

A SHORT REVIEW OF META-ANALYSES ABOUT EMOTIONAL INTELLIGENCE AND TRANSFORMATIONAL LEADERSHIP

<https://doi.org/10.47743/jopafl-2023-29-43>

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Abstract: This study aims to determine whether any authors have already found empirical evidence demonstrating whether or not E.I. is a component of transformative leadership. The success of TFL behavior may be greatly influenced by one's ability to perceive feelings within the context of emotional intelligence. We discovered that transformational leaders may be more attuned to the demands of their followers after reviewing studies. They can behave amiably with others who are following them, which enables them to comprehend what other people are experiencing. In a nutshell, the following is the question that we hope to address in this article: It is possible to build a contingency between E.I. and TFL? Precise definitions of the investigated variables were taken from the academic literature to undertake this particular research. Our research demonstrates a moderate relationship between EI and TFL behaviors in the research identified in scholarly literature.

Keywords: TFL; emotional intelligence; behavior; performance.

Introduction

We chose to use this method to examine throughout the literature our research question and to provide precise terms about how emotional intelligence and transformational leadership are collaborating or how the two concepts relate to each other. The importance and impact of leadership, as well as of driving emotions on the performance of the labor organization. As I found, Zineldin and Amsteus (2014) are showing in research that leaders who tend to avoid people or own feelings/emotions, or those who don't really care about the relationships around them, at best, not productive at all and, at worst, harmful to others. Firstly, in 1989 was published an academic paper focusing on about the role of TFL in the role of people's prosperity in professional life, even by expressing the human part of them, including emotions (Selzter et al., 1989). More specifically, this review highlights the conclusions of empirical research on TFL of employees and it proves to be a the link between the two phenomena mentioned by us.

Transformational Leadership and Emotional Intelligence

We would like to clarify for the start why we chose transformational leadership – During 1990s, this style of TFL was the most cited and of interest to most authors (Judge & Piccolo, 2004), and there is still room to explore it. Even like 20 years later, as we found by Antonakis, this style of leadership is still the “famous” one for studies (Antonakis, 2012). According to Bass, transformational leadership includes four dimensions (Bass et al., 1994). The first one, idealized influence, relates to both the traits that followers attribute to the leader and the actions that the leader takes to set an example and act morally. A

leader that will score at this dimension will be that one with strong values and self-regulating emotions, acting and consistent with his subordinates. The second dimension, inspirational motivation, refers to a leader that use for his communication to be motivating to others and to keep high standards of quality. The third dimension, intellectual stimulation, involves openness to new ways of performing tasks and encouraging behavior for the employees to be creative and think outside the box. Finally, the fourth dimension, individual consideration, it refers to someone who is compassionate, and it behave to his followers as individual persons and invest in learning and development of his team. The connection with the emotions and the human part of the leader is reflected, in particular, in the last dimension called 'individual consideration', which, in our opinion, can perfectly relate to our subject of study. Below there are other definitions for our searched concepts (table 1)

Table 1. Definitions of TFL and EI

Authors name	Transformational Leadership	Emotional Intelligence
Burns (1978)	„ <u>leaders</u> and followers raise one another to higher levels of morality and motivation”	-
Bass & Avolio(1994)	„4 dimensions: idealized influence, inspirational motivation, intellectual stimulation, individual consideration	-
Mayer, Salovey, Caruso and <u>Sitarenios</u> (2003)	-	Dimensions: perception of emotions, facilitation of thinking with emotion, understanding emotions, management of emotions
Mayer and Salovey(1997)	-	‘Ability to perceive accurately, appraise and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual <u>growth</u> ’

The strong point of the study mentioned above, compared to most of the studies questioned from us until now, is the methodology, which tells us that the measure of emotions can be so different and variable, even sometimes it depends on the day we are trying to measure

them. In general, TFL seems to positively predict the size of self-realization and negatively predict emotional exhaustion. In terms of emotional intelligence it is closely related to the expression of emotions, Mayer et al. have suggested that EI is composed by 4 components: perception of emotions (the ability to identify emotions on faces, images, music, etc.); thinking in an emotional way (ability to think in terms of emotions and not just rational thoughts); know the emotions (Capacity to understand our own feelings or traits) how to manage our emotions (using that manage of the emotion for self-development and for helping others) (Mayer et al., 2003). Ashkanasy et al. found that those parts of EI mentioned above by us are very important and relate perfectly to how a TFL acts (Ashkanasy et al., 2002). Therefore, in several studies regarding transformational leadership, there were some specific EI skills and behaviors related (Andersen, 2000; Ashforth & Humphrey, 1995; Hoffman & Frost, 2006) and in table 2 we can see regardless of the model examined, there are many common links between the two concepts studied by us. We have chosen to illustrate this below as follows:

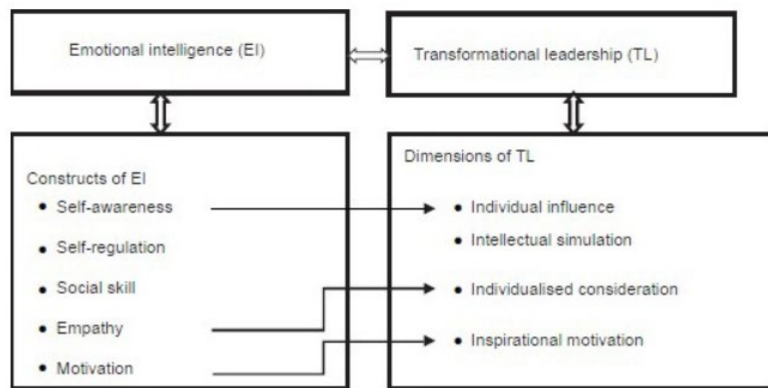
Table 2. The most relevant elements of emotional intelligence theories that intertwine with the components of transformational leadership

Essential Elements of Emotional Intelligence Models				
Transformational Components	Bar-On (2006)	Dulewicz and Higgs (2000)	Mayer and Salovey (1997)	Goleman et al. (2002)
Idealized Influence	Intrapersonal	Conscientiousness		Self Management
Inspirational Motivation	General Mood	Motivation	Managing Emotions	Relationship Management
Intellectual Stimulation	Adaptability	Intuitiveness	Facilitating Thought	
Individualized Consideration	Interpersonal	Interpersonal Sensitivity	Perceiving Emotions	Social Awareness
	Stress Management	Emotional resilience	Understanding Emotions	Self Awareness
		Self Awareness		

There are already several important findings in the scientific area regarding the relationship between our two major variables, such as: In one study (Barling along with other authors) it was revealed that emotional intelligence actually corresponds to only three dimensions, and not four as we found above of transformational leadership (excepting intellectual stimulation). In their study from 2004, Leban and Zulauf used the Mayer-Salovey-Caruso Emotional Intelligence Ability Test (MSCEIT) and the Multifactor Leadership Questionnaire (MLQ) to measure leadership style. They discovered a significant correlation between the managers' overall EI scores and the MSCEIT's ability to understand the emotions branch and the MLQ's inspirational motivation subscale. Optimal influence and individual consideration significantly correlated with the leaders' tactical use of emotional intelligence. According to Sivanathan and Fekken (2002), leaders' self-reported emotional intelligence and leadership effectiveness ratings were favorably correlated with followers' assessments of their transformative actions. Another study provided empirical evidence that claims a correlation between EI and TFL as interrelated concepts (Mandell & Pherwani, 2003).

Despite issues with the various EI assessments itself, organizational researchers are nevertheless quite interested in EI. A recent meta-analysis found whether EI had a total operational validity with employment-related criteria of .24. (Van Rooy & Viswesvaran, 2004). It has been stated that self-reported EI traits including assurance, attentiveness, honesty, and empathy are crucial for conveying visionary messages. A study suggests that several features of EI could be a facilitator of transformational leadership. Empathy, one of the initial qualities stated, can be essential for developing who treat their subordinates with personalized concern. Second, emotion management may encourage positive attitudes and self-assurance in workers who express and come up with fresh ideas. Thirdly, self-aware managers might have a stronger sense of meaning and purpose than the normal person. Fourth, managers who excel in managing their emotions are also more likely to put the needs of others before their own. (Sosik & Megarian, 1999). The resulted model can be consulted on Table 3.

Table 3. Facilitator of transformational leadership model



Source: Sosik & Megarian, 1999, pp. 367-390

Method

An intensive search is being made to find relevant studies on the effect of emotional intelligence on transformative leadership or, at least, possible correlations conducted between 1990 until present. Searches in electronic databases such Psych INFO, Dissertation Abstracts, Business Sources Premier, and ERIC as well as online searches for other unpublished data sources led to the discovery of a number of sources. These searches primarily utilized the terms "emotional intelligence" and "transformational leadership.", EI, TFL and others related. The initial internet search has generated a total of 21.600 books, technical reports, essays, and dissertations. Studies were only included if they provided data that could be used to construct unbiased estimates of zero-order correlations or if they reported zero-order correlations. We did not include not significant statistical correlations. Additionally, we decided to only include studies in this analysis that provided information on the aforementioned dimensions of EI. Most research and meta-analyses employ quantitative techniques like surveys. Harms & Crede, for instance, used a database of correlations collected from 62 separate samples, which contained information from 7,145 leaders, in 2010. The Leadership Practices Inventory (LPI et al., 2003), which was utilized in more than one study (k=7), was second most commonly used (k=39) as a measure of

transformational leadership. The Mayer-Salovey-Caruso Emotional Intelligence Test (Mayer et al., 2002) ($k = 12$), on the other hand, is the test that is most frequently used to quantify EI. Wong and Law's (2002) Emotional Intelligence Scale (WLEIS, $k = 7$), the Emotional Intelligence Appraisal ($k = 3$), the Swinburne University Emotional Intelligence Test (Sueit et al., 2001), and the Bar-On (1997) Emotional Quotient Inventory (BOEQI, $k = 8$). Example of study 1. In a group of 110 high-level managers, Gardner and Stough (2002) investigated the link between EI and TFL. While TFL was evaluated using the Multifactor Leadership Questionnaire, emotional intelligence was examined using the Swinburne University Emotional Intelligence Test (SUEIT) (MLQ). Both instruments' output data were self-reported. The study's results will be given under the results section. Example of study 2. In a smaller group of 49 managers, Barling et al. (2000) analyzed TFL behaviors, but this time at least three subordinates evaluated each manager. While employees rated their bosses on the MLQ, managers completed the EI Questionnaire (5x-short).

Results

The research reports empirical connections between emotional intelligence and transformative leadership behaviors. The studies previously mentioned highlight how leadership research takes into account the relationship between a leader's emotional talents and imply that emotional intelligence has a correlation with many of the factors that make up leadership. Meta-analysis results that the authors observed in the study of emotional intelligence and transformational leadership can be analyzed in Table 4 (Harms & Crede, 2010). When comparing studies that used evaluations from several sources for both emotional intelligence and transformational leadership, there is a clear difference in the level of correlations between the two groups (i.e., EI ratings and TFL ratings came from different sources). These studies, as usual, were created using self-ratings for the EI and TFL variables (same source), or they were created using self-ratings for the EI and subordinate or peer-ratings for the TFL variables (multisource). The link between the two attributes was deemed to be reasonably strong; MLQ stands for the Multifactor Leadership Questionnaire. The presence of moderator effects may be shown by the high score SD value for same-source ratings.

Example of study 1 results. At both the total score ($r = 0.68$, $p 0.01$) and subscale level ($r = 0.27$ to 0.64 , $p 0.01$), the study's findings show a strong and substantial link between trait EI and TFL. The variable "knowledge of emotions exterior" emerged as the most potent predictor of TFL during stepwise regression analysis ($b=0.55$, $p 0.01$). Example of study 2 results. According to the authors' research, three of the four previously mentioned transformational leadership factors are linked to overall EI ratings that are high (i.e. "idealized influence", "inspirational motivation", and "individualized consideration"). It was not discovered that the fourth element, intellectual stimulation, is significantly associated with trait of emotional intelligence. Since we have reviewed a considerable number of studies, we can conclude that EI shows positive correlation with TFL, barring few exceptions.

Discussion

Given the wide spread interest about emotional intelligence and its influence on managers organizational success (Spector, 2005), we have looked into the connection between EI

and the transformational leadership dimension, or TFL. A first limit of this paper is that there are still mixed results concerning our research; while Daus & Ashkanasy (2005) claims positive findings that EI was significantly related to TFL, Locke (2005) declares that the entire concept of emotional intelligence is invalid. or, as in findings from leadership theory and study by George (2000), it is claimed, "have not addressed how leaders' emotions influence their achievements as managers". In such a situation, we should analyze further the concepts themselves, their validity and the relationship between them. However, how this trend is still relevant for human resources and management professionals, we are sure that there will be new researches trying to find and prove the relationship between our studied variables.

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