

Research Article

**A Review - Emotional Intelligence An Important Predictor Of Leadership Potential**

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**ABSTRACT**

A leader is one who leads the people in the workplace and should have some leadership quality which is bounded by Emotional Intelligence. Emotional Intelligence is the ability of a person to control the emotion of oneself as well as the emotions of other workers in the workplace. The organisational behaviour of a leader is strongly built by his Emotional Intelligence only. The researchers in the present study have tried to review the articles related to Emotional intelligence and leadership potentials. The study strongly suggests the positive relationship between Emotional Intelligence and Leadership. More or less the study shows transformational leadership has a good connection with EI than transactional leadership. From the reviews made on the present study it is suggested that there is scope for future researchers to do an in-depth study on Emotional Intelligence and Leadership by using case studies, participant observation and group study as their method of study in the research on the topic.

**Key words:** Emotional Intelligents, Leadership, relationship, leadership potentials

**Introduction**

In an era where companies or workplaces depend on employees or individuals who are skilled and possess the knowledge to get work done, researchers have been driven to research on how the top companies get the work done when other workplaces or corporate sectors fail to get things done though they have skilled employees. In every setting many individuals are leaders or Bosses but what makes a person a leader? A person who is neither emotional nor chooses to connect with people on an emotional basis can only be a boss and not a leader.

**Emotional Intelligence**

As a concept, the Emotional Intelligence was first familiarized by Peter Salavoy and John Mayer. There are several definitions of what Emotional Intelligence is, by numerous authors. However, one can define "Emotional Intelligence as one's ability to understand, recognize, and manage one's own

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emotions and the emotions of others”. This means that our emotions and how we manage it drives our behaviour and how we impact the people around us with our emotions, both positively and negatively. Daniel Goleman in his book, ‘Working with Emotional Intelligence’ determined that Emotional Quotient counts twice as much as IQ and technical skills combined on who will be successful. When one is emotionally intelligent, he\she is self-aware, can self-regulate, can empathize with others, is self-motivated, and has effective social skills. The four major characteristics of emotional intelligence are “observing emotions, using emotions, understanding emotions and managing emotions”.

### **Leadership**

The word leadership can bring a lot of pictures into one’s mind such as political leaders leading the people, coaches building and training their teams, executives or managers managing the people working under them in their companies, and many more. Leadership is now one of the topmost debated and discussed. Leadership has now been divided into two types 1) Transformational leadership and 2) Transactional leadership. Leadership is not just about a relationship or having a connection on a personal level with the subordinates. When leaders inspire their followers to perform at a higher level then they are known as Transformational leaders. They work using their attributes rather than their official positions whereas, Transactional leadership follows the laissez-faire leadership style which is only a give and take relationship on work and there is no connection between the manager and the employee.

While a lot of research has been done by diverse people on leadership and the role of emotions in leadership, it is still an enigma.

### **Literature Review**

Malcolm Higgs and Paul Aitken researched the question, “To what extent can an individual’s level of EI predict an assessment of leadership potential?”. They used the general assessment ratings to explore the Leadership potential and also the EI Questionnaire. This was designed and built for the New Zealand Public Service round the core CEO competencies. Their research concluded that there was no relationship between emotional resilience, influence, and interpersonal sensitivity and overall leadership measures. They also found a robust correlational statistic amongst the EI scores. While in many studies the relationship between EI and leadership has been proved without much support to the statement, whereas this research study proved that EI could also be one of the most important predictors of potentiality in leadership.

Robert Kerr et al. investigated the leadership effectiveness due to managerial emotional intelligence levels by using the “Mayer Salovey Caruso emotional intelligence test (MSCEIT)” among the supervisors in an organization which is involved in the manufacturing process. The MSCEIT measures the characteristics of Emotional Intelligence in them. Which generates both Experimental Emotional Intelligence (EEI) and Reasoning Emotional Intelligence (REI) to access one’s ability to experience emotions and one’s ability to understand and manage emotions respectively. A survey was also conducted by the researchers for the employees which consisted of more than 20 questions which covered the topics like “supervisory leadership”, “working conditions” and “training”. The survey had 1197 employee responses. The survey resulted as follows:

- There was a positive correlation between the MSCEIT test and the supervisor ratings but the emotions scores between understanding and managing emotions and their reasoning EI had no significant connection with supervisor ratings.
- The EEI score was highly correlated to supervisor ratings

- All the characteristics of Emotional Intelligence scores exhibited a highly positive relation with supervisor ratings, however, the managing emotions branch scores had no significant relationship with the supervisor ratings.

Therefore, the general result out of the investigation designated that the effective leadership is determined by individual's emotional intelligence.

Cavallo Kathleen et al. piloted a research among 358 Managers through the "Johnson & Johnson Consumer & Attention Group" to assess the management capabilities that distinguish the extraordinary performers from normal performers. This study had 183 questions which consists of a multi-rater survey with a mix of the "J&J leadership competency model and the Standards of Leadership (SOL). About 1415 employees took part as raters within the survey. The raters were instructed to pick a frontrunner and rate the leader supported behavioural statements and tested the truthness in a statement from the chosen leader. The present study exposed the positive relationship between leaders performing extraordinary and their emotional competence. 13 of 20 emotional competencies were measured alike "self-awareness, self-management, and social skills" and they were rated high – potential leaders by the supervisors. But the peer ratings showed differences in five emotional competencies.

David Rosete and Joseph Ciarrochi piloted the present study to analyze the connection between four variables like personality, emotional intelligence, cognitive intelligence, with leadership effectiveness. The study consist of fortyone executives person from an Australian Public Service Organization. The participants were each given a duplicate of 16PF, MSCEIT, and WASI. The MSCEIT helped complete a group of tasks related to perceiving, using, understanding and managing the emotions. The participants were asked to answer 16 personality testing questions. WASI was wont to measure cognitive ability. The WASI evaluates "vocabulary, block design, similarities, and matrix reasoning" among the executives. This helps to measure the individual's communicative terminology, speaking knowledge, visual-motor coordination, the conceptualization of abstract, ability of speaking and reasoning, and non-verbal reasoning. The findings suggested that the individuals higher on EI are deliberated as effective leaders by fellow worker and supervisor. "EI score and verbal, performance and full-scale IQ for cognitive intelligence" were found to be correlated positively.

R. Anand in 2010 attempted to review the connection between emotional intelligence and leadership. Hypotheses that were framed in his study on the subject were

- Emotional intelligence and leadership practices are positively related.
- There's a difference within the leadership practices and emotional intelligence in individuals concerning their age, educational qualification, and their length of service.

The researcher used the survey method in a very public sector organization on 300 executives through sampling. The tools employed in the survey were emotional intelligence inventory and leadership practices inventory. The 't' test, 'f' test, and Pearsons Product – moment correlation were accustomed in hypothesis testing. The results of the study concluded that the majority of the mechanisms of emotional intelligence have a major relationship with leadership practices. Researcher also noticed that the interpersonal relationship of EI incorporates a positive effect on modelling the way and enabling others to act but includes a negative effect on "challenging the process" which is implausibly required for leadership. The researcher also concluded that problem-solving ability, stress management, self-regard, and adaptability had a positive relationship with leadership effectiveness which leaders who have high EI possess knowledge that causes them to be optimistic.

This study was done to find if there is a strong relationship between transformational leadership and EI. The participants in this study were different people holding various managerial positions in the

Swinburne University Centre for “Innovation and Enterprise programs”. The Trait Meta Mood Scale (TMMS) was used to assess one’s capability to observe and accomplish emotions. The person’s leadership style was assessed using the Multifactor Leadership Questionnaire (MLQ). The study couldn’t show which type of leadership had a strong relationship with EI, but the results showed that transformational leadership and EI subscales had significant correlations with each other in some components. The research concluded that some attributes of EI are present in potentially effective leaders and that future research should be done across different industries in larger samples to get significant results.

Goleman D et al. in their book “Primal Leadership: Unleashing the power of emotional intelligence” said that great leaders inspire us to be our best and kindle our passion. One might ask, how are they so effective in the way they strategize and present themselves. The answer to this is they work through emotions. A great leader does not succeed just through what they do, but how they do it. Even when working as a group, though the leader does not speak, the members of the group see how the leader responds to what they have to say. A leader either criticizes or appreciates someone for what they have done and this helps determine the leader’s emotional impact on the person. People turn to a person for emotional guidance only if they have respect and trust for him/her.

Emotions are contagious and the positive emotions are more contagious than the negative emotions. Spreading positive mood/emotion reflects on the business results. Therefore, optimistic and enthusiastic leaders are trivial and they get work done at a faster pace than the leaders who are grouchy.

The books also talk about the EI domains that help one determine how to manage oneself are “Self-awareness, Self-management, Relationship management and Social awareness”. Leaders who have high EI create systems that carry out EI practices. They foster healthy and genuine working relationships which help them build a positive team and this, therefore, reflects on the work done by the team.

BanoFakhraBatoool in his paper tried to find the relationship between EI and effective leadership in the public as well as private banking sector in Pakistan among the male and female employees in managerial positions. He surveyed by selecting 50 members as subject of study through random sampling method and he used the SPSS software to analyze the data collected. The study concluded that implementing emotional intelligence is very effective and plays a vital role in a leader. The study also reflects that EI helps improve performance, reduces stress, and enhances the productivity of the employees working under the leader.

Caruso David R et al. in their research on Emotional Intelligence and leadership suggest ways in which EI can be applied to leadership and they discussed the limitations of EI as well. This research approached EI in 3 different ways. Firstly, EI is quoted as EQ and the factors under which the EI is measured are “self-expression, self-perception, decision making, Interpersonal, and stressmanagement”. The other approach to measure EI is the leadership competencies model. This comprises skills, abilities, knowledge, and personal characteristics. Thirdly, EI is viewed as a set of cognitive abilities in which one can reason with and about emotions. In the research, it has been suggested that the MSCEIT blueprint can be used to approach difficult emotion-based situations. Once the questionnaire is filled and the data is analyzed, the underlying problem is known and this can be used to solve the emotion-based problem. Leaders should employ a different structured method to challenging problems which will help cope with the stress of change easier. The study concluded that EI offered a simple approach to the contemporary leaders to efficiently manage the people and their performance in the work.

W Leban and C Zulauf in their study “Linking emotional intelligence abilities and transformational leadership styles” addressed 24 Project Managers from 6 organizations in different industries. The ‘Big picture’ was used to analyze and make decisions for the overall project. The study resulted in a very positive overall performance because of transformational leadership. The emotional intelligence ability of the leader or project manager played a role in the transformational leadership style which in turn impacted the overall project performance.

Butler Colleen J. and Chinowsky Paul S. studied “Emotional Intelligence and Leadership Behavior in Construction Executives”. This study was done in the year 2004 among 130 top contractors in the US. The Bar-On EQ-I test was used to test the score of the participants. The writers analyzed the relationship between transformational leadership behaviour with EI. The study proved the strong relationship between transformational leadership and EI. It also specifies where an individual can improve based on the scores with the help of transformational behaviour.

Handley and Bar-On first studied EI and its association to occupational performance. The scores of the US Airforce recruiters were compared to their ability to meet the annual targets. The study had a very unique method of assessing the occupational performance of the employees. The scores could identify the high and low-performing employees thus proving that there is a relationship between occupational performance and Emotional social Intelligence. A study was also conducted at the Centre for Creative Leadership and the study resulted that there was a positive association with Emotional social Intelligence and leadership based on scores. The present study showed that successful leadership needed a lot of Emotional Social Intelligence.

Aya Hayashi and Alan Ewert examined 46 individuals who were designated as outdoor leaders in their study, ‘Outdoor Leaders’ EI and Transformational Leadership’. “Multifactor Leadership Questionnaire” was used to test the leadership level in individuals. The study provided the characteristics of outdoor leaders and the association with EI and transformational leadership in outdoor leaders. And the comparison with the outdoor leaders and the normal population and it was found that the outdoor leaders scored high on inspiration and consideration of individual than the ones in the normative group. The study also found that the outdoor leaders a) made the individuals complete their goals with their abilities rather than depending on others b) showed laissez-faire leadership. The findings in the study suggested that leaders with more outdoor understanding have higher levels of EI than the others.

Barling et al. explored the EI and transformational leadership of 60 directors in a paper company. They were each given an EI Schedule, MLQ, and the Seligman Attributional Style Questionnaire. The study resulted that a) EI is connected with factors of transformational leadership such as individualized consideration, encouraging motivation and idealized influence b) the managers with high EI scores showed more leadership qualities and c) absence in the relationship between intellectual stimulation and emotional intelligence.

Daniel Goleman after his research stated that one can have an ample number of good ideas, a sharp mind with first-class training and he still cannot be a great leader if he\she doesn’t possess emotional intelligence. He also emphasized that exhibiting EI did not mean just controlling anger but understanding his emotions and the emotions of others and harnessing them to meet the goals of the company. Every effective leader had constituents of EI that is “self-awareness, self-regulation, motivation, empathy and social skill”. In his book, ‘Primal leadership’, Goleman compares leaders to a boss and that a person who is a boss lacks skills in EI in two domains 1) Social and 2) Personal. It also helps us understand that when leaders connect with their employees on an emotional level they have more potential for success. He also applied EI in the workplace and argued that EI workforces are skilful in personal and social competence.

Popular press articles attributed to Goleman and other researchers claimed, "Success at work is 80% dependent on emotional intelligence and only 20% dependent on IQ". This showed that EI is very important to be a leader which in turn reflects on the success or the outcome of work.

The study by Peter Salovey and Marc studied the "measurement instrument developed from the ability model of EI (Mayer and Salovey, 1997), the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT; Mayer, Salovey and Caruso, 2002)". A four subset of test namely "methods of scoring, psychometric properties, reliability and factor structure of the MSCEIT" were discussed, along with the discriminant, predictive, incremental validity and convergent. The EI abilities were tested and it had been found that there was a correlation with MSCEIT scores and the other form of outcomes like performance at the academic level, cognitive processes, psychological wellbeing of the individuals, depression, anxiety, maladaptive behaviour, leadership and organizational comportment. The study concluded that the MSCEIT can be used to test the behavioural and psychological outcomes of a person and further research can be done to evaluate the validity of MSCEIT.

William Brown and Dan Moshavi questioned if EI and transformational leadership could be a potential pathway for interpersonal influence. They stated that 1) EI existed before transformational leadership 2) It had a relationship with individuals and organisational outcomes and 3) It is independent of transformational leadership. The approaches to the definition of Emotional Intelligence that evolved are i) Emotional Intelligence as a trait ii) Emotional Intelligence as an acquired competency and iii) Emotional Intelligence as an intellectual capability. The researchers concluded that most of the EI scales based on one's ability to perform or complete a task and that there is still the question of if there is or is there not a connection between EI and transformational leadership.

Atika Modassir and Tripti Singh researched the relationship of EI with transformational leadership and organizational citizenship behavior. They used the MLQ to measure Transformational Leadership and the 24-item scale devised by Podsakoff, MacKenzie, Moorman, and Fetter (1990) for Organizational Citizenship Behaviour. They collected data from 114 managers and subordinates from diverse industries. The results showed that Transformational Leadership was not directly related to Organizational Citizenship Behaviour but EI of the leaders had a direct impact on OCB. The study concluded that EI plays a vital role in OCB.

Lindebaum and Cartwright in their paper, "Critical Examination on the Relationship between EI and Transformational Leadership" have written on their study on project managers in the UK. They used the Wong and Law Emotional Intelligence Test to test the EI and Transformational Leadership Questionnaire to measure TL in the individuals. Pearson's product-moment correlation and ANOVA were used to test the hypotheses. The study resulted that there was a huge difference between the self-analysis of the project managers and the analysis of the employees working under them. This study shows that self-rating of the managers differ from the ratings of the team members and therefore the Hypothesis 1 is inconsistent but consistency in the correlation was found in Hypothesis 2. Again there was inconsistency in Hypothesis 3 but the Hypothesis was consistent for the relationship between both the concept.

The objective was to use the Pearson correlation method to discover the nature of the relationship between the two concepts called the EI and transformational leadership. The research was done using a survey. Questionnaires were distributed to 47 managers and subordinates. The study used descriptive and correlation analysis to employ the relationship between EI and transformational leadership. The analysis concluded that there is a strong positive relationship between

transformational leadership and emotional intelligence and that a leader must have the attributes of Emotional Intelligence to attain the desired results.

Mike Young and Victor Dulewicz studied the significance of emotional intelligence and leadership performance among the Royal Navy Officers within the Maritime Warfare School. The Leadership Dimensions Questionnaire and the Job performance measures were used as instruments to collect data in the study. The study resulted that EQ related to the overall performance of the officers. The findings also indicated that IQ, MQ and EQ influenced leadership. The dimensions related to leadership were motivation(EQ), Communication(MQ) and vision(IQ)

The researchers theoretically argue the aspects of leadership and emotional intelligence and if the leadership requires emotional intelligence. They discussed that IQ is a good predictor for success in work, leadership and management performance but it's not entirely perfect because beyond IQ personality is needed for leadership. John Antonakis also stated, "EI researchers are using the wrong measures or wrong methodologies". He explained that to test a theoretical framework like construct validity, criterion validity, incremental validity discriminant validity and convergent validity should be applied. He also mentioned that a lot of researches and reviews have been done on the topic of emotional intelligence and leadership but not enough papers have facts on the researches. The researchers concluded that further research has to be done on emotions and their leadership role.

John Antonakis reviewed research and discussed that EI is not necessary for leadership based on the three personality factors of EI (self-monitoring, need for affiliation and agreeableness). He concluded that there is a lack in theory and testing of Emotional Intelligence in Organizational concept.

E Lopez-Zafra and R Garcia-Retamero researched a gendered approach between EI and transformational leadership. For the present study, 431 Spanish graduates were given questionnaires to collect data on EI, styles and gender roles. In line with the researcher's prediction women scored more in transformational leadership than men. The study stressed on "transformational leadership, emotional intelligence, and gender stereotypes". The study results demonstrated that "femininity, emotional clarity and emotional repair are predictors of transformational leadership". The results suggested that the leaders in different profession and domains should be trained on emotional intelligence.

The researchers who used the Avolio and Bass model to test their data showed that the organizations have more of transformational leadership than transactional leadership. Transformational leadership was higher among school principals, Marine Corps commanders, ministers in church and managers. Contingent reward provided a basis for effective leadership with effort, risk-taking and innovation. The book, 'Developing a potential across a full range of leadership' provides examples of people in leadership roles and the action of the leadership model and its development.

Gary Yukl in the book, 'Leadership in organizations provides aspects of the research study in leadership. The researcher approached the traits of a leader, the follower and the situation. The leadership behaviour is task-oriented, relation-oriented and has participative leadership. The researcher does not link leadership with emotional intelligence but he states that "influence is the essence of leadership". He concluded that Leadership in Organizations is a complex field of research and that it had caught the attention of many researchers. Yukl ended with the note that if people asked more questions, it would help raise awareness of leadership in a managerial context.

The researchers developed a questionnaire to analyse the benefits enjoyed by the project management and leadership style from EI. 34 project managers and engineers from Thailand participated in the study. The results of two different studies were compared based on the hypotheses. The result showed that the project managers and engineers with high EI scores used "stimulating, rewarding, delegating,

open communication, listening, participating, and proactive behaviour” better than the PMEs with low EI scores. The researchers concluded that EI is gaining importance in the workplace. The characteristics of EI such as being proactive and open communication has benefited the performance and innovation of the leader. Therefore, EI and leadership bring a positive outcome to the organization, if used properly.

### **Review Interpretation**

The majority of the studies in the above review, based on their research have concluded that Emotional Intelligence and leadership have a strong relationship but all the studies have failed to show the ‘how’ in the relationship between the two (how the leaders influence their employees) with relevant examples. John Antonkinis, in his research, based on reviews of literature argued that EI and leadership do not have a strong relationship, the reason being, the lack in theory and testing of EI in different sectors. The present analysis also suggests that an individual cannot be in a leadership role without emotional intelligence. Most of the studies have also studied on the leadership styles and have concluded that Transformational leadership has a good connection with EI than transactional leadership. All of the above-reviewed studies have used only different questionnaires where the Managers\Officers and subordinates had to fill it and send it back to them. Such a methodology cannot be deemed relevant because one might tend not to fill the questionnaire genuinely. Case studies, participant observation and group studies have barely been used as methods of study thus far. This study, with the reviews, suggests that there is scope for future researchers to do an in-depth study on Emotional Intelligence and Leadership by using case studies, participant observation and group study as their method of study in the research on the topic.

### **Conclusion**

Emotional Intelligence can lead to the effective functioning of a person but it also plays a very important role in leadership effectiveness. A lot of studies have proved that Emotional Intelligence and leadership go hand in hand but how can one be a successful leader? There are so many successful leaders today. One such leader is Jeff Bezos (CEO, Amazon). What drove him to be the successful leader that he is today? Though he was a goal-oriented person, he earned the trust of his employees and created the 14 leadership principles based on his values that everyone in Amazon follows to be able to work together as a team and get better results, because that is how leaders are -someone who can influence people through the principles they not only frame but also follow.

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