

Impact of Emotional Intelligence on Transformational Leadership and Organization Effectiveness. An Exploratory Study in Pakistan

Aneeqa Fakhra

Department of Electronics Engineering
University of Chakwal, Pakistan
&

Mirza Jahanzaib

Department of Industrial Engineering and Management Sciences,
University of Engineering and Technology, Taxila, Pakistan

Abstract

Emotional intelligence (EI) is a quite innovative and emerging area of behavioral research, having gained the attention of the public and the scientific community. The objective of this study was to formulate an improved model of emotional intelligence and its impact on transformational leadership and organizational performance. This research includes structural equation modeling (SEM) technique. A hypothetical model is developed to determine the impact of emotional intelligence on transformational leadership and organizational effectiveness. The survey was conducted in three public sector industries. The research questionnaire was filled out by leaders of three managerial levels within the industry. The structural equation model was used to analyze 760 responses through SEM path analysis. Data were examined using smart PLS software. The results showed that emotional intelligence had a significant impact on transformational leadership and organizational effectivity at junior and middle managerial levels while at the senior managerial level, it only influences transformational leadership.

Keywords: *Transformational leader, public sector organization, emotional intelligence, organization effectiveness, partial least square.*

Emotional intelligence is the group of capabilities that teaches us how efficiently an individual handles their emotions (Brackett & Katulak, 2013). It includes the skill of monitoring others as well as own sentiments, to distinguish between them and after getting evidence use this knowledge to monitor and lead one's intellectual activities. In the background of developing 'emotional intelligence' in societal, managerial, and structural psychology (Barsade & Gibson, 2007) and (Bar-On et al., 2006) associated emotional intelligence with achievement and performance. Emotional intelligence is considered a significant predictor of managerial outcomes that includes job performance and satisfaction (Shooshtarian et al., 2013). Emotional intelligence (EI) is becoming an emergent area in the field of psychology, education, administration, management, scholars, and experts (Druskat et al., 2013). Many concepts and theories on emotional organization (Kövecses, 2012) recommend that emotional status during work is an important component of employer personality, employer job performance and satisfaction, and organizational outcomes. Many organizations have conducted various EI training courses for their workers offered by administrative experts. Supporters of emotional intelligence theories say that EI affects an individual's physical health as well as mental condition and helps in career establishment (Liao et al., 2022).

Emotional intelligence is considered an essential "psychological element" that has an extreme influence on employee's aptitudes and routines. Certain emergent leadership concepts also recommend that both emotional intelligence as well as social intelligence are the most essential elements for leadership and managerial decision-making because intellectual and societal flexibility and complication are significant features of experienced and skilled leaders (Groves et al., 2008). Studies investigating the value of emotions in predicting active and efficient leaders are gaining attention in psychological research (Downey et al., 2006). Leaders with good EI skills are supposed to be more glad, devoted, and loyal to their organization (Abraham, 2005), attain more victory and achievement (Singh, 2007), perform very well in organization and workstation (Dâmbean & Gabor, 2021), use optimistic approach to predict importantly, progresses, ineffective administrative working and functioning (Sy et al., 2006), use these sentiments to increase their judgmental skills and encourage a logic of interest, faith, belief, communication between staffs and workers through personal relations (Anand & UdayaSuriyan, 2010). Numerous research examines a weak to moderate relation between measures of trait EI (Salami, 2010) and job performance. Research on "food service" their employees supervisors and managers (Sy et al., 2006) examined a positive link between emotional intelligence (WLEIS) and happiness in the staff and their respective organizational managers.

There is a major contribution of organizations to the Pakistani economy, even though they suffer from severe economic crises and financial loss they produced somehow stable outcomes but there is less empirical indication in the previous literature about

Correspondence concerning this article should be addressed to
Aneeqa Fakhra
Department of Electronics Engineering
University of Chakwal, Pakistan
E-Mail: aneeqafakhra@gmail.com

the Emotional intelligence of transformational leaders and organizational outcomes. The one cause for this research break is the deficiency of nearly fewer measures of EI that can be used in leadership and management studies. Emotional intelligence can establish a connection between the affectivity of organization, workplace, leadership, and job satisfaction therefore the existing research verified such a model using a structural equations modeling approach. It is obvious from the literature that, Emotional intelligence influences Transformational leadership and organizational effectiveness. However, it lacks practical evidence for the Public as well as for the private organizations of Pakistan. Therefore this study is made to analyze the impact of EI on Transformational leadership and organization effectiveness in public sector organizations of Pakistan. The structural equation modeling technique is used to explore the relationship between selected variables.

Development of Hypotheses

To determine the effect of emotional intelligence on organizational effectiveness and transformational leadership, the following research hypotheses were developed.

H1: Emotional intelligence has a significant relation with Transformational leadership.

Emotional intelligence was significantly associated with transformational leadership and its constructs were found by (Leban & Zulauf, 2004). A significant positive relationship was observed between EI and transformational leadership as found by

(Alkahtani, 2016; Barbuto & Burbach, 2006). Based on these research studies it can be seen that a leader's emotional intelligence level is positively associated with (TFL) transformational leadership (Cavazotte et al., 2012).

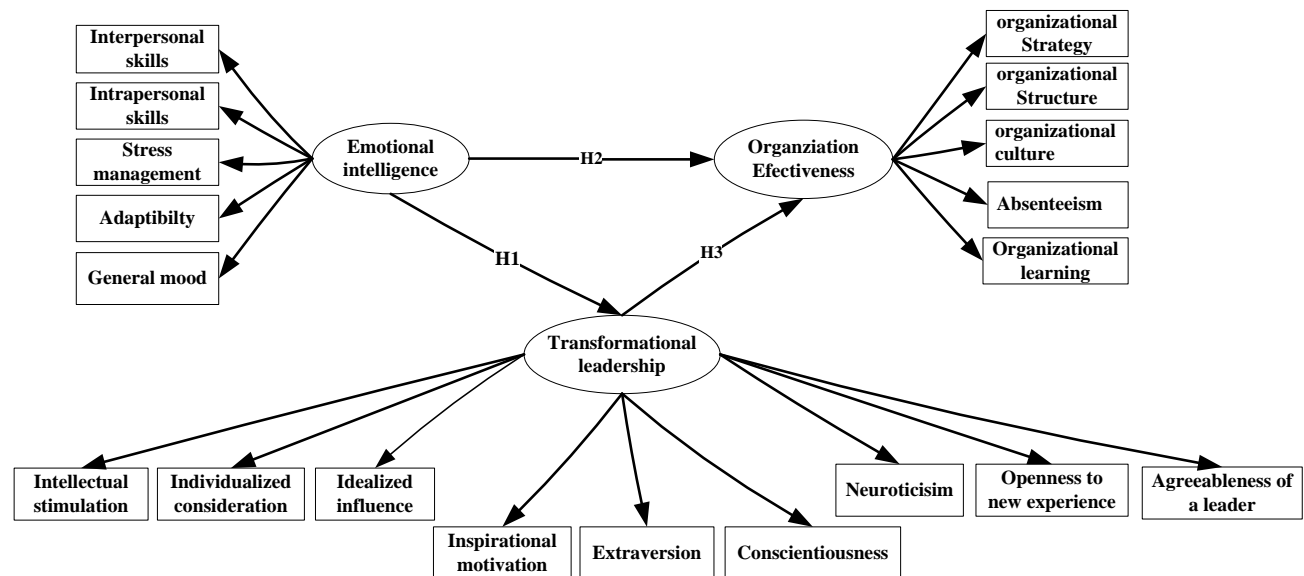
H2: Emotional intelligence has a significant relation with organizational effectiveness.

According to (Snodgrass & Shachar, 2008) during the research of the different organizations, it has been found that transformational leadership styles correlate positively with organizational outcomes. Transformational leadership refers to the positive relationship between emotional intelligence and organizational environment (Hur et al., 2011). The outcomes of several research studies as found by (Anari, 2012) show a significant positive relationship between emotional intelligence and Organizational Commitment.

H3: Transformational leadership has a significant relationship with organizational effectiveness.

Research by (Wang et al., 2011) found that transformational leadership style has a significant association with organizational performance. It was also found that transformational leadership has a positive impact on organizational performance through organizational learning and innovation (García-Morales et al., 2012). Also, it was found by (Noruzi et al., 2013) that transformational leadership has direct influences on organizational performance. Transformational leadership has a positive influence on organizational learning (Choudhary et al., 2013) which further improves the performance of an organization positively.

Figure 1. Hypothesized model



Structural Equation Modeling

The "multivariate statistical tool" that is used for the evaluation of complex hypothetical frameworks with observed data is commonly called structural equation modeling. It provides information as to how consistent our collected data is concerning the proposed hypothetical model (McIntosh, 2007). The research model is generally divided into two categories to be analyzed using structural equation modeling. The structural model provides us with values of path coefficients. In other words, the outer model composed of factors is called the structural model which is

used to analyze the proposed hypothesis. In the proposed research model, there are two endogenous latent variables and one exogenous latent variable. Based on these two variables, two linear equations are made for measuring the structural model. The measurement model is also called the inner model. It is used to measure the measuring components (observed variables). In the current research study, emotional intelligence represents the exogenous latent variables while transformational leadership and organization effectiveness are the endogenous latent variables.

Development of Structural Equation model

A model was proposed in figure1 to understand and analyze the influence of EI on transformational leadership and organizational effectiveness for junior, middle, and senior managerial levels. Each latent construct was measured through its measuring indicators which were also called observed variables. Emotional intelligence was measured through five observed variables including interpersonal and Intrapersonal skills, Stress management and adaptability, and general mood whereas

Transformational leadership was measured through nine constructs named Intellectual stimulation, Individualized consideration, Idealized influence, Inspirational motivation, Extraversion, Conscientiousness, Openness to new experience, Agreeableness and Neuroticism of a leader as mentioned in table1. The effectiveness of any organization was measured based on its organizational strategy, structure, culture, learning, and absenteeism rate of employees. All these Latent Variables and their respective observed variables are shown in the table1.

Table 1

Latent variables and corresponding observed variables

Latent Variables (dependent variable)	Observed Variables (independent variable)	Notation	References
1. Emotional Intelligence	Intrapersonal skills	EI1	(Bar-On et al., 2006) (Barbuto & Burbach, 2006)
	Interpersonal skill	EI2	(Bar-On et al., 2006) (Schutte et al., 2001) (Barbuto & Burbach, 2006) (Kunnanatt, 2004)
	Stress management	EI3	(Bar-On et al., 2006) (Nespereira-Campuzano & Vázquez-Campo, 2017)
	Adaptability	EI4	(Bar-On et al., 2006) (Savickas & Porfeli, 2012)
	General mood	EI5	(Bar-On et al., 2006) (Petrides & Furnham, 2001)
2. Transformational Leadership	Intellectual stimulation	TFL1	(Bolkan & Goodboy, 2010)
	Individualized consideration	TFL2	(Leban & Zulauf, 2004) (Vinkenburg et al., 2011)
	Idealized influence	TFL3	(Leban & Zulauf, 2004) (Barling et al., 2008)
	Inspirational motivation	TFL4	(Leban & Zulauf, 2004) (Givens, 2008)
	Extraversion	TFL5	(Cavazotte et al., 2012)
	Conscientiousness	TFL6	(Drew et al., 2008)
	Openness to new experience	TFL7	(Huang et al., 2005) (Ashton & Lee, 2009)
	Agreeableness of a leader	TFL8	(Mayer et al., 2012) (Shao & Webber, 2006)
	Neuroticism of a leader	TFL9	(Xu et al., 2011) (Judge et al., 2002)
3. Organization Effectiveness	organizational Strategy	OE1	(Smither et al., 2016) (Wheelen et al., 2017)
	organizational Structure	OE2	(Daft, 2015) (Williams et al., 2017)
	organizational culture and values	OE3	(Burke & Noumair, 2015) (Cummings & Worley, 2014)
	Absenteeism	OE4	(Kush et al., 2012) (Burke & Noumair, 2015)
	organizational learning	OE5	(Cucchiella et al., 2014) (Jinnett et al., 2017)

Methodology

Participants

Participants were 765 managers, working in different departments of three public sector industries. These industrial organizations lie in various regions in Pakistan. Heavy Mechanical Complex Taxila (HMC), Water and Power Development Authority (WAPDA), and Pakistan Electric Power Companies (PEPCO) were considered as case studies. Moreover, industries are comprised of different departments. The sample included

267 junior, 267 middle, and 231 senior-level managers aged from 20–to 59 years. This survey was conducted in December 2017.

Instruments

The questionnaire comprised two main sections. Section 1 consisted of six questions related to demographic information. Information related to gender, age, and education of employees, salary, organization tenure, and

nature of the organization was gathered through a demographic section. Section 2 consisted of further three subsections. Three separate subsections with 5- 5-point “Likert scale” questionnaires were developed to gather the data from employees. A total of 19 questions were included in section 2, in which five questions collected information about EI, nine questions collected information on Transformational leadership, and five questions related to organization effectiveness. These research questionnaires were developed with the help of literature and factors identified for each latent variable. A total of 765 survey forms were distributed among the managers out of which four were not properly filled and one was returned unfilled so they were discarded.

Procedure

Data was gathered both directly and indirectly from the employees through a structured questionnaire. This statistical data was collected during working times through a short survey form. During the collection procedure, managers were approached in their industry and their offices. Permission was also taken from the administration and senior authorities of industry. The employees of all

managerial levels were briefly instructed about this research. The concept of each question was explained in detail to avoid any discrepancy in their responses. On average employees consumed 20 to 25 minutes to complete each questionnaire. All the responses were further analyzed using smart PLS software.

Results

The collected data from three different Public sector industries were analyzed using smart PLS software. The results include reliability and validity measures, factors outer loadings values, and hypothesis testing of junior, middle, and senior managerial levels.

Table 2 represent the construct reliability measures and the validity measures that contain Cronbach's alpha, composite reliability, and Average variance extracted for junior, middle, and senior managerial level.

Table 3 represent the factor loading values of measuring indicators for junior, middle, and senior managerial level.

Table 4 represents the t statistics and results of the path coefficient for junior, middle, and senior managerial levels.

Table 2

Construct Reliability and validity for junior, middle, and senior managerial level

Latent Construct	Cronbach's alpha	rho-A	Composite Reliability	Average Variance Extracted
Junior managerial level				
Emotional intelligence	.83	.84	.88	.60
Transformational leadership	.89	.91	.90	.52
Organization Effectiveness	.82	.84	.87	.57
Middle managerial level				
Emotional intelligence	.80	.80	.86	.55
Transformational leadership	.83	.84	.86	.56
Organization Effectiveness	.87	.89	.90	.66
Senior managerial level				
Emotional intelligence	.79	.83	.85	.53
Transformational leadership	.78	.87	.82	.59
Organization Effectiveness	.83	.84	.88	.61

Table 3

Factors loading for junior, middle, and senior managerial level

Observed Variable for each latent construct	Notations	Loadings (Junior level)	Loadings (Middle level)	Loadings (Senior level)
Intrapersonal skills	EI1	.77	.78	.62
Interpersonal skill	EI2	.71	.76	.83
Stress management	EI3	.78	.69	.76
Adaptability	EI4	.74	.76	.75
General mood	EI5	.86	.71	.66
Intellectual stimulation	TFL1	.76	.56	.77
Individualized consideration	TFL2	.81	.59	.81
Idealized influence	TFL3	.82	.68	.55
Inspirational motivation	TFL4	.79	.75	.78
Extraversion	TFL5	.76	.62	.75
Conscientiousness	TFL6	.56	.74	.75

Openness to new experience	TFL7	.76	.72	.35
Agreeableness of a leader	TFL8	.49	.61	.29
Neuroticism of a leader	TFL9	.69	.54	.01
organizational Strategy	OE1	.71	.79	.61
organizational Structure	OE2	.74	.81	.84
organizational culture and values	OE3	.80	.81	.82
Absenteeism	OE4	.74	.80	.83
organizational learning	OE5	.77	.82	.76

Table 4*Path Coefficient of proposed hypothesis for junior, middle, and senior management level*

Path	Hypothesis	Original sample	M	SD	T statistics	P value	conclusion
Junior managerial level							
EI ----TFL	H1	.48	.49	.045	10.73	.00	Accepted
EI ---- OE	H2	.15	.16	.077	2.05	.04	Accepted
TFL---OE	H3	-.12	-.13	.088	1.45	.14	Rejected
Middle managerial level							
EI ----TFL	H1	.54	.54	.047	11.46	.00	Accepted
EI ---- OE	H2	.24	.24	.081	3.02	.00	Accepted
TFL---OE	H3	.07	.08	.106	0.75	.45	Rejected
Senior managerial level							
EI ----TFL	H1	.36	.36	.055	6.59	.00	Accepted
EI ---- OE	H2	-.06	-.07	.051	1.28	.19	Rejected
TFL---OE	H3	.49	.49	.054	9.09	.00	Accepted

Based on analysis following model for junior, middle, and senior managerial levels was formulated.

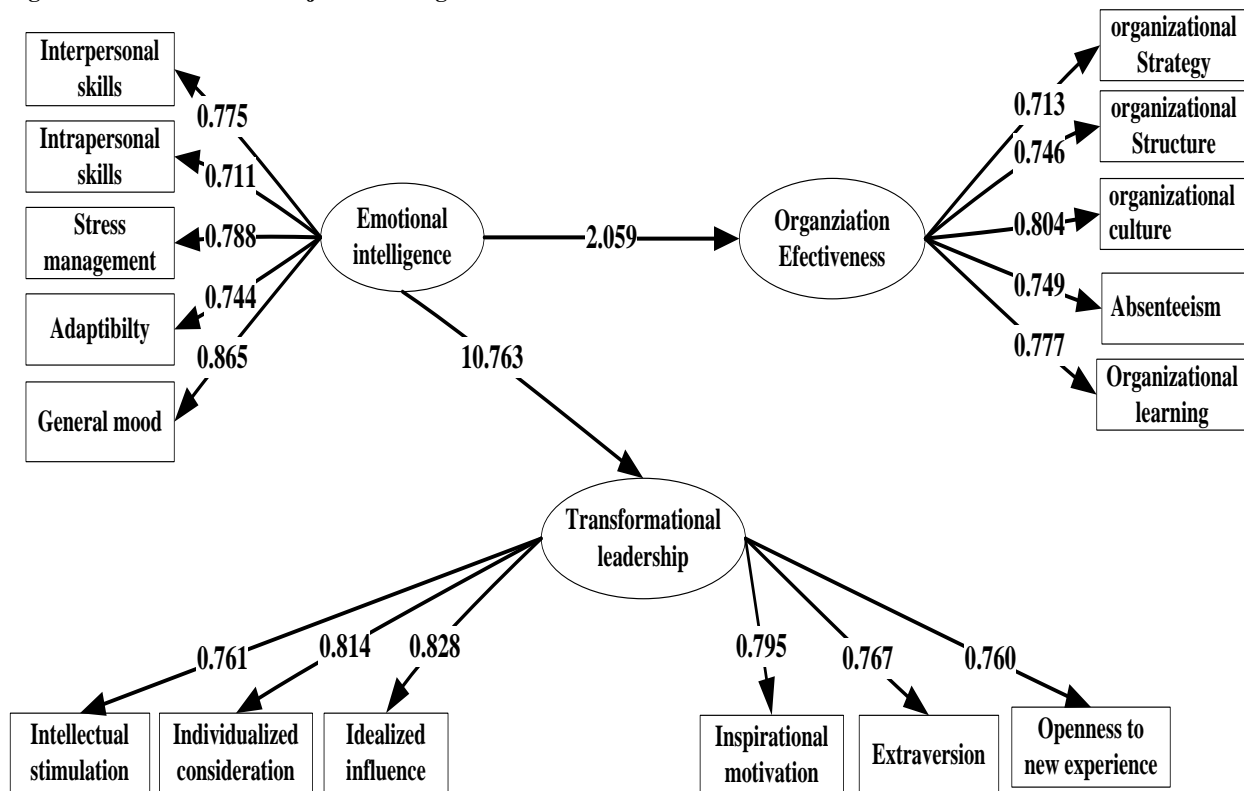
Figure 2. The final model for junior management level

Figure 2 represents the significant measurement and structural model for the junior managerial level. The indicators having factor loading values less than 0.7 should be excluded to obtain the fit model. The findings of Figure

2 reflect that Conscientiousness, Agreeableness, and Neuroticism are the insignificant factors represented in this model as shown in Table 3. It can also be seen that transformational leadership has an insignificant association

with organizational effectiveness, hence hypothesis 3 is rejected.

Figure 3. The final model for middle management level

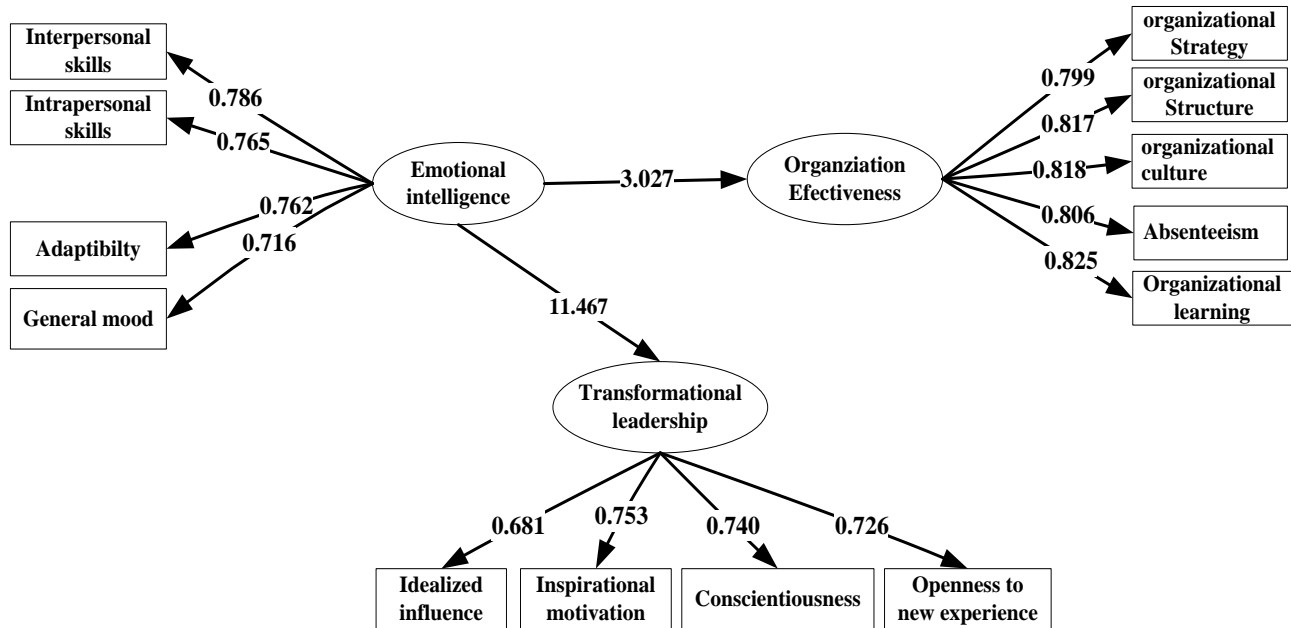


Figure 3 represents the significant measurement and structural model for the middle managerial level. The indicators having factor loading values less than 0.7 are excluded to obtain the fit model. From Figure 3, it can be seen that Stress management, Intellectual stimulation,

Individualized consideration, Extraversion, Agreeableness, and Neuroticism are the insignificant factors for this model as shown in Table 3. Moreover, transformational leadership has an insignificant association with organizational effectiveness for middle managers. Hence for the middle managerial level based on the results, hypothesis 3 is rejected.

Figure 4. Final Model for Senior Management Level

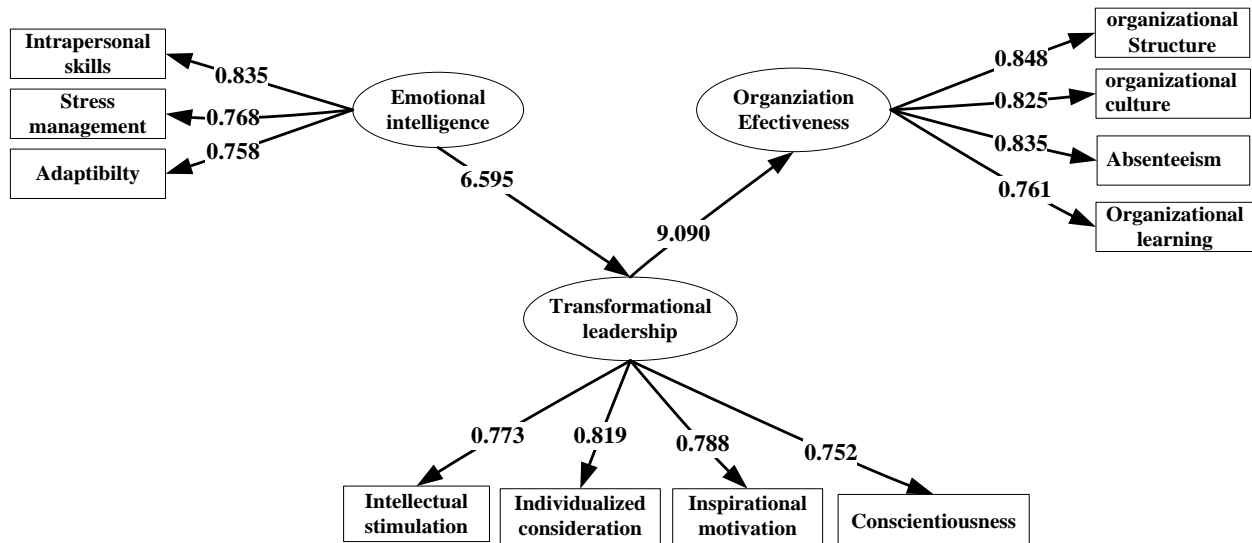


Figure 4 represents the significant measurement and structural model for the senior managerial level. The indicators having factor loading values less than 0.7 are excluded to obtain the fit model. The findings of this model

reflect that intrapersonal skills, general mood, idealized influence, Extraversion, Openness to new experiences, Agreeableness, Neuroticism, and organizational Strategy are the insignificant factors for this model as shown in

Table 2. It can also be seen that emotional intelligence has an insignificant association with organizational effectiveness at the senior managerial level. Based on that hypothesis 1 for this model is rejected.

Discussions

Composite reliability is a preferred substitute for Cronbach's alpha (α) and it gives higher estimations of accurate reliability. The value 1 is acceptable as perfect reliability and equal to or greater than .70 value is standard for confirmatory purposes (Henseler et al., 2012). From the table, it is clear that latent constructs have composite reliability values greater than .80 in all three cases for junior, middle, and senior managerial levels. Similarly, Cronbach's alpha also tells us whether the construct or latent variables show reliability or not. By convention, greater than or equal to .80 value is for good measure and .70 value is for acceptable scale. From the table, it is clear that Cronbach's alpha reliability value for emotional intelligence, Transformational leadership, and organizational effectiveness is greater than .7 at junior, senior, and middle managerial levels which lie in an acceptable range. AVE is also used to check and examine the convergent validity as well as divergence. AVE exposes the average communality values for each latent variable. In a satisfactory model, AVE must be larger than .5 (Höck & Ringle, 2006). The AVE values of this structural research model are greater than .5 which shows this research model is acceptable enough to move toward a statistical approach. The reliability of the measuring indicators and fitness of the measurement model are checked through factor outer loadings values. A value greater than .7 is acceptable for a good model. It can be seen that factor loadings of some indicators are highlighted because their values are less than .7 so they should not be included for further analysis to achieve proper fitness of the model and then move towards structural model testing.

The satisfactory range for t statistics should be out of -1.96 and +1.96 at a 95% confidence level. At the junior managerial level, emotional intelligence has a significant influence on transformational leadership with a t-value of 10.736. Emotional intelligence has also a significant influence on organization effectiveness with a t value greater than 1.96 while transformational leadership has an insignificant effect on organization effectiveness at the junior managerial level so Hypothesis H1 and H2 are accepted. At the middle managerial level, EI has a significant impact on transformational leadership and organization effectiveness with t value of 11.46 and 3.027 respectively so hypothesis H1 and H2 is accepted for the middle managerial level while in the senior managerial level, EI only has a significance impact on transformational leadership and insignificant impact on organization effectiveness so H1 is accepted while H2 is rejected.

Limitations and future recommendation

Irrespective of its inferences, the present investigation is inclined to certain limitations.

1. This study highlighted on industrial sector of Pakistan. Upcoming researchers can repeat similar research in some new areas to see the emotional influence on student performance,

teacher performance, customer satisfaction, and employee performance.

2. In this research, we considered different departments of three organizations for data collection. Future research can be done to see the impact of emotional intelligence on transformational leadership and organizational performance for departments of multiple organizations.
3. Three public-sector industrial organizations were chosen for this study. We expect that more productive results can be obtained if data is collected from private sector organizations across the country.

Conclusion

This research study was carried out to evaluate the impact of emotional intelligence on organizational effectiveness and transformational leadership. Structural Equation modeling was used to analyze the responses of 760 respondents from three public sector organizations. The analysis was separately carried out using PLS for each managerial level. Based on the above-mentioned findings it can be seen emotional intelligence has a significant influence on transformational leadership and organizational effectiveness. It can also be seen that with proper training and educational support emotional intelligence can be developed which will ultimately lead to improvement in the overall performance of an organization. Therefore it is suggested that the process of modelling and improving emotional intelligence should be initiated with higher leadership in any organization. It is integral that senior leadership or managerial level must analyze and understand the significance of emotional intelligence and be willing to engage in such activities. Moreover, the aims and objectives of initiating any emotional intelligence-based initiative must be made clear to all the employees of an organization. The results from these activities highlighting the strengths and weaknesses of employees should be thoroughly evaluated. Senior leadership should also collaborate with lower-level employees to work on areas demanding the most improvement.

Implications

There are many practical implications of this research. Firstly, during the recruitment and hiring process, managers of the firm should concentrate not only on the skills, awareness, knowledge, and technical capabilities but they should also focus on the EI skills of the person. For this purpose, the interview should include some activities to evaluate the EI skill of the applicant. The manager must also modify the content related to technical skills and this content must be replaced by EI skills so that staff can recognize well the theories and principles of emotional intelligence and use them in their professional life to decrease anxiety and stress.

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