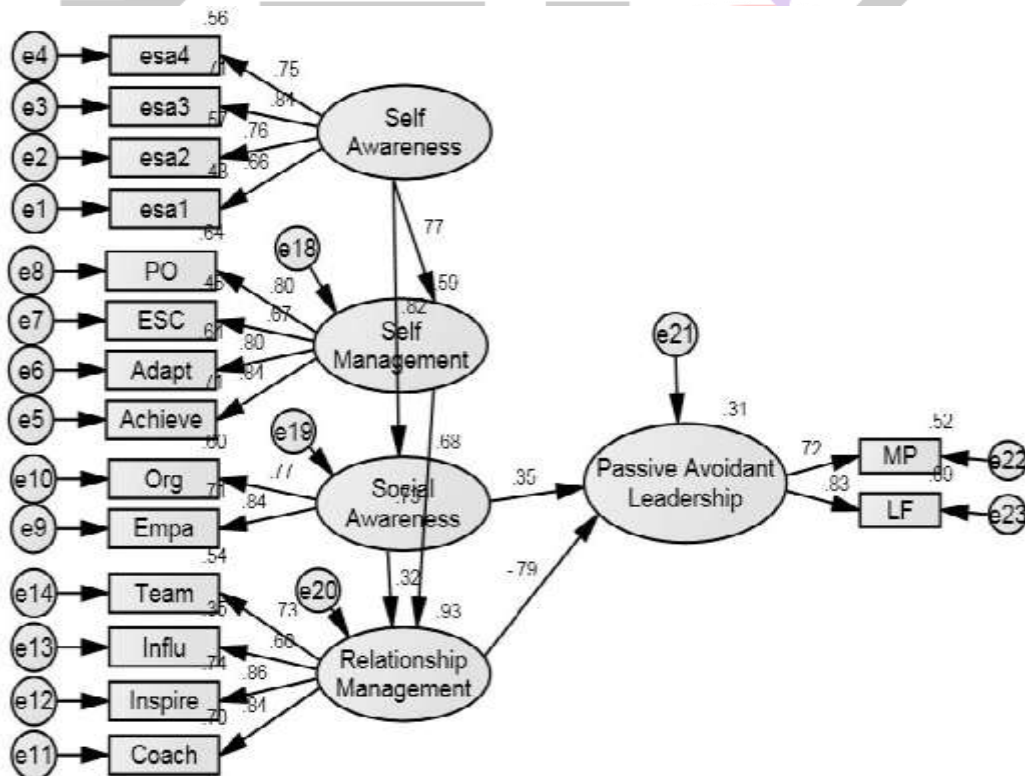
**Hypothesis 4 stated a negative relationship between the Emotional Intelligence of leaders and Passive Avoidant Leadership Style.**

The correlations results revealed negative correlations among all four clusters of EI and two scales Exception Passive (MP), and Laissez-Faire (LF) of passive leadership style. Table 14 depicts the correlation results among four clusters of EI and two scales of passive avoidant leadership style. The measurement model was valid and the fit of the data is good in structural model of EI and passive avoidant leadership style. Relationship Management has negative effect on passive avoidant Leadership style (-.690). 31% variance in passive avoidant style is explained by EI. Structural model of EI and transformational leadership is shown in Figure 5.

**Table 14:** Correlations among Emotional Intelligence clusters and Passive Avoidant Leadership scales

	Management by Exception (Active)	Laissez-Faire
Self Awareness	-.153	-.205*
Self Management	-.359**	-.448**
Social Awareness	-.233**	-.300**
Relationship Management	-.317**	-.377**

\*\* . Correlation is significant at the 0.01 level (2-tailed).\* . Correlation is significant at the 0.05 level (2-tailed).



**Figure 5:** Structural Model of Emotional Intelligence & Passive Avoidant Leadership Style

### Model Fit Summary of Measurement Model of Emotional Intelligence & Passive Avoidant Leadership Style

- $\chi^2/df$ : 1.891 p: .000, Comparative Fit Index (CFI): .967
- Root Mean Square Error of Approximation (RMSEA): .054 PClose: .302

### Model Fit Summary of Structural Model of EI & Passive Avoidant Leadership Style

- $\chi^2/df$ : 1.8205 p: .000, Comparative Fit Index (CFI): .942
- Root Mean Square Error of Approximation (RMSEA): .074 PClose: .014

Hypothesis 4 was supported

## CONCLUSION

Organizations are continuously searching for techniques and strategies to strengthen leadership abilities in the organization. According to the study results, a statistically significant relationship exists between EI and leadership effectiveness among the supervisors of the software organization. The high correlation amongst EI and leadership effectiveness demonstrates that higher the level of emotional intelligence, the higher is the leadership effectiveness. Supervisors having high EI will inspire and influence their reporting members in putting additional efforts and that these staffs will perceive their supervisors more effective and will be satisfied with them. Prior researches [32], [33], [35] [69] [70] [32] [71] [72] [73] have already analyzed and bolstered this role of EI in leadership effectiveness.

Subsequently, supervisors with high EI scores and transformational leadership skills would be expected to positively influence individuals, teams, and organizations that are experiencing significant organizational change. Transformational leadership model expands the leader's role from simple leader-follower exchange agreements to inspiring and motivating followers to achieve goals beyond their own expectations [63]. Transformational leaders have the ability to stimulate other leaders, colleagues, and followers to embrace new organizational perspectives, support the vision or mission of the organization, and achieve higher levels of performance [61] [62] [41] [63].

These discoveries are in accordance with earlier research concentrates that have demonstrated a positive relationship amongst EI and transformational leadership styles [10] [19] [60]. Transformational leaders enhance follower fulfillment and performance by demonstrating idealized leadership, persuasion, inspiration, scholarly incitement, or individualized thought [41].

The outcomes of this study indicate that leaders EI is additionally affecting transactional leadership style. These results are in line with some prior research studies that have demonstrated a positive relationship between EI and transactional leadership styles [36] [46]. Transactional leadership may be viable in specific circumstances; however, it is less effective when the leader does not have oversight of the reward process. Transactional leaders may have a marginal effect on follower performance but are more effective when used in conjunction with transformational leadership behaviours [62] [63]. The outcomes likewise show that EI is negatively related with passive avoidant leadership style.

The review gives more exact assessment of the relationships between EI and leadership effectiveness and leadership styles in light of fact that in this study measurement error is corrected using Structural Equation Modeling (SEM). SEM can take measurement error into account in order to provide more accurate estimates of the relationship between constructs [52]. The behavioral level of EI is most likely to relate to job performance and outcomes [74] [75]. This study used EI competencies as measured by "others observations". The "others observations" are exhibited practices of the supervisors as seen by their subordinates. Thus, the outcome gives better comprehension of relationship between EI and leadership effectiveness and leadership styles.

## IMPLICATIONS OF THE STUDY

Successful leaders use their EI to oversee themselves and to effectively manage others in the organization. The results of this study recommend that EI has a significant effect on leadership; therefore, higher levels of EI could help enhance leadership performance and leadership effectiveness in the software organizational setting. EI can be improved upon with training and development. Therefore, training programs within the organization could have a positive effect on leadership and leadership performance, hence driving the organization to organizational success.

Many practitioners and scholars believe that emotional intelligence can be improved upon through development and training programs [64] [65] [66] [67]. Therefore, for leaders employed in the organization, organization can focus on creating or gearing training and development programs toward improving levels of existing leaders' EI.

According to the findings of the study, EI also had a statistically significant relationship with transformational and transactional leadership styles. Accordingly, senior leaders may want to place an emphasis on developing comprehensive leadership development programs that include EI and full range leadership. Doing so will permit employees to learn shared leadership skills

on the job, understand emotion-based skills to enhance and improve self-learning, develop leaders as mentors, and assess and develop emotional competencies throughout the organization [66].

The result of this study could influence leadership effectiveness by providing software organizations with a transformational model of EI. The transformative learning of EI encourages employees to investigate, identify, comprehend, learn, and apply the skills and behaviors essential for effective leadership. The transformative learning model includes an emotional learning process that integrates self-directed coaching, relationship-centered learning (mentoring and coaching), and actively performing positive behaviors [68].

### **LIMITATIONS AND SCOPE FOR FURTHER RESEARCH**

- (1). Data was collected from software organizations from national capital region of India. Sample from different software hubs of India may be taken to further investigate the relationship between emotional intelligence, leadership effectiveness and leadership styles.
- (2). While gathering data for emotional intelligence and leadership effectiveness and styles, responses from subordinates were assimilated. Additional research may be conducted in which data is collected from peers and supervisors as well.
- (3) It is also suggested that future research might use a longitudinal design. Further studies may use a research approach that allows emotional intelligence to be assessed first and leadership effectiveness and leadership styles to be surveyed some time later.
- (4) The data is limited to Indian software organization. Further studies can be done across the service industries in India OR in software organizations outside India. In either case it will give a more comprehensive results.

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