

LEADERSHIP STYLES AND EMOTIONAL INTELLIGENCE: A RELATIONAL ANALYSIS

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Abstract

The objective of this study is to verify whether there is a positive correlation between leadership and emotional intelligence. For this purpose, a sample of 100 leaders in the management committees of various multinational organisations was interviewed through a battery of tests including the leadership styles indicator developed by Teal Trust UK and the assessing emotions scale developed by Nicola S Schutte, John M Malouff and Navjot Bhullar. Both these scales measures, respectively, the different leadership styles and traits of emotional intelligence as operative in this particular sample of the population. It is purported that there will be a positive correlation between the genre of both leadership and emotional intelligence, as well as their sub-traits.

Keywords: leadership styles, emotional intelligence, management committees, multinational organisation, positive correlation, genre, sub traits

Introduction

نگہ بلند سخن دل نواز جاں پر سوز
یہی ہے رخت سفر میر کارواں کے لیے

علامہ اقبال -

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Many previous studies of leadership have analysed what leaders are like and what they do in making plausible decisions at the workplace.¹ Still, a great majority of research undertaken has yet to identify what effects do leaders' emotions have on their subordinates. So George suggests that emotional intelligence plays an important role in the ability to understand and manage moods in oneself and others, hence increasing the effectiveness of leadership.² She further argues that the ability to solve problems and focus on opportunities facing any organisation is highly increased in the leaders because of having emotional intelligence. She even goes on to suggest that a leader who is high in emotional intelligence will influence his/her subordinates' emotions in that they are supportive of and receptive to improving goals and objectives of the organisation; hence being able to appraise with accuracy and use this info about how their followers feel to their benefit, and that of the organisation at large.

Effective leadership also curtails as part and parcel the understanding of emotions because it provides the leaders with the ability to relate with others as well as their own points of view.³ Finally, these authors also believe that handling stress and frustrations, as well as joys and disappointments of the job, is only possible if leaders can manage their emotions successfully.

Leadership, by all means, is one of the most researched and debated-upon topics in organisational sciences. While exploring upon its benefits, some researchers have also explored when it might not be that important, proposing that leadership is more of a creation of the followers' minds than an actual characteristic of people in leadership roles.⁴ Needless to say that where we have learned much about the diversity in approaches to leadership it remains to be an enigma to-date. It is seen that feelings do positively or negatively influence people's judgments that people make.

Creativity, inductive and deductive reasoning, attributions for success and failure, memory recall, all of these things are evaluated favourably when people are in a positive mood. People are more prone to taking credit for their successes and not blame themselves for failures when they are self-assured;

also, they are a helpful part of the community at large., e.g. Bower;⁵ Cunningham et al;⁶ Forgas et al;⁷ George;⁸ Isen et al;⁹ Rosenhan.¹⁰

On the other hand, a negative mood can generate a critical and more comprehensive deductive reasoning.¹¹ Feelings serve an important role in human affairs and feelings likely play an important role in leadership as well. As a pertinent example, emotions that are relatively intense in negativity may redirect a leader's direction appropriately, to an urgent issue.¹² For example, if a leader is angry at a covert harassment issue in his/her organisation, this emotion might serve him/her well, inasmuch that it signals to the leader for an immediate redirection of his/her attention from, say, product development, to confronting the harassment problem and focusing on improving the organisation's efforts to eliminate harassment.

So it can be easily stated that leaders would be well-served by a variety of negative and positive emotions and moods; just as one can easily construct a scenario where a leader's effectiveness may be hampered by his/her frequent angry mood, as then he/she will have a difficult time engendering their subordinates' trust and creating a good rapport with them.¹³

Emotional intelligence is "the ability to perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions to promote emotional and intellectual growth."¹⁴

So emotional intelligence taps into the extent to which people's cognitive capabilities are notified by emotions and subsequently to which emotions are managed cognitively.¹⁵ During the last two decades, interpersonal skills have become more and more important to effective leadership.¹⁶ Leaders were once viewed to plan and control the overall running of any organisation. Now, more recently, in the service-oriented industries of today, leadership has more of a motivational and inspiring role for others in creating a sense of contribution and harbouring positive attitudes at the workplace while also creating a sense of contribution and importance with and among employees.¹⁷ As a result of this, contemporary research has been at work in finding out the underlying attributes and behaviours of

leaders who are successful in these roles, to identify the training and leadership selection criteria for the recruitment and grooming of effective leaders (Church & Waclawski;¹⁸ Pratch & Jacobowitz;¹⁹ Ross & Offermann;²⁰ Sternberg²¹).

Problem

To investigate the phenomenon of different leadership styles with emotional intelligence dimensions.

Hypotheses

- i. There would a relationship between different leadership styles and different dimensions of emotions.*
- ii. People-oriented styles of leadership would have a positive relationship between positive and happy emotions.*
- iii. Management Style leadership would have a relationship with better emotional management also.*

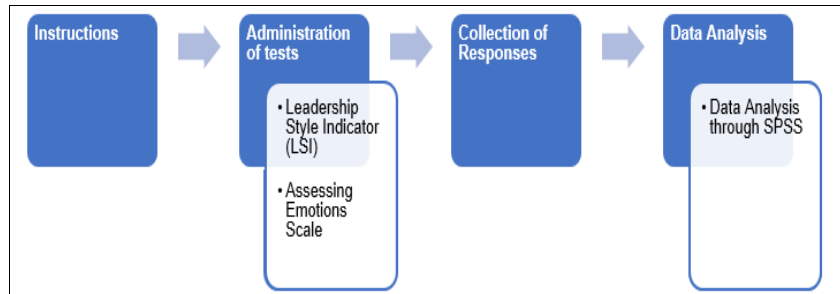
Methodology

Sample and Data Collection

The sample for this research comprises 100 participants from private sector organisations, including CEOs, Vice Presidents, Directors, and managerial heads. Survey method was used and participants were presented with a demographic sheet to obtain details on age, gender, designation, and socioeconomic status. All subjects were Pakistani-origin with the majority situated in Karachi. The age range was 40-55 years. The following two scales were presented to the subjects simultaneously for assessment:

1. Leadership Style Indicator (LSI) taken from Teal Trust UK (2001), scored on a 5-point Likert Scale, comprise of 20 questions.
2. Assessing Emotions Scale developed by Nicola S Schutte, John M Malouff, and Navjot Bhullar comprise of 33 questions, scored on a Likert Scale.²²

Research Design



Results

For Tables I to IV, the range of data (Minimum and Maximum), Mean, and Standard Deviation are shown.

Mean: The average value of data.

Standard Deviation: A quantity expressing how much the data deviates from the mean value.

Table I

Descriptive of Subscales of Leadership Style Indicator

	Minimum	Maximum	Mean	Std. Deviation
Pioneer	10.00	25.00	18.8100	3.07053
Strategic	11.00	24.00	18.8000	2.64766
Management	11.00	25.00	19.0300	3.01998
Team	11.00	25.00	19.3800	3.09702
Pastoral	9.00	23.00	16.9500	2.79384
Encourage	10.00	23.00	17.5000	2.48429

Table I showing descriptive statistics of six sub-scales of Leadership Style Indicator.

n=100

Table II

Descriptive of Subscales of Assessing Emotions Scale

	Minimum	Maximum	Mean	Std. Deviation
Positive Affect	16.00	35.00	29.3000	3.61674
Emotion-others	15.00	35.00	27.2900	3.86723

Happy Emotions	8.00	20.00	15.5400	2.67204
Emotions-own	9.00	20.00	15.7800	2.41870
Non-verbal emotions	6.00	15.00	10.4300	1.80490
Emotional Manage	9.00	20.00	16.0700	2.61408

Table II showing descriptive statistics of six sub-scales of Assessing Emotions Scale.

n=100

Table III

	Minimum	Maximum	Mean	Std. Deviation
LSI.TOT	70.00	143.00	110.4700	12.90482

Table III showing descriptive statistics of Leadership Style Indicator.

n=100

Table IV

Descriptive of Assessing Emotions Scale Composite Score

	Minimum	Maximum	Mean	Std. Deviation
AE.TOT	83.00	165.00	128.2300	14.57468

Table IV showing descriptive statistics of six sub-scales of Assessing Emotions Scale.

n=100

Table V

Inter-correlation between Leadership Style Indicator and Assessing Emotions Scale

Correlation: Shows the relationship between all sub-scales of Leadership Styles Indicators and Assessing Emotions Scale

Assessing Emotions Scale

Leadership Styles Indicator		Positive	Emotion-	Happy		Non-verbal	Emotional
		affect	Others	Emotions	Emotions-own	emotions	Management
Pioneer	Pearson Correlation	.630**	.613**	.513**	.680**	.645	.785**
	Sig (2-Tailed)	.000	.000	.000	.000	.000	.000
Strategic	Pearson Correlation	.624**	.782**	.884**	.756**	.620*	.894**
	Sig (2-Tailed)	.000	.000	.000	.000	.000	.000
Management	Pearson Correlation	.702**	.634**	.717**	.511*	.602**	.914**
	Sig (2-Tailed)	.000	.000	.000	.000	.000	.000
Team	Pearson Correlation	.804**	.764	.636**	.766**	.858**	.872**
	Sig (2-Tailed)	.000	.000	.000	.000	.000	.000
Pastoral	Pearson Correlation	.821**	.835*	.714**	.781**	.851	.661**
	Sig (2-Tailed)	.000	.000	.000	.000	.000	.000
Encourage	Pearson Correlation	.822*	.702**	.880**	.711**	.825**	.670**
	Sig (2-Tailed)	.000	.000	.000	.000	.000	.000

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

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

Table V showing inter-correlation between Leadership Style Indicator and Assessing Emotions Scale.

n=100

Table VI

Table VI showing Correlation between sub-scales of Leadership Style Indicator and Assessing Emotions Scale.

Correlations Between Subscales of Both Variables			
Leadership Styles indicator	r	Assessing Emotions Scale	r
Pioneer	.660**	Positive Affect	.860**
Strategic	.882**	Emotion-Others	.782**
Management	.717**	Happy Emotions	.617**
Team	.766**	Emotions-Own	.566**
Pastoral	.551	Non-verbal Emotions	.751
Encourage	.870**	Emotional Management	.870**

n=100

There is a strong positive relationship between the subscales and a positive and increasing relation between variables.

Table VII

Table VII shows the Correlation between Leadership Style Indicator and Assessing Emotions Scale

Correlations "Leadership Style Indicator and Assessing Emotions Scale"

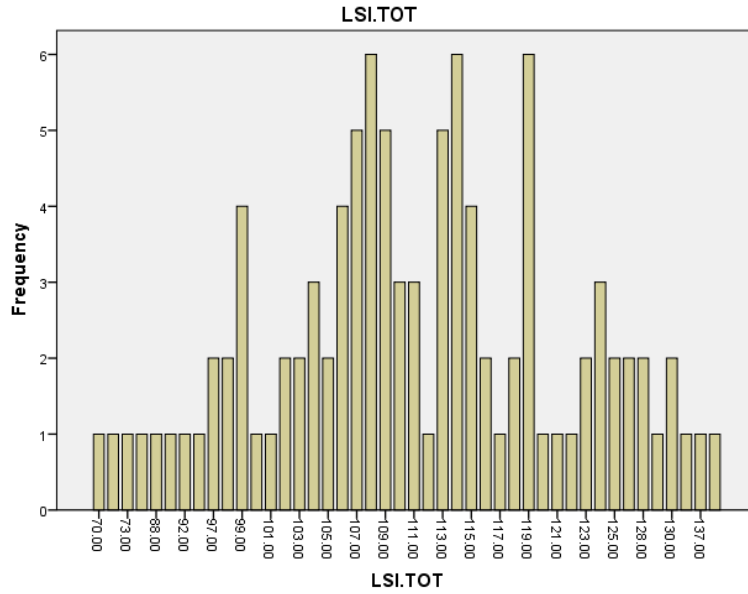
		Leadership style indicator
The assessing emotions scale	Pearson Correlation	.695
	Sig. (2-tailed)	.000

n=100

Table VII shows the relation between the two main scales LS and AE. There is a moderate positive relationship between these two variables.

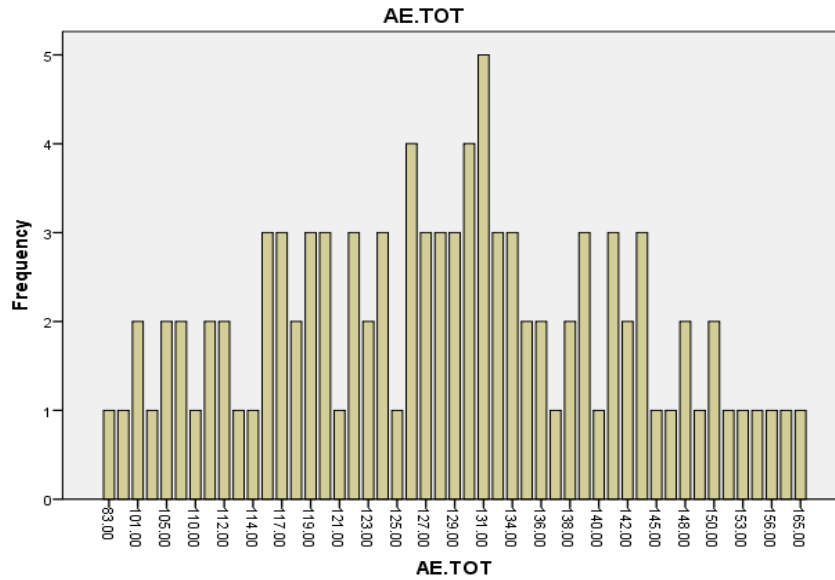
Bar Chart: Leadership Style Indicator (Total)

The length of each bar is directly proportional to the magnitude of the variable. It shows the variation and normality between data.



Bar Chart: Assessing Emotions Scale (Total)

The length of each bar is directly proportional to the magnitude of the variable. It shows the variation and normality between data.



Coefficient of Variation (CV)

The lower the Coefficient of Variation, the more consistent the data. According to the CVs given below, the data is consistent.

C.V of Leadership Styles Indicator Total:

C.V = 0.11

C.V of Assessing Emotions Scale Total:

C.V = 0.11

Discussion

The link between leadership and emotions is readily apparent, as throughout history leaders have risen to power by influencing their followers through emotions. It is therefore important for leaders to possess a better understanding of emotions not only to influence those around them but to remain collected and rational when it comes to making decisions.

The study was conducted to find out the relationship between leadership and emotions. For this purpose, a sample of hundred leaders in the management committees of various multinational organisations was interviewed through a battery of tests: Leadership Style Indicator and Assessing Emotions Scale.

Leadership Style Indicator has six sub-scales:

1) Pioneering Leader: A pioneering leader is defined as someone who introduces new ideas and inspires the group into uncharted territory.²³ They are adventurous, often seeking new products and experiences, recognising opportunities that others may not.

2) Strategic Leadership: Strategic leadership theory is defined as the study of people at the top of the organisation. It is less concerned with leader-follower relations and more focused on how the 'dominant coalition' of the organisation affects the strategic process of organisational learning.²⁴ Per this research, however, the definition of a strategic leader is in line with that of a technocrat: someone who can break down large tasks into manageable chunks and design ways of achieving the vision.

3) Management/Administration: This type of leadership entails managing, administering, and delegating tasks. Managerial leadership does not necessarily entail inspiring others or venturing into new areas such as

pioneering leaders. It also does not entail any technical expertise as strategic leaders appear to have. As such, managerial leaders may use any of the three leadership styles discussed above: democratic, autocratic, or laissez-faire. According to Warren Bennis: "Leaders are people who do the right thing; managers are people who do things right."²⁵

4) Team leadership: This entails looking at leadership within a group context, wherein the leader may not necessarily have a formal leadership role within the group but rises to the occasion. The key traits of such leaders would be their desire to work with others and ensuring the team progresses.

5) Pastoral Leadership: Pastoral leadership, like pioneering leadership, may be likened to transformational leadership. Jesus Christ and other biblical figures were transformational leaders.²⁶ According to Carter, the transformational leadership style showed significant correlations with pastoral leader effectiveness.²⁷ This type of leadership is less defined by what it is and more by what it is not; pastoral leaders may not necessarily be pioneers or strategists or managers, but they have a role in supporting the people. Pastoral leadership is often unseen.

6) Encouraging Leadership: Encouraging leaders motivate others. Their followers feel valued and turn to them in times of uncertainty. However, the leader may appear 'less involved' than other leadership styles. Within the task-relations behaviour paradigm discussed above, this style of leadership falls under 'supporting.'

The second measure used in this study was Assessing Emotions Scale which has six sub-scales:

- i. **Positive Affect:** This is defined as the tendency to have a positive outlook on life in general and particularly when faced with challenges
- ii. **Emotion-Others:** This relates to empathy or the respondents' experience of others' emotions
- iii. **Happy Emotions:** This refers to all 'positive' emotions such as joy, good mood, or happiness
- iv. **Emotions-Own:** This refers to the subject's perception of their own emotions

- v. **Non-verbal emotions:** This includes non-verbal messages that a person sends and receives from others, such as body language or facial expressions, and how they are interpreted
- vi. **Emotional Management:** This refers to the degree to which subjects feel that they are in control of their emotions.²⁸

The data was analysed and findings supported the first hypothesis, i.e., there is a relationship between different leadership styles and different dimensions of emotions. The correlation was calculated for the total scales' scores; $r=.695$ (see Table VII) indicated a significant positive relationship exists between the two variables. It establishes that a strong relationship exists between leadership and emotional intelligence. Being emotionally intelligent is a prime attribute of leaders where they are not only supposed to understand and control their emotions but also understand and control the emotions of their followers to influence and hence become a successful leader.

The second hypothesis stated that people-oriented styles of leadership would have a positive influence on happiness. Correlation values were calculated of all sub-scales of Leadership Style Indicator and Assessing Emotions Scale: Strong relationships have been found between people-oriented styles of leadership (team, management, pastoral, and encouraging styles) having r values above .5 with the positive and happy emotions sub-scales of Assessing Emotions Scale (see Table V). This establishes that people-oriented leaders prefer to spread positive and happy emotions around to further strengthen their influencing power.

The third hypothesis states that Management Style leadership would also have a relationship with better emotional management. The correlation was calculated $r=.914$ (see Table V). This shows a significant relationship between Management Style of leadership and Emotions Management. A leader who prefers Management Style of leadership signifies a strong command over managing emotions of self and others too.

Conclusion

To conclude, it should suffice to say that leadership and emotional intelligence go hand-in-hand in producing an efficient and healthy organisational structure.

The types of leadership styles that are mostly used in Pakistan by the upper-tier managerial structures of private/multinational organisations are managerial/administrative, entailing administration and management of tasks by delegation and/or by motivating the staff to work efficiently by employing a hybrid approach, i.e., using any form of leadership style that is required at that point in time.

Simultaneously, emotional intelligence calls for management of subsequent emotions inasmuch that both the employer and employee are in control of their emotions to a healthy degree of being able to communicate them accordingly.

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