Impact of Leader’s Emotional Intelligence and Transformational Behaviour on Perceived Leadership Effectiveness- a multiple source view

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Emotional Intelligence plays a pivotal role in Leadership effectiveness. The present research studied the relationship between performance based Emotional Intelligence (EI) and Transformational Leadership (TL) as exhibited by participants in the work role with Leadership Effectiveness as perceived by their superiors and subordinates. The sample comprised of 200 managers who were administered the Mayer, Salovey and Caruso Emotional Intelligence Test (MSCEIT) and the Multifactor Leadership Questionnaire 5X scale (MLQ). Superior’s perception of Leadership Effectiveness was measured via the MLQ 5X as well as effectiveness scale developed by Shanock and Esienberger’s (2006). Supervisory leadership survey developed by Kerr (2006) was administered to subordinates to assess their perception of Leadership Effectiveness. A Pearson’s correlation coefficient revealed that there was a significant positive correlation between subordinates’ perception of Leadership Effectiveness and Overall EQ (r= 0.27, p<.01, n= 200), Strategic EQ (r= 0.24, p<.01, n= 200), and Experiential EQ (r= 0.20, p<.01, n= 200). All Transformational behaviours showed a significant positive correlation with perceived leadership effectiveness (r ranging from 0.42 to 0.22, p<.01). In case of Superiors’ rating, a significant positive correlation was seen between perceived Leadership Effectiveness and Strategic EQ (r= 0.18, p<.01) as well as all transformational behaviours (r ranging from 0.61 to 0.49, p<.01). Multiple regressions analysis results led to emergence of Transformational Leadership behaviours (β = .15, ΔR² = 0.19, p<.01) as a positive predictors of subordinate’s Leadership Effectiveness explaining a variance of 23 %. In case of superior’s perception of Leadership Effectiveness, transformational behaviours explained a variance of 48 % (β = .27, ΔR² = 0.19, p<.01). In both the cases Emotional Intelligence of the leader failed to emerge as a predictor of perceived effectiveness.

Key words: Ability-based Emotional Intelligence, Transformational Leadership, Perceived Leadership Effectiveness, Superior rating, Subordinate rating

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