RESEARCH ARTICLE

IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMOTIONAL INTELLIGENCE IN ALI'KHA INDUSTRIAL ESTABLISHMENT

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ARTICLE INFO	ABSTRACT
	Background: The relationship between Transformational Leadership (TL) and Emotional Intelligence (EI) has been studied by many authors. There have been very few studies of this relationship in Iraq. Al'Ikha industrial establishment attempts to organize the relationship between the managers and staff according to scientifically studied research. It is concerned of choosing a leadership type which enhances EI for the benefit of the establishment ant its employees. **Objectives:** The objective of this study is to measure the impact of TL on EIinAl'Ikha establishment. The dimensions of TL are Idealized Influence, Intellectual Stimulation, Inspirational Motivation and Individualized Consideration. The dimensions of EI are Self Awareness, Self-Regulation, Motivation, Empathy and Relations Management. **Methods:** The study adopted the observational method, and the population is that of Abu-Salih *et al.* (2016) which consists of the general managers, heads of departments and chairs of sectionsin Al'Ikha establishment. Their total was 30 persons and a self- administered questionnaire covering the dimensions of TL and EI was distributed and collected from them. **Results:** The study showed high scores of the respondents on all dimensions of the independent variable (TL) and those of the dependent variable (EI).In addition, results indicated that TL has significant positive impact on EI and on three of its dimensions. **Conclusion:** Based on the results of the study, it is recommended that establishments develop and enhance the dimensions of TL in order to enhance the dimensions of EI. It is hoped that additional similar studies will be carried on other organizations.

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INTRODUCTION

Lam and O'Higgins (2013) define Transformational leaders as those leaders who inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on followers. While Ugoani (2015) describes (TL) as leaders who stimulate and inspire followers to achieve extraordinary outcomes. Yitsbaki (2012) defines A transformational leader as a leader distinguished by special ability to bring about innovation and change. The concept of TL is explained as inspirational and arousing extraordinary effort and leading to high performance. Many researches have reported positive relationship between these two constructs of TL and EI. The focus of this study is on examination of the impact of transformational leadership (TL) behavior on emotional intelligence (EI).

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Research on TL & EI has reported that TL has positive impact on EI. There have been many studies on EI & TL in the developed countries, while very few studies on these themes have been done on establishments in Iraq. This fact made the authors interested in studying the relationship between TL and EI.

Conceptual Framework

A conceptual framework of TL & EI was developed through an intensive literature search used in developing a measurement instrument of the relationship between them. Mathew and Gupta *(2015)* carried an exploratory study among 300 leaders from different industries to formalize the concepts of TL and EI. The relationship between TL and decision making style was examined by Rehman and Waheed (2012) through using EI as amoderate variable. Questionnaire method was used to collect data from 113 respondents. The study found that EI moderates the relationship above. The conceptual

model given by Irshad and Hashmi (2014) provides an imperative to the mediating role of EI on the relationship between TL and organizational citizenship behavior. They collected Data from 300 employees of banking service sector of Pakistan. The study concluded that the mediating impact of EI on the relationship above. Studies on both TL & EI had analyzed the relationship among emotion and leadership concepts and gender roles. Lopez-Zafra *et al.* (2011) collected data from 162 men and 269 women in three different disciplines and concluded that EI and gender roles predict TL. Another study considered the innovative approach which measures the EI impact on leadership styles. A comparative study analyzed the interdependencies and connections between EI skills and different leadership styles in the knowledge economy. Baesu and Bejinaru (2015) studied the innovative leadership styles and the influence of emotional intelligence and proposed innovative strategies to enhance them.

Possible relationship between EI, TL, and individual organizational outcomes was described and further investigation was encouraged (Brown and Moshavi, 2015). Burns (1978) introduced a transformational leadership model suggesting that a leader uses a social exchange process with followers to achieve a desired behavior. According to Burns, a transactional leader and followers agree or transact, on the completion of a given objective, that the followers to be rewarded. Also introduced by Burns and expanded by Bass (1985), TL incorporates behavior that inspires and motivates followers toward a common pursuit of organizational goals.

Transformational Leadership: (TL)

Transformational leaders stimulate and inspire followers to active extraordinary outcomes and develop their own leadership capacity. Transformational leaders respond to individual followers needs by empowering them and by aligning the objectives and goals of the followers, the leader, the group, and the organization, (Corona, 2010). A leader needs to exert effort to transform from a leader as a boss and critic to a leader being a partner and coach. This transformed role requires certain skills because leadership is what you do with people, not to them (Mathew & Gupta, 2015). The four TL dimensions of TL were proposed by Bass (1985) and Bass and Avolio (1997).These dimensions are adopted in this research and stated as given in Abu-Salih *et al.* (2016), namely,

- Idealized influence where the leader is seen as a role model.
- Inspiration motivation where the leader inspires motivation and team spirit.
- Intellectual stimulation where the leader situates creativity and innovation
- Individualized consideration where the leader mentors and supports each follower.

These four dimensions were phrased by Silvanthan and Fekken (2002) in terms of the followers rather than the leader. Emotional Intelligence. The most well-known EI model was developed by Goleman, (2003) who defined EI as "the capacity for recognizing our own feelings and those of others,

for motivating ourselves and for managing emotions well in ourselves and in our relationship". Based on Goleman's EI model, Bradberry and Greaves (2002) defined EI based on a connection between what a person sees and does with the self and others.

Harms and Crede (2010) consider emotional intelligence to comprise five characteristics. They are summarized by Barling *et al.* (2000) as:

- Understanding one's emotions
- Knowledge of how to manage them
- Emotional self-control, which includes the ability to delay gratification
- Understanding others' emotions, or empathy, and
- Managing Relationships.

Statement of the problem

Our interest is to investigate some aspects of the relationship between TL and EI. The purpose of this study is to measure the impact of transformational leadership on emotional intelligencein Al'Ikha industrial establishment in Bagdad, Iraq. Researchers considered several factors of EI and TL. In our study, we limit ourselves to four factors of TL and five factors of EI. The factors of TL considered in the study are Idealized Influence, Intellectual Stimulation, Inspirational Motivation and Individualized Consideration. The factors of EI chosen are Self Awareness, Self-Regulation, Motivation, Empathy and Relations Management.

In view of the above formulation, the model of the study is given in Figure 1.

Independent Variable (IV)   Dependent Variable (DV)
Transformational Leadership   Emotional Intelligence
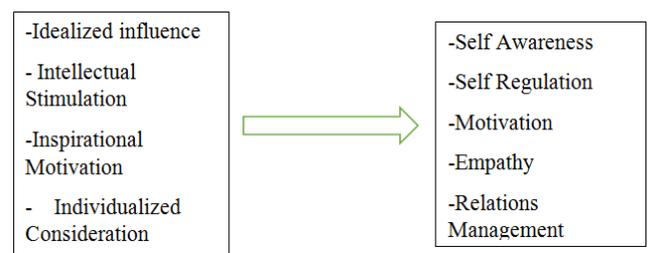
Fig. 1. Model of the study

To attain the purpose of this study, the following hypotheses are formulated, and tested.

First Null hypothesis

Ho: There is no statistically significant effect (at α= 0.05) of Transformational Leadership on Emotional Intelligence in Al'ikha' Establishment. The following sub-hypotheses are derived from the main hypothesis.

Hoa : There is no statistically significant effect (at α = 0.05) of TL on Self-Awareness.

Hob: There is no statistically significant effect (at α= 0.05) of TL on Self-regulation.

Hoc : There is no statistically significant effect (at α= 0.05) of TL on Motivation.

Hod : There is no statistically significant effect (at α = 0.05) on Empathy.

Hoe: There is no statistically significant effect (at α= 0.05) of TL on Relations Management.

MATERIALS AND METHODS

This study adopted the observational method. The population under study is the same population in Abu-Salih *et al.* (2016) and it consists of all general managers, the heads of departments and chairmen of sections of Al-ixha' industrial establishment. Their total was 30 and all of them received the questionnaire and returned it duly filled. The instrument of the study was a 27-item 5-point Likert scale where (5) indicates: I highly agree, (4):I agree, (3): I slightly agree, (2): I disagree and (1): I strongly disagree. A self- administered questionnaire covering the factors of both IV and DV. Internal consistency measure using Cronbach's alpha was calculated and the results are shown in Table 1, where the values are the same as in Abu-Salih *et al.* (2016) since the same questionnaire and population are the same.

Table 1. Cronbach'salpha values of the subscales of the instrument, each subscale has 3 items

Subscale	Cronbach's alpha
Transformational Leadership	0.841
Idealized Influence	0.689
Intellectual Stimulation	0.726
Inspirational Motivation	0.564
Individualized Consideration	0.895
Emotional Intelligence	0.855
Self- Awareness	0.599
Self- Regulation	0.736
Motivation	0.655
Empathy	0.767
Relations Management	0.591
Total (whole Scale)	0.905

It is seen from Table 1 that Cronbach's alpha for each of the subscales EI and TL is more than 0.84 and for the whole scale is 0.90 indicating reliability of the scale is established. The values for the dimensions (each consists of 3 items only) are fairly high except for three dimensions whose values are 0.599, 0.591 and 0.564.

Statistical Analysis

Data were entered into SPSS 18 and analysis was done. Descriptive Statistics

First: Means and standard deviations of the items of the questionnaire were calculated and given in the Appendix of Abu-Salih *et al.* (2016).

Second: Means and standard deviations of IV, DV and their dimensions are calculated and presented in Table 2.

Table 2 shows that the means of the subscales of the DV are all high, the lowest is 3.79 for Relations Management and the highest is 4.42 (Self- awareness). This indicates that the respondents have high scores on the dimensions of (DV) emotional intelligence, whose mean is 4.07.

Table 2. Means and Standard Deviations of IV, DV and their dimensions

Dimension	Mean	Std.Dev.
-Idealized influence	4.52	0.55
-Intellectual Stimul.	3.96	0.53
-Inspirational Motiv	4.41	0.48
-Individualized Cons	4.53	0.43
Transformational Leadership(IV)	4.35	0.38
- Self Awareness	4.42	0.52
- Self Regulation	4.08	0.80
-Motivation	4.14	0.48
- Empathy	3.91	0.73
- Relations Management	3.79	0.59
Emotional Intelligence (DV)	4.07	0.46

The scores on the IV (TL) are considered high whereby the lowest mean is for intellectual stimulation (3.96) and the highest is (4.53) for individualized consideration . The mean of TL is 4.35. This indicates that the respondents have high practice of TL.

Third: Coefficients of correlation between all pairs of variables were calculated and presented in Table 3. It is seen that EI is highly correlated with TL (value is 0.70). In addition, all dimensions of EI, except motivation, have significant correlation with TL.

Table 3. Pearson Correlations. Two-tailed Significance is underlined and correlation is significant if it is <0.05

	1	2	3	4	5	6	7	8	9	10	11
-Transformational Leadership	1										
-Idealized Influence	.79	1									
	.00										
-Intellectual Stimulation	.61	.24	1								
	.00	.20									
-Inspirational Motivation	.91	.69	.39	1							
	.00	.00	.03								
-Individualized Consideration	.72	.41	.15	.70	1						
	.00	.03	.42	.00							
-Emotional Intelligence	.70	.56	.43	.52	.60	1					
	.00	.00	.02	.00	.00						
-Self-Awareness	.45	.46	.22	.25	.42	.77	1				
	.01	.01	.19	.23	.02	.00					
-Self-Regulation	.57	.44	.41	.40	.46	.88	.61	1			
	.00	.01	.03	.03	.07	.00	.00				
- Motivation	.30	.21	.19	.18	.34	.76	.50	.74	1		
	.11	.27	.32	.34	.07	.00	.01	.00			
- Empathy	.73	.67	.37	.62	.52	.78	.43	.67	.42	1	
	.00	.00	.04	.00	.00	.00	.02	.00	.02		
-Relations Management	.43	.21	.34	.35	.45	.49	.39	.13	.22	.19	1
	.02	.27	.07	.06	.01	.01	.03	.51	.25	.30	

Fourth: Testing Hypotheses

The assumption of normality of the DV (Emotional Intelligence) and its factors for multiple regressions was checked by Kolmogorov-Smirnov (K-S) test as shown in Table 4.

Table 4. Kolmogorov-Smirnov (K-S) test for Normality

Variable	K-S Z value	Sig(two-tailed)
Emotional Intelligence	.772	.590
Self-Awareness	1.238	.093
Self-Regulation	1.055	.216
Motivation	1.007	.263
Empathy	1.178	.125
Relations Management	.948	.330

Table 4 shows all values of K-S test are not significant and therefore normality is verified for DV and all its dimensions.

Testing the main hypothesis:

Ho: There is no statistically significant effect (at $\alpha = 0.05$) of Transformational Leadership on Emotional Intelligence in Al'ikha' Establishment. ANOVA for Regression was done and the result is given in Table 5.

Table 5. ANOVA for Regression DV is EI

Source of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.848	4	0.962	9.997	0.000
Residual	2.406	25	0.096		
Total	6.253	29			

R=0.784, R^2 =0.615

The calculated value of F=9.997 is greater than the tabulated value F(4;24) =2.78 , and therefore the main Ho is rejected at level α=0.05, indicating that Transformational Leadership with its factors (Idealized Influence, Intellectual Stimulation, Inspirational Motivation and Individualized Consideration) has significant effect on Emotional Intelligence. The same result is reached since Sig. of the test =0.000<α=0.05. The coefficient of determination R^2=0.615 indicates that 61.5% of the total variance is explained by the linear model with four factors of TL effecting EI. In order to find the coefficients in the multiple regression equation, multiple regression was performed and the result is given in Table 6. It is seen from Table 6 that Individualized Consideration with Sig=0.001, Idealized Influence (Sig=0.007) and Intellectual Stimulation have significant positive effect on EI but Inspirational Motivation has negative significant effect but it is not significant (Sig=0.078).

In addition, VIF is less than 5 and tolerance <1 for all factors of TL indicating that no significant collinearity exists among the factors. To test the hypotheses H_{oa}, H_{ob}, H_{oc}, H_{od} and H_{oe} given earlier, multiple regressions were performed for each hypothesis and the results are as follows: Table 7 shows that Sig=0.005<α=0.05 and calculated F=4.912>$F_{0.05}$(4,24)=2.78. Therefore H_{oa} is rejected. Hence, it is deduced that the four elements of the IV have significant effect on Self-Awareness. Also, it is inferred that the linear model is adequate with R^2=0.44.4meaning that the model explains 44% of the total variance and 56% are due to other factors not included in the model. The coefficients of the dimensions of IV in the regression model of Self- awareness are given in Table 8. It is seen from Table 6 that, Idealized Influence (Sig=0.004) and Individualized Consideration with Sig=0.007have significant

Table 6. Coefficients of regression whereby DV is EI

Variable	B	Std.Error	Beta	T	Sig.	Tolerance	VIF
- (constant)	-.429	.726		-.591	.561		
-Idealized Influence	.431	.145	.512	2.965	.007	.516	1.937
- Intellectual Stimulation	.336	.120	.383	2.785	.010	.812	1.232
- Inspirational Motivation	-.426	.232	-.438	-1.840	.078	.272	3.677
- Individualized Consideration	.686	.192	.642	3.575	.001	.477	2.098

Table 7. ANOVA for Regression. DV is Self-Awareness

Source of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.416	4	.854	4.912	0.005
Residual	4.347	25	.174		
Total	7.763	29			

R=0.663 R^2=0.440

Table 8. Coefficients of regression whereby DV is Self- awareness

Variable	B	Std.Error	Beta	T	Sig.
- (constant)	.784	.976		.804	.429
-Idealized Influence	.615	.195	.655	3.146	.004
- Intellectual Stimulation	.257	.162	.264	1.589	.125
- Inspirational Motivation	-.813	.311	-.750	-2.613	.015
- Individualized Consideration	.758	.258	.637	2.939	.007

Table 9. ANOVA for Regression. DV is Self-Regulation

Source of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	7.837	4	1.959	4.649	0.006
Residual	10.537	25	0.421		
Total	18.374	29			

R=0.653 R^2=0.427

positive effect on EI and Inspirational Motivation has negative significant effect (Sig=0.015). Intellectual Stimulation does not have significant effect. Results of testing sub-hypothesis H_{ob} are presented in Tables 9 and 10. Table 9 shows that Sig. =0.006<α=0.05 and calculated F=4.649 is larger than tabulated F=2.78, therefore H_{ob} is rejected. This means that the dimensions of ID together have significant effect on Self-Regulation.

Table 10 shows that Individualized Consideration and Intellectual Stimulation have significant positive effect on self-regulation (with Sig. =0.025 and 0.029, respectively). Idealized Influence has positive effect which is very close to be significant (Sig=0.055). Inspirational Motivation has negative effect but it is not significant. The results of testing H_{0c} are presented in Tables 11 and 12.

Table 10. Coefficients. DV isSelf-Regulation

Variable	B	Std.Error	Beta	T	Sig.
- (constant)	-2.29	1.519		-1.505	.561
-Idealized Influence	.612	.304	.424	2.010	.055
- Intellectual Stimulation	.582	.252	.388	2.309	.029
- Inspirational Motivation	-.691	.485	-.414	-1.426	.166
- Individualized Consideration	.960	.402	.525	2.391	.025

Table 11. ANOVA for Regression. DV is Motivation

Source of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.275	4	0.319	1.438	0.251
Residual	5.543	25	0.222		
Total	6.819	29			
R= 0.432	R^2= 0.187				

Table 12. Coefficients of regression equation. DV is Motivation

Variable	B	Std.Error	Beta	T	Sig.
- (constant)	1.738	1.102		1.578	.127
-Idealized Influence	.216	.221	.246	979	.337
- Intellectual Stimulation	.203	.183	.222	1.107	.279
- Inspirational Motivation	-.437	.352	-.430	-1.243	.225
- Individualized Consideration	.565	.291	.507	1.940	.064

Table 13. ANOVA for Regression. DV is Empathy

Source of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.794	4	2.199	8.147	0.000
Residual	6.747	24	0.270		
Total	15.541	29			
R=0.752	R^2=0.566				

Table 14. Coefficients. DV is Empathy

Variable	B	Std.Error	Beta	T	Sig.
- (constant)	-2.46	1.216		-2.021	.054
-Idealized Influence	.678	.243	.511	2.783	.010
- Intellectual Stimulation	.295	.202	.214	1.460	.157
- Inspirational Motivation	-.028	.388	-.018	-.072	.943
- Individualized Consideration	.500	.321	.297	1.556	.132

Table 15. ANOVA for Regression. DV is Relations Management

Source of Variation	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.788		4.697	2.380	0.079
Residual	7.320		25.293		
Total	10.107		29		
R=0.525	R^2=0.276				

Table 16. Coefficients. DV is Relations Management

Variable	B	Std.Error	Beta	T	Sig.
- (constant)	.076	1.266		.06-	.952
-Idealized Influence	.035	.254	.033	.138	.892
- Intellectual Stimulation	.341	.210	.306	1.622	.117
- Inspirational Motivation	-.162	.404	-.131	-.401	.692
- Individualized Consideration	.646	.335	.476	1.930	.065

Since Sig. =0.251>α=0.05 and calculated F= 1.438<tabulated F=2.78, the hypothesis H_{0c} is not rejected, indicating that the dimensions of IV do not have significant effect on Motivation .The Coefficient of Determination R^2= 0.432 indicates that 43.4% of the total variance is explained by the model. The coefficients of the dimensions of IV in the multiple regression of Motivation are given in Table 12. Empathy with Sig. =0.012 has significant effect on Inspirational Motivation .Other dimensions' effects are not significant. The strength of empathy's effect is Beta=0.559. The results of testing H_{0d} are presented in Tables 13 and 14 where the DV is Empathy. Table 13 shows that H_{0d} is rejected (F=8.147) and (Sig. =0.000) indicating that TL has significant effect on Empathy. The model is adequate and coefficient of determination R^2=0.423 shows that 42.3% of the total variance is explained by the model and remaining 57.7% by other factors. Table 14 shows that Idealized Influence has significant effect on Empathy (Sig. =0.01) and the other dimensions do not have significant effect on Empathy. To test Hoe, multiple regression was carried out and results are given in tables 15 and 16.

Table 15 shows that the dimensions of TL do not have significant impact on Relations Management (Sig =0.079). R^2=.276 shows that 27.6% of the total variance is explained by the regression model. To find the coefficients of the dimensions of the IV, multiple regression was carried out and the result is given in table 16.Table 16 shows that the individual dimensions of TL do not have significant impact on Relations Management except Individualized Consideration which has an effect which is almost significant (Sig. =0.065).

DISCUSSION

The findings of this research show significant relationship between TL and EI. In addition to that, TL has significant relation with each of the dimensions of EI except motivation. On the other hand, results show significant relations of EI with each of the dimensions of TL. These findings are in accord with those of other researchers, namely, Barling, *et al.* (2000), Mathew and Gupta (2015) and Abu-Salih, *et al.* (2016) among others. The results of testing the hypotheses of the study show the adequacy of the models of predicting each dimension of EI by linear regression on the dimensions of TL. These findings strengthen the view that TL behavior enhances emotional intelligence, and hence emphasis should be advocated on leaders to practice TL behavior on their subordinates. It is recommended that further studies be carried out on other organizations to compare their results with others with the hope of establishing a sound theory on the subject.

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