

# THE MEDIATING ROLE OF TRANSFORMATIONAL LEADERSHIP BETWEEN EMOTIONAL INTELLIGENCE AND JOB SATISFACTION AMONG YOUNG MANAGERS

<sup>1</sup>Dr. Sopnamayee Acharya, <sup>2</sup>Dr. Gunjan Anand

**ABSTRACT**--Managers need leadership as a key characteristic. The pattern of behavior demonstrated consistently is considered as the leadership style <sup>[17]</sup>. In order to attain sustainable growth and development leadership proves to own an important position in whole. Leaders are the influencers, they make people see far ahead <sup>[22]</sup> and different leadership styles have their own effect on organizational effectiveness <sup>[39]</sup>. Among all the most important leadership style is transformational leadership. Burn <sup>[11]</sup> introduced the concept of transformational leadership and explained it as a process through which leaders and followers achieve higher levels of motivation **and** morals. Burn considered transformational leadership as a tool to bring significant change in lives of people related and further organizations too. Bernard M. Bass <sup>[8]</sup> further extended Burn work and found its measuring ways and their impact on follower's motivation and performances. Transformational leadership style is credited for producing positive outcome in an organization further giving success to an organization <sup>[30]</sup>. When transformational and transactional leadership style were both correlated with emotional intelligence, transformational correlated more positively <sup>[5,42,23]</sup>. Emotional intelligence initially a concept given by Thorndike (1920), further Goleman gave model for the same. Emotional intelligence comprises of various things like motivation, empathy, sociability, warmth and optimism <sup>[37]</sup>.

**Keywords**— the mediating role of transformational leadership between emotional intelligence and job satisfaction among young managers

## I. INTRODUCTION

Emotional intelligence has positive correlation with job performance <sup>[25, 51]</sup> and leadership success <sup>[13, 27, 29, 50]</sup>. Emotional intelligence is having negative correlation with bargaining strategies in conflict management and has positive correlation with problem solving strategies <sup>[46]</sup>. Emotional Intelligence inclusively has shown positive influence on employees work attitude, behaviors and overall performance. There is positive relationship of transformational leadership and job satisfaction of employees <sup>[40, 16]</sup>.

Many researches are being conducted on these variables individually and found positive correlation among them. Current study is trying to understand the mediating affect of transformational leadership between emotional intelligence and job satisfaction.

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<sup>1</sup> Asst. Prof, Prestige Institute of Management & Research, Indore, sopna75@gmail.com, M:-9827267412

<sup>2</sup> Asst. Prof, Prestige Institute of Management & Research, Indore, gunjan0029@gmail.com, M:- 9039177224

## II. REVIEW OF LITERATURE

### *Transformational Leadership*

Main aim of leaders is to convert self-interest of followers to collective interest through values needs, preferences and aspirations of followers. They further motivate followers to become highly committed to the overall objectives, in order to make personal sacrifices in the interest of mission <sup>[49]</sup>. Major four dimensions describing transformational leadership are idealized influence, inspirational motivation, intellectual stimulation and individual consideration.

There are many studies demonstrating strong positive linkage between transformational leadership and emotional intelligence <sup>[1, 28, 23, 42, 33, 18]</sup>. High level of commonality between transformational leadership style and emotional intelligence is found in studies.

### *Emotional intelligence*

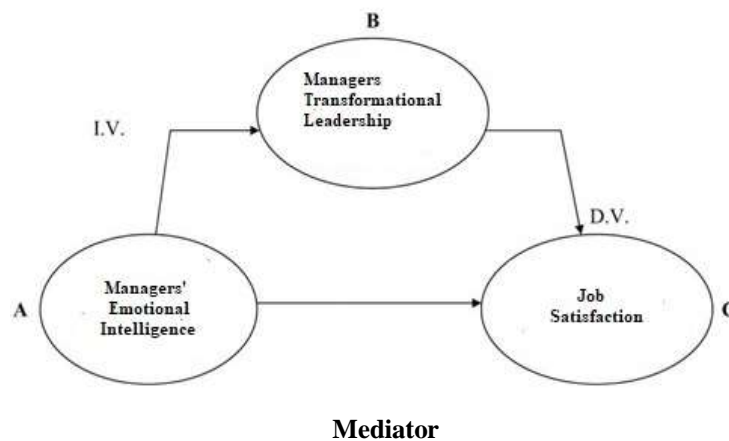
Emotional intelligence as it holds potential opportunity for the future <sup>[24]</sup> is equally important as intellectual and technical skills for all the levels of jobs <sup>[35]</sup>. Studies also claimed that emotional intelligence contributes to the major chunk which determines life success <sup>[50]</sup>. As said by Goleman <sup>[25]</sup> too IQ and technical skills hold a significant role but then too threshold capability contributing in leadership is with emotional intelligence. In the absence of emotional intelligence, a person can possess best training, analytical thinking or an endless supply of creativity and innovation but still he or she won't be able to make a good leader. Goleman <sup>[27]</sup> gave five dimensions of emotional intelligence. They were self-awareness, self-management, social awareness, empathy and social skills.

### *Job Satisfaction*

A concept having its roots in Vroom's <sup>[53]</sup> and Maslow's theory <sup>[36]</sup>, was well defined by Hoppock<sup>[30]</sup> as "Job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully say I am satisfied with my job". Ellickson and logsdon <sup>[21]</sup> defined job satisfaction as the extent to which an employee likes his work. Dependence of job satisfaction and dissatisfaction is not only related to nature of the job rather it is also dependent on the expectation of what is supplied to an employee <sup>[2]</sup>. There are many different factors influencing job satisfaction and making them more complex like salary, working environment, autonomy, communication and organizational commitment <sup>[74]</sup>.

Behavior of the employee in the workplace is closely related to job satisfaction <sup>[20]</sup>, previously mentioned by Locke <sup>[34]</sup> as an emotional state which is helpful and enjoyable generated by involvement and agreeableness with the job or experiences. Many studies have found a clear linkage of emotional intelligence and job satisfaction <sup>[43]</sup>. People with high emotional intelligence are found have better emotion regulation and self awareness and further are able to forecast situational effect on them and accordingly plan their actions for prevention <sup>[19]</sup>. Conversely, people are more sensitive and responsive towards the environment which compliments to job performance and further contributes to job satisfaction. The strong relationship between our three variables triggered our study to understand the mediating effect of transformational leadership among the other two.

Past examination findings says that EI could be a structure hinder for EC (emotional competency), consolidating or communicating with elective elements, resulting in increased performance <sup>[10]</sup>. In this manner, it is frequently accepted that EI should happen before TL (Transformational Leadership). This paper recommends that a component working in association with EI is leadership vogue, remarkably, TL. EI all alone is probably not going to end in prevalent specialist results while not TL, and furthermore the connection among EI and JS (Job Satisfaction) is a best deal of likely to happen inside the context of extremely showing emotion intelligent leaders.



**Figure 1: Conceptual Framework**

As Indicated by Baron and Kenny <sup>[7]</sup>, the essential state of a mediator is that varieties in levels of the IV (Independent Variable) fundamentally account for varieties inside the probable mediator (i.e. EI of managers will anticipate TL), in light of the fact that the mediator represents for the DV (dependent variable) i.e. JS. This is regularly anyway a TL of managers could assume a mediator role inside the connection between that manager's EI and JS. As a result, the subsequent is hypothesized:

*H<sub>1</sub>. The transformational leadership styles of young managers' play a mediating role between the positive relationship of their EI and JS.*

### **III. METHODOLOGY**

#### *Sample*

According to Table 1, the sample for this research incorporated all the young managers of two IT companies in Indore, India with a sum of 300 respondents. Of the 200 questionnaires approached, we got 65 % of response rate where 130 managers responded to this questionnaire. Of the sample, 69.4 % was male. Within this group of managers, the age of respondents varied from 23 to 47 with an average of 32.12 years old. Within the same group 29.5 percent of managers are in the 33 to 37 year-old age. Within this managers group, most respondents

were finished their degree level education (53.8 percent) where as 21.8 % of work experience was found within the range of 26 years.

**Table 1:** Descriptive Statistics of Variables

	<b>N</b>	<b>Mean</b>	<b>SD</b>
Emotional Intelligence of Managers	50	23.88	5.23
Transformational leadership of Managers	50	2.30	0.56
Gender of Employees	80	1.37	0.47
Age of Employees	80	31.62	8.80
Education of Employees	80	2.47	0.66
Work Experience of Employees	80	3.00	1.69
Gender of managers	50	1.28	0.39
Age of Managers	50	43.82	10.12
Educations of Managers	50	2.67	0.62

*Scale*

**EI:**

In this study for the measurement of EI we used Wong Emotional Intelligence Scale (WEIS). A 40-item forced selection emotional intelligence measure for managers was utilized in this research to evaluate the degree of EI in managers. Managers finished this self-report EI measure scale to survey their own EI level. A model WEI's item is: "The point at which you are exceptionally down, you will: A. Attempt to plan something for make yourself feels much improved. B. Simply overlook it since you realize your feeling will have returned to typical normally". The internal consistency reliability (Cronbach's alpha) for this scale during this research is calculated as 0.68.

**TL:**

In this research, The Multi-factor Leadership Questionnaire (MLQ-5x) <sup>[3]</sup> is utilized with 20 items scale for transformational leadership style. The MLQ-5x is a five-point likert scale that asks the respondents to state the frequency with which a number of statements apply to them, as: 0 = "not at all"; 1 = "once in a while"; 2 = "sometimes"; 3 = "fairly often"; 4 = "frequently, if not always". Part A of this questionnaire evaluates leadership style of managers measured themselves. Whereas Part B evaluates the leadership style of managers judged by their subordinates' impression.

Considering an example, Item used for self-rated form of this questionnaire is: "I consider an individual as having different needs, abilities, and aspirations from others". And item for subordinates rating their managers is: "My immediate supervisor considers me as having different needs, abilities, and aspirations from others". The reliability (Cronbach's alpha) for the transformational leadership styles scale is 0.87. Leadership style of

managers through evaluations by both the managers' views as well as their subordinates' view was followed the procedure of some earlier studies [5, 10, 41, 47].

**JS:**

In this study, a three-item questionnaire for measuring job satisfaction was used which is created by Cammann et al. [12]. It is a seven-point likert scale ranging from 1 = "strongly disagree" to 7 = "strongly agree". Considering an example one of the item of this questionnaire is: "All and all, I'm satisfied with my job". The reliability (Cronbach's alpha) for this scale is calculated as 0.69.

**Control Variables:**

Previous investigations demonstrated that demographic factors like gender, age, education and work experience might be related to EI and TL style as well as JS. Thus, these factors are considered as control variables in this investigation.

**IV. RESULTS**

The correlations within the factors used in this study have been presented in table 2. The value of  $p < 0.01$  and coefficient of correlation ( $r = 0.23$ ) gives insight towards the positive correlation between emotional intelligence of managers and their transformational leadership style. In addition EI of managers is having a positive correlation to their JS ( $r = 0.26$ ;  $p < 0.01$ ) and TL style of managers is also having a positive correlation to their JS ( $r = 0.36$ ;  $p < 0.01$ ).

**Table 2:** Inter-Correlation between Variables

Variables	1	2	3
Managers' EI	(0.64)		
Transformational leadership style	0.22* *	(0.88)	
Job satisfaction	0.26* *	0.36* *	(0.68)
Gender	0.07	0.07	0.11
Age	0.25* *	0.04	0.25* *
Education level	0.06	0	0.14*
	0.16* *	0.04	0.26* *

Cronbach's alpha values are provided in parentheses;

\* Significant at 0.05 level (two-tailed);

\*\* Significant at 0.01 level (two-tailed)

**Hypothesis Testing:**

The mediated regression analysis result has been presented in table 3 in this study. The three-step process described by Baron and Kenny [7] has been implemented in this study as: In model 1 the mediator (managers' transformational leadership style) was regressed on the control variables (gender, age, education and work experience) and the independent variable (EI of managers). In model 2, job satisfaction of managers was separately regressed on the control variables and EI of managers. Lastly, in model 3, the job satisfaction of

managers was separately regressed on the control variables, emotional intelligence and transformational leadership style of managers.

As per the regression Model 1, emotional intelligence of managers is positively related to managers' transformational leadership style ( $b = 0.05$ ;  $p < 0.01$ ). The value of  $b = 0.07$  and  $p < 0.01$  tells about the emotional intelligence of managers which is significantly related only to their job satisfaction, results found from regression model 2. Lastly, regression model 3 shows the relationship between emotional intelligence of managers and their job satisfaction becomes non-significant when the managers' transformational leadership style (the mediator) is presented. All of the F-values for these regression models are significant at 0.01 levels. Results of this study explained about the full mediating relationship of transformational leadership style of managers between their EI and JS.

**Table 3:** Mediating Regression Analysis of Transformational Leadership on Job Satisfaction

	Re. Model - 1	Re. Model - 2	Re. Model - 3
	TL	JS	JS
	<i>b</i>	<i>b</i>	<i>b</i>
Controls variables			
Gender	0.15	0.19	0.09
Age	20.01	0.04*	0.04**
Education level	20.01	0.03	0.04
Work experience	20.01	20.12	20.11
<b>Main effect</b>			
EI of Managers	0.05**	0.07**	0.04
<b>Mediating effect</b>			
Transformational Leadership style			0.69**
Overall R <sup>2</sup>	0.14	0.14	0.25
Overall adjusted R <sup>2</sup>	0.11	0.12	0.23
D R <sup>2</sup>			0.11
F	6.66**	7.02**	12.04**

\* Correlation is significant at 0.05 level (two-tailed);

\*\* Correlation is significant at 0.01 level (two-tailed)

## V. CONCLUSION AND RECOMMENDATIONS:

This study analyzed the interconnections and impacts on emotional intelligence, leadership styles and job satisfaction of managers as respondents in Indore city, which supported by Goleman's EI model and Bass's leadership styles model. By using existing data, the results of this study explains the potential inter relationships between the facts of emotional intelligence and transformational leadership style of managers with their job satisfaction. Also the result focused on the mediating role of transformational leadership style of managers

between their EI and JS. The outcomes of the study show that TL will make a case for the dynamics by that EI of managers affects their job satisfaction. This means that the ability of EI and JS of managers should undergo a third variable, named TL. Along these lines, EI of managers would don't have any immediate relationship with subordinates' job satisfaction, and any connection between the two might exclusively be on account of the mediating effect of transformational leadership. Managers' EI all alone won't bring out subordinates' job satisfaction except if it's communicated through transformational leadership style. This study offers evidence and shows that the ability of managers' EI on job satisfaction should undergo TL. Finding of this study supported the current development in EI and leadership literature.

The research discovered that EI of managers might be a trademark that specifically impacts the turn of events and support of TL. It is accepted that EI constructs and feeds transformational leadership, yet additionally moves to leaders' considerations and practices. Along these lines, emotionally intelligent managers who effectively comprehend and deal with the feelings of themselves as well as other people utilize a transformational leadership style that at last enhances employees' job satisfaction. Consequently, the intervening impact can clarify the procedure of "how" or "why" managers' EI predicts or causes this result variable. In spite of the fact that managers with high EI are more delicate to their own and other's feelings, unless this affectability has transferred to a few kind of leadership behavior through which employees can feel the manager's concern for them; this positive outcome may not occur

Despite the fact that these discoveries are supported on samples drawn from India, certain generalizations seem bonded. There is no confirmation that the legitimacy of EI and leadership styles representation and definitions, as bestowed during this investigation should differ across societies. There is universality in the TL paradigm, explaining that "the paradigm is sufficiently broad to supply a basis for activity and understanding that's as universal because the construct of leadership itself. Here, universal does not imply constancy of suggests that, variances, and correlations across all things, however rather explanatory constructs sensible for all situations" Bass [9]. Bass accepted that varieties in social convictions, qualities and standards moderate pioneer adherent relations. In addition, there are two essential society issues. Etic phenomena are normal to any or all societies, or at least to any or all societies concentrated to date; Emic phenomena are culture-explicit that occurs in scarcely a lot of societies [31]. In spite of the very fact that the Indian culture is totally extraordinary to Western societies, the consequences of this study don't decrease the generalisability, since the factors handled are of the "etic" sort, with regards to the Bass [9] paradigm.

It has been recommended that EI is learned, instructed and improved through continuous reinforcement in adulthood [6, 25]. Similarly, TL is teachable; it also can be increased through training and response [9, 5, 32, 38, 45]. This means that the choice or training of showing EI and TL style managers is going to be of nice profit to the organization. Since high EI enhances transformational leadership, it ought to be a criterion for choice for transformational leadership training, as some way of facilitating the success of the training.

In addition, this study demonstrates that transformational leadership plays a mediator role in job satisfaction. This means that managers' emotional intelligence will predict higher job satisfaction through transformational leadership. In other words, it would be greatly useful to organizations to mix each manager's EI and TL styles to guide to a fascinating outcome.

With relation to coaching and progress, organizations may assign assets to boost the amount of EI and TL style. Structure of team could also have an effect on UN agency ought to receive TL coaching <sup>[15, 44]</sup>. Moreover, timing of a TL educational program should be developed early within the team's life cycle as an important issue <sup>[69]</sup>. It always takes regarding six months to a year to enhance transformational leadership <sup>[8]</sup>.

## VI. LIMITATIONS

This research had many constraints. Here the topics of some dialogues have been used as the measures and construct of EI <sup>[14]</sup>. Additionally, self-report measures of EI and JS were acclimated survey an individual's self-impression of these factors rather than the specific factors themselves. Thus, common methodology biases may have happened during this investigation. Performance particularly may be additional objectively assessed instead of self-detailing in future examinations. Nonetheless, in certain conditions, performance-based measures have constraints, and self-report might be a higher technique for catching employees' own feeling of anyway they are doing

It is not possible to dispose of completely a wide range of common methodology biases in an exceedingly explicit study. Be that as it may, this research attempted to limit and remove this inclination by the resulting ways. To downsize any social desirability bias, the EI measure used a constrained elective instrument for Indian respondents. At that point, to take out the common methodology biases, for the survey design, some turned around questions were set. Furthermore, a few measures were acquired from various sources. For instance, leadership style of managers was tried utilizing both a self and a rater-assessment technique for example that of their subordinates to give judgment, so there was no common technique bias during this occasion. In addition, a cautious option of evaluation instrument and therefore the exclusion of item uncertainty will facilitate to manage common method bias. Therefore, relevant and substantial instruments were picked cautiously during this investigation.

Wong, et. al. <sup>[54]</sup> also learned about the moderation of emotional labor among EI and a range of results. Hence, in order to contribute a clearer picture around in this area, it is instructed that a model for consolidating moderation and mediation ought to be tried. Also, a report on to the current study may adopt a better grained strategy to take a gander at however the individual Components of EI – self-awareness, self-management, social awareness and relationship management – and of TL – idealized influence, inspirational motivation, intellectual stimulation, individualized thought – associate to create employees' job satisfaction.

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