

EXAMINING THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE WITH TRANSFORMATIONAL LEADERSHIP IN THE WORK AND FAMILY DOMAINS: AN EMPIRICAL STUDY

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Abstract This study examines the relationship of Emotional Intelligence (EI) as understood by the Ability model of EI and Transformational Leadership (TL) behavior as exhibited by participants in the Work and Family leadership role. Two hundred middle and senior level managers completed the Mayer, Salovey and Caruso Emotional Intelligence Test (MSCEIT) and the Multifactor Leadership Questionnaire (MLQ). Results revealed that in the Work domain, overall EI and Strategic EI positively correlated with Intellectual Stimulation, Individualized Consideration, Inspirational Motivation and Idealized Influence Behavior components of TL, whereas Experiential EI correlated with only the Intellectual Stimulation, and Inspirational Motivation component. In the Family domain, EI and its components correlated with all the components of EI. Results further indicated that the EI and TL relationship was much more pronounced in the Family domain than the Work domain.

Keywords: Performance based Emotional Intelligence, Transformational Leadership, Family Leadership, Work Domain, Family Domain

The role of emotions at work place has been well acknowledged in the academic and industrial circles for the past two decades. George (2000) has provided a comprehensive theoretical framework recounting how EI contributes to the leadership role. Specifically, the role of EI in Transformational Leadership (TL) has been a subject of intensive research, primarily due to the affect-oriented nature of TL (Barling et al, 1996; Divr et al, 2002; Barbuto, 2006; Modassir and Singh, 2008). The current study aimed at exploring the relationship between EI and TL in the leadership role.

Internationally, MSCEIT has time and again emerged as robust measure ability based EI. While its statistical superiority and predictive ability has been adequately demonstrated (Brackett and Salovey, 2006; Ciarrochi and Caputi, 2000), in the Indian context, past research has studied association between Leadership and EI using the mixed models (Jayan 2006; Singh, 2006). Thus the use of MSCEIT and creation of local norms based on the methodology recommended by test authors was another major objective of the study.

Application of Transformational Leadership model has usually yielded excellent results in the work setting. While family leadership role is equally important, it has failed to get enough attention in academic research. TL has a great potential for application in the parent leadership context. Thus, an attempt was made to assess the TL model in Family domain and compare the EI and TL association in the Work

and Family domain.

EMOTIONAL INTELLIGENCE (EI)

Mayer and Salovey (1990) define EI as, “the ability of an individual to perceive accurately, appraise, and express emotions; the ability to access and generate feelings when they facilitate thoughts; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth”. In the present study, EI was studied using the four branch Ability model (Mayer et al, 1990) considering *Perception, Appraisal and Expression of Emotions, Emotional Facilitation of Thinking, Understanding and Analyzing Emotions and Reflective Regulation of Emotions*.

TRANSFORMATIONAL LEADERSHIP (TL)

The concept of TL, a component of the Full range leadership theory developed by Bass (1990) and studied further by Avolio (1999) and Antonikis (2003) is one of the most widely researched leadership models. According to Bass (1985), Transformational leader actively seeks to change personal values among the followers, so that they can go beyond their self interest for the good of larger entities such as a group or an organization. Transformational leadership

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style is defined in terms of four dimensions as scored on the MLQ 5X (Bass and Avolio, 2000) scale namely *Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration*

Family Leadership Role

Family leadership role is slowly earning importance given the changing times and work life integration that is expected from the parents. The present study aims to see if Emotional Intelligence as an ability and Transformational Leadership as a behavioral measure influence a person's behavior in the Family domain. The Transformational framework is specifically considered in the current study given its significance to the adolescent and parent relationship dynamics.

Hypotheses

Barling et al. (2000) have asserted that EI is associated with three aspects of TL (Idealized Influence, Inspirational Motivation and Individualized Consideration). Palmer et al. (2001) found that the Inspirational Motivation and Individualized Consideration components of TL are significantly correlated with the ability to both monitor and manage emotions in self and others. Hence the hypothesis 1 states:

1. There is a significant positive correlation between the overall Emotional Intelligence (EI) and Transformational leadership behavior in Work and Family domain.

Strategic EQ, as measured by the MSCEIT helps the individual to empathize with the followers and regulate emotions. Wolff, Pescosolido, and Druskat (2002), found that empathy is the foundation for the cognitions and behaviours that support the emergence of leadership. Managing emotions allows leaders to dissipate and alleviate the effects of negative events and provide redirection and focus towards more positive events and moods (Caruso et al. 2002; George, 2000) Thus the hypothesis 2 states:

2. There is a significant positive correlation between the Strategic Emotional Intelligence (SEQ) and Transformational leadership behavior in Work and Family domain.

While SEQ helps in managing emotions in self and others, it assesses the respondent's ability to understand and manage emotions without necessarily focusing on the respondent's ability to perceive emotions. This ability is captured in the form of Experiential EQ (EEQ). Caruso, Mayer, and Salovey (2002) report that the ability for a leader to identify emotions and feelings within themselves also allows them to accurately

identify the emotions of peers and groups, to express emotions accurately, and to differentiate between honest and phoney emotional expressions. Thus the hypothesis 3 states:

3. There is a significant positive correlation between the Experiential Emotional Intelligence (EEQ) and Transformational leadership behavior in Work and Family domain.

METHODOLOGY

Sample

The sample comprised of 200 middle level/senior level executives from various organizations who were functioning as group leaders. They were also parents of an adolescent son/daughter. Participants' ages ranged from 35 to 58 years, with the average age of 46.74 years (SD = 4.14). Out of the 200 executives, 38 (19 %) managers were female managers and 162 (81 %) were males. The average years of service put in by the participants were 23 years (S.D = 4.69).

MEASURES

Emotional Intelligence (EI)

EI of participants was measured by the MSCEIT V.2 test (Mayer 2002). The MSCEIT is a 141 item scale which yields a Total score, two Area scores and four Branch scores. For the current study the Overall EI score, Strategic EQ score and the Experiential EQ score were considered.

Transformational Leadership Style

Transformational leadership style was measured using the MLQ 5X scale (Bass and Avolio, 2000) which provides scores on five Transformational Behaviors namely: Idealized Influence Attributes (IDA), Idealized Influence Behavior (IDB), Inspirational Motivation (IM), Intellectual Stimulation (IS) and Individual Consideration (IC).

The measures had satisfactory reliability and validity scores.

PROCEDURE

The measures were administered to the participants.

Developing Local Scoring for MSCEIT

MSCEIT is scored according to the consensus scoring method. The test authors have devised scoring patterns both by general consensus and expert scoring. In the current study a general consensus method was followed. The procedural steps as recommended in the "Developing Local Norms"

sub-section of the “About the Mayer - Salovey - Caruso Emotional Intelligence Tests (MSCEIT’s)” section on the web site <http://www.unh.edu/Emotional-Intelligence/index.html> were adhered to in order to be able to score each participant according to the consensus method.

RESULTS

A Pearson’s Product Moment Correlation coefficient was computed to assess the relationship between the EQ scores and aspects of Transformational leadership behavior as measured by MLQ 5X.

Hypothesis 1

Table 1 presents the correlation coefficient between overall EQ and Transformational style in the Work and the Family domain.

Table 1 Correlation between overall EI and Transformational leadership in the Work domain (N = 200)

	Transformational Leadership Style				
	IDA	IDB	IM	IS	IC
Work Domain	0.11	0.18**	0.20**	0.29**	0.22**
Family Domain	0.16*	0.33**	0.26**	0.21**	0.22**

**Correlation significant at $p < .01$ level (1-tailed), * Correlation significant at $p < .05$ level (1-tailed). Note. IDA= Idealized Influence-attributes, IDB= Idealized Influence-behavior, IM= Inspirational Motivation, IS= Intellectual Stimulation, IC= Individualized Consideration,

As seen in Table I, the Overall EI score showed a significant positive correlation with four out of five aspects of Transformational style. This signifies that higher the Overall EI, greater is the likelihood of the leader providing

Intellectual Stimulation and problem solving opportunities to the follower. In the Family domain, the overall EQ score showed a significant positive correlation with all components of Transformational leadership styles. Unlike the results obtained in Work domain, the overall EI positively correlated with charismatic attribution (IDA, $r = .16$, $p < .01$) as far as the Family domain was concerned.

Figure 1 is a graphic representation of association between overall EQ and TL styles. A comparative analysis of the EI and Transformational Leadership styles correlation across the two domains indicated that in the organizational leadership role higher the EI, greater the chances that the leader would emphasize on Intellectual Stimulation. However in Family domain, the emphasis shifted on Idealized Influence-Behavior which essentially deals with providing a good role model to one’s adolescent offspring.

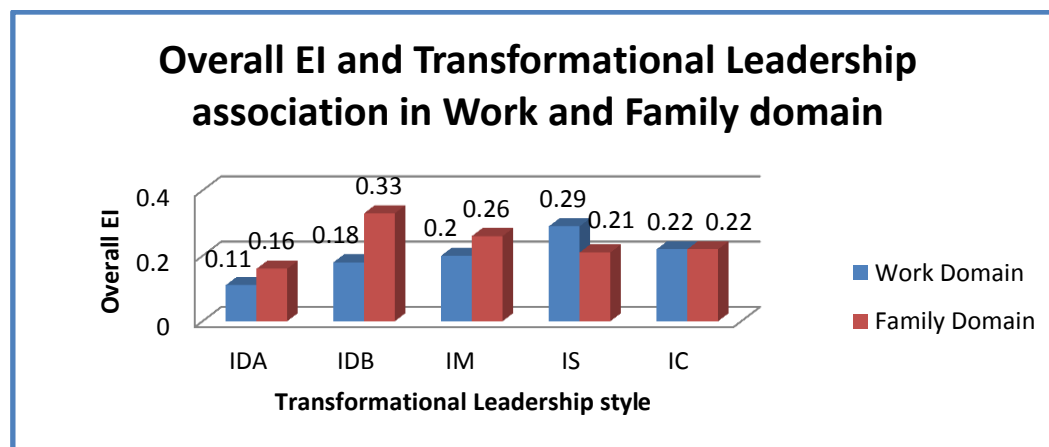
Thus, the first hypothesis that there is a significant positive correlation between the overall Emotional Intelligence (EI) and Transformational Leadership behavior in Work and Family domain was supported to a large extent.

HYPOTHESIS 2

The correlation coefficients between SEQ and aspects of TL are presented in Table 2.

A look at Table 2 indicates that SEQ showed a significant positive correlation with all the components of Transformational leadership styles across domains. In the Work domain, Strategic EQ shows a highest significant positive correlation, with Individual Consideration ($r = 0.31$, $p < .01$) followed by Intellectual Stimulation and Idealized Influence-Behavior ($r = 0.29$, $p < .01$), and then Inspirational Motivation ($r = 0.22$, $p < .01$). In the Family domain, highest significant positive correlation was found between SEQ and

Figure 1: Comparison between EI and Transformational Leadership styles in the Work and Family domain



Idealized Influence Behavior ($r = 0.36$, $p < .01$), followed by Inspirational Motivation ($r = 0.27$, $p < .01$) and Individualized Consideration ($r = 0.25$, $p < .01$). As depicted in Figure 2, correlation between EI and Transformational Leadership in the Work domain was highest for Individualized Consideration, whereas in case of Family domain it was highest for Idealized Influence Behavior. On the whole hypothesis 2 that there is a significant positive correlation between Strategic Emotional Intelligence (SEQ) and Transformational leadership behavior in Work and Family domain was fully supported.

Table 2: Correlation between Strategic EQ and Transformational leadership in the Work and Family domain (N = 200)

	Transformational Leadership Style				
	IDA	IDB	IM	IS	IC
Work Domain	0.15*	0.29**	0.22**	0.29**	0.31**
Family Domain	0.15*	0.36**	0.27**	0.20**	0.25**

*Correlation significant at $p < .01$ level (1-tailed), * Correlation significant at $p < .05$ level (1-tailed). Note. IDA= Idealized Influence-attributes, IDB= Idealized Influence-behavior, IM= Inspirational Motivation, IS= Intellectual Stimulation, IC= Individualized Consideration,

HYPOTHESIS 3

Table 3 depicts the correlation coefficient between Experiential EQ (EEQ) and Transformational Leadership.

It was hypothesized that EEQ will show significant positive correlation with all the aspects of Transformational leadership. In the Work domain, the EEQ showed a positive significant correlation with Intellectual Stimulation ($r = 0.22$, $p < .001$) and Inspirational Motivation ($r = 0.15$, $p < .05$) components of Transformational leadership. However there is a non-

significant positive correlation between the EEQ scores and components of Transformational leadership. In the Family domain EEQ showed a significant positive correlation with four out of five Transformational Leadership styles. Highest correlation was seen between Idealized Influence- Behavior ($r = 0.25$, $p < .05$) followed by Inspirational Motivation ($r = 0.21$, $p < .05$). Figure 3 highlights the fact that EEQ shows greater association with Transformational styles in the Family domain than the Work domain.

Table 3: Correlation between Experiential EQ and Transformational leadership in the Work and Family domain (N = 200)

	Transformational Leadership Style				
	IDA	IDB	IM	IS	IC
Work Domain	0.06	0.08	0.15*	0.22**	0.11
Family Domain	0.13	0.25**	0.21**	0.18**	0.16**

**Correlation significant at $p < .01$ level (1-tailed), * Correlation significant at $p < .05$ level (1-tailed). Note. IDA= Idealized Influence-attributes, IDB= Idealized Influence-behavior, IM= Inspirational Motivation, IS= Intellectual Stimulation, IC= Individualized Consideration,

On the whole, Hypothesis that there is a significant positive correlation between the Experiential Emotional Intelligence (EEQ) and Transformational leadership behavior in Work and Family domain was only partially supported.

DISCUSSION

As expected overall EQ scores showed a significant positive correlation three out of four aspects of Transformational Leadership styles namely Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation. The SEQ showed positive correlation with all the Transformational Leadership style. Comparatively, EEQ

Figure 2: Comparison between SEQ and Transformational Leadership styles in the Work and Family domain



showed a low positive correlation with the Transformational Leadership styles.

EQ and Transformational Leadership Association in The Work Domain

Past research has provided support for positive association between EI and Idealized Influence, Inspirational Motivation and Individualized Consideration (Barling, 2000). In the current study, Intellectual Stimulation (IS) emerged as a vital aspect of Transformational behavior showing a positive correlation with EQ components.

Intellectual Stimulation

Intellectual Stimulation supports creativity and innovativeness in organizations (Leban and Zulauf, 2004). The leader helps followers analyze their problems, create their own solution. In today's world an effective leader needs to empower followers with problem solving skills. The younger generations are very inquisitive and ready to challenge the status quo. Gone are the days where one could expect a blind following based on charismatic attributes alone. Today the leader should leverage the intellect and logic of the followers. A high EI person is more likely to be tuned to these shifts in the thought paradigms and adapt to the changing world. Besides SEQ may give the leader an edge over others to exactly understand the feelings and needs of subordinates and address them widely. Thus the finding of the study that all aspects of EQ are positively correlated with IS maximally in Work domain is very heartening. The findings can be summarized by ascertaining that high EI leaders, due to their attunement to changing times and follower paradigms would combine their SEQ capabilities and provide greater Intellectual Stimulation to followers.

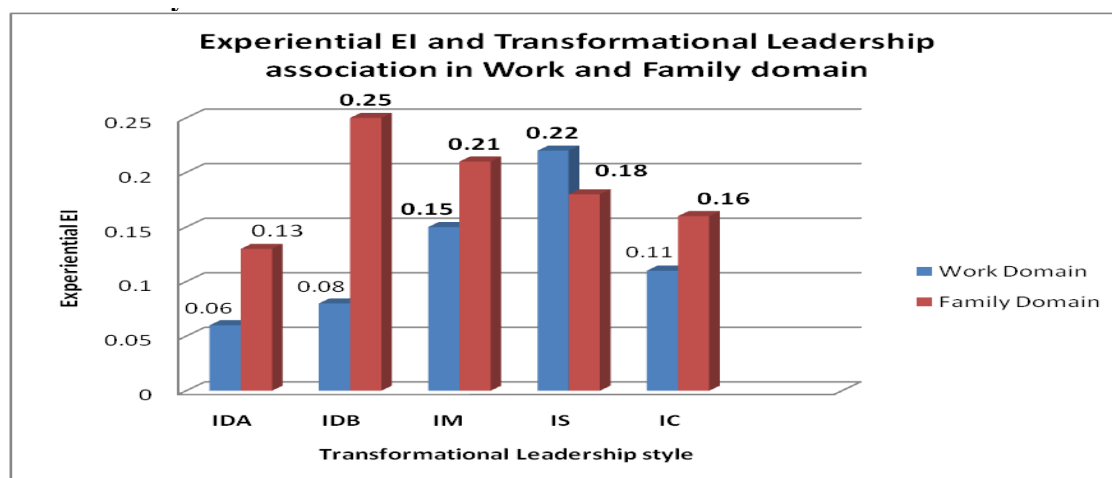
Inspirational Motivation

Inspirational Motivation involves providing role-model to the followers, providing an emotional appeal to competitiveness, power, affiliation, altruism and the like, as well as the using persuasive words, symbols and images (Bass, 1985). Leaders who understand emotions appear to motivate subordinates to work more effectively and efficiently (Grossman, 2000). All in all, higher the EQ, equipping a person to use all the emotional information strategically and experientially, greater are his/her chances to engage in IM behavior, as demonstrated by the current sample of managers.

Individualized Consideration

Individualized consideration (IC) in Transformational leadership model is the sensitivity, interest, understanding and appreciation of the uniqueness of the followers. One aspect of IC is mentoring- which included enhancing self image, security and integrating needs. The second aspect is individualization which requires a leader to foster one-to-one contact, develop a two way communication (a dyadic relationship), and acknowledge individual differences while delegating responsibilities. In the current study, IC showed a significant positive correlation with EQ and SEQ. The SEQ is logically a more relevant branch of EQ that would contribute to the use of IC. A good 'feelings' vocabulary and an expressive ability would help the leader to convey authentic feelings to the followers more effectively. The leader would also be in a better position to address each follower's unique needs, desires and even frustrations without getting flustered or overwhelmed by overt challenges. The SEQ would facilitate interpersonal communication and allow a leader to develop a good rapport with subordinates. Similarly, the superior sensitivity and empathy would be cornerstones in

Figure 3: Comparison between EEQ and Transformational Leadership styles in the Work and Family domain



interpersonal relationship leading to better and motivational followership.

Idealized Influence

In the Transformational leadership model, charismatic component is measured in the form of Idealized Influence. In the current study, charisma shows a lower correlation with EQ scores. This is contrary to previous research which has identified Charismatic leadership as being central to the Transformational leadership process (Palmer, 2001).

The result of the current study however does not seem to support this proposition. Leader's assumptions about his role are guiding force for his actions in the same role. In the current study, it is very clear that, the agenda of the organizational leaders in question is more of providing intellectual stimulation to followers rather than presenting themselves as role models. As a result they seem to be indulging in more rational, logical problem solving approach than leveraging on an affect oriented approach. This could be one reason why EQ scores are not correlating significantly with charismatic behavior.

Besides, Katz and Kahn (1996) say that charismatic leaders are more likely to appear in political and religious movements than in business or industry. Hollander (1978) believed that charismatic leadership is less likely to emerge in complex industrial organizations because the close contact of superiors and subordinates prevent the maintenance of magical properties of charisma. Furthermore, Yulk (1981) believes that the presumed scarcity of the charismatic leaders in business and industry may be due to the lack of managers with necessary skills. However, Berlew (1974) feels that many managers have the skills but don't recognize the opportunity available, for the use of the same. As indicated by Antanokis (2012), many business managers do not use charismatic skills, because they do not know how to use them or because they believe that it is not an easy task.

Thus in the Work domain, high EQ leaders seem to be using their emotional capabilities more to stimulate followers, help them to achieve their needs and goals and motivate them rather than focusing on influencing them by role modeling or charismatic appeal.

EQ and Transformational Leadership Association in The Family Domain

In the given study, an attempt is made to apply the Transformational Leadership model to parental role. The Transformational Leadership behavior are pretty much in line with the authoritative parent prototype and is considered as

an effective way of handling children, especially adolescents. As expected, overall EI correlated positively with all aspects of Transformational leadership styles indicating that higher the EI abilities greater are the chances of exhibiting Transformational leadership behavior.

Idealized Influence

In the current study, EQ scores showed strong positive correlation with Idealized Influence Behavior component. IDB shows the extent to which leaders' exhibit behavior that encourages followers to share a common vision and goal, identity with the leaders and develop high levels of trust. A parent tries to generate a sense of self-worth, emotional maturity, competence, independence and exploration capacity (Ainsworth et al, 1978; Baumrind, 1978; Sroufe, 1983) similar to the transformational leader. They serve as an example and a positive role model for the child (Mussen et al, 1984; Bowlby, 1969). Studies with Chinese children confirm the relationship between adolescent perceptions of parental warmth and emotional adjustment (Chen, Liu, & Li, 2000; Kim & Ge, 2000). Needless to say, such an Idealized Influence is possible only if parent/leader develops an emotional closeness with the child/follower. Thus the positive correlation between EQ and IDB highlights the role of emotions while exerting influence on others.

Besides, according to Erikson's eight stages of human life cycle (1982), the major issue concerning middle age is Generativity. Generativity is broadly defined as a concern with making a lasting contribution to the future, especially future generations, and is central psychological preoccupation in mid-life (Erikson, 1982). Dwada and Hart (2000) found in a sample of African, American and Caucasian adults that generative individuals were well aware that they served as teachers and role models for their children. This goes in line with the findings of the present study, in which emotionally tuned parents choose to indulge in IDA/IDB behavior so as to guide, direct, mentor and influence child's behavior through exhibition of exemplary behavior

The generativity proposition could also explain why Idealized Influence is seen more in the Family domain than the Work domain. All said and done, an individual is likely to invest himself/herself more in the Family role, when it comes to molding one's child, than the Work role, when molding one's followers. Parents may feel completely responsible and accountable for the developmental outcomes of their children. Comparatively, they may not consider themselves as a whole and sole responsible party for the developmental outcomes of their followers. This could be the reason why there could be a greater correlation between EQ and IDB in family domain and relatively non significant results in the work domain.

Inspirational Motivation (IM)

All aspects of EQ also show a significant positive correlation with IM. Parents also aim at helping children achieve self actualization by coaching, guiding, instructing and more importantly motivating them to move from short term hedonism to long term goals. To do this, they provide a sense of security and well being to the child. This leads to trust in their own 'secure base', and frees the child for further exploration and affiliation (Cassidy, 1999). IM in the form of vision and sense of mission is assumed to raise levels of optimism and enthusiasm (Dunbinskey et al, 1995). Thus overall EQ as well as SEQ become central to the motivational function of parenting.

Individualized Consideration (IC)

IC is the next Transformational leadership behavior showing a positive correlation with overall EQ and the two Area scores. IC is an attempt to understand the specific needs of followers. Similarly, in the parental role, it involves focusing on the uniqueness of the children, respecting their individual strengths and weaknesses and helping them explore avenues to fulfill those rather than imposing parental agenda on them. IC's positive correlation with EQ highlights the role of emotions while addressing individual needs.

Gottman and Declair (1997), while exploring the emotional domain of parenting, focused on the affective bond between parents and children as a crucial component of interpersonal relationships in the family. They stated that dismissing parents treat children's emotions as trivial and emphasize on disengagement / distraction from negative emotions rather than addressing them. On the other hand, disapproving parents alongwith dismissing parental behavior are very critical and reprimanding of expression of negative emotions and command conformity. But emotional coaching parents value the child's negative emotion and view it as an opportunity to develop intimacy. They are sensitive to the child's emotional state even when they are subtle. They see emotional moments as time to connect with the child, help him / her label emotions teach acceptable expressions of emotions and guide children to a problem solving mode. Thus, the focus is first on acknowledging unique emotional experiences and then emphasizing on cognitive problem solving approach. Therefore, parents who are themselves good emotional regulators, an outcome of better EQ, would be in a better position to address and provide IC to children as exhibited by the present sample. As seen in the results, SEQ plays a more significant role while addressing the individual needs primarily because parents would need to use good emotional vocabulary and communication skills while providing consideration to their children.

Intellectual Stimulation (IS)

EQ and the Area scores also show a positive correlation with IS. Parenting is all about attempting to shape children into well functioning individuals. This goal merges extremely well with the IS behavior. Bass (1985) and Shamir (1993) have emphasized that a leader provides opportunities for experimentation and reinforce success. They provide IS, stimulate imagination and thinking and develop creativity (Howell, 1988). Analogous to this, parents provide children with opportunities for new and challenging experiences. They stimulate the child's interest and promote their skills and abilities (Bornstein, 1989) in a cooperative and supportive manner. Thus IS is an integral part of effective parenting. Parents with a high EQ would acknowledge this and take up a more democratic front while providing this stimulation.

On the whole, the EQ and Transformational Leadership association was stronger in the Family domain than the Work domain indicating that Parental role is a more affect-oriented role than the work role.

EEQ and Transformational Leadership Behavior

Past research has shown a strong positive correlation between EEQ and Transformational Behavior. However this trend has not been endorsed in the current study. Several reasons could be considered while explaining this finding;

The first logical understanding of the results can be sought by acknowledging the cultural aspect in which the current study has been conducted. Cross-cultural implications are frequently understood using the five dimensions put forth by Hofstede's (1993). These dimensions are Power Distance, Masculinity-Femininity, Uncertainty Avoidance Individualism-Collectivism and Future orientation. India is a representative of a high power distance and a collectivistic society. While studying the self- emotional appraisal, Hofstede (1993) explains that individualistic culture perceives management as the management of individuals, not the management of groups. In the individualistic culture, one is encouraged to speak their mind and express their emotions regarding a subject or a person. Naturally this allows an individual to develop their self-emotional appraisal and consequentially the expression of emotions. The culture by and large encourages them to develop and express their feelings. Recently, Matsumoto et al (2008) have also endorsed this line of thinking and found significant differences in the understanding and expression of emotions across cultures. They found that members of an individualistic culture endorse more emotional expression, whereas members of collectivistic cultures endorse less of expression. Thus Leaders may fail to acknowledge the emotions of others, while they address expressed emotions well.

EI and Transformational Leadership Behavior Association Compared Across Work and Family Domain

Finally, the EI and Transformational Leadership association patterns differ across domains. A very interesting phenomenon that emerged in the study was that while leader used the same set of EQ skills, the nature of association between EQ and Transformational leadership components varied across settings. Idealized Influence showed the highest correlation with EI, especially Strategic EQ in the Family domain indicating that higher the EI greater the chances of indulging Idealized Influence behaviour while dealing with adolescents. On the other hand Intellectual Stimulation showed a greater correlation in the Work domain, indicating that higher EI greater the use of Intellectual Stimulation with followers and co-workers in the work role. In other words, the primary concern of parents seems to be becoming a ready role model for their children. This in turn increases the likelihood of children imbibing parental values, attitudes and beliefs. This once again goes well with the generative theory of Erikson (1982). On the other hand, they are interested in providing adequate Intellectual Stimulation to co-workers so as to increase the chances of initiating goal oriented behaviour and alternative generation. This finding once again supports the proposition that parenting is primarily an emotions-based process. As against this, corporate leadership is more of a cognitive problem solving exercise.

SUMMARY

The findings of the current study can be summed up as follows;

- Overall EQ shows a significant positive correlation with three out of four components of Transformational Leadership styles namely, Intellectual Stimulation, Inspirational Motivation and Individualized Consideration in the Work domain. In the Family domain, there is significant positive correlation with Idealized Influence in addition to the other three components, thus correlating with all the components of Transformational styles.
- Across the domains, Strategic EQ shows a greater relationship with Transformational style as compared to Experiential EQ and Overall EQ score
- The EQ and Transformational leadership association seems to be much more pronounced in the Family domain than the Work domain.

IMPLICATIONS

The current study findings have important implication for training and development of leaders. A good understanding

of the significance of EI in Leadership role coupled with honing of the Transformational Leadership skills would help future and existing leaders immensely. Similarly Parental workshops can also have modules aimed at EI highlighting EI sensitivity training. Transformational leadership model which was considered to have significant implication in the world of work can be looked at as a good tool to deal with adolescents.

LIMITATIONS

While the study makes significant contributions to the field of Organizational Behaviour and Parenting, it is not without limitations. Following are the inadequacies of the study:

- The use of original version of MSCEIT itself becomes the first limitation of the study. While Thingujam (2002), Sibia and Misra (2005) have advocated the use of MSCEIT- the ability based measure of EI, they have also suggested that the test be revised for the Indian population rather than using it in its original form.
- Secondly, since the study required managers to have adolescent child, the sample was a representative of middle-aged adults (Mean age= 46.74). Their leadership style and thinking patterns may not necessarily match that of the next generation leaders who share a different mind-set owing to differences in exposure, up- bringing and general change in the social fabric. Thus, the generalization of the research findings should be approached with caution.

CONCLUSION

The study attempted to look at the relationship between Transformational Leadership style and Emotional Intelligence. On the whole, a significant positive correlation was observed between components of EQ and various Transformational leadership styles. The emphasis on different behavioural aspects was also seen in different life roles.

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