

Association Of Emotional Intelligence Competencies with Transformational Leadership

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ABSTRACT

Emotional Intelligence recently has drawn attention of several researchers as world is now witnessing the importance of studying emotional content of people as it has been impacting lives of people with an alarming rate. Emotional Distress is very common now a day due to excessive workload and demand for higher performance at workplace. The mismatch of aspirations in social settings and workplace has been harmed greatly depicting rapid rise of emotional discontent. To address the situation it is mandatory to work on the phenomenon of Emotional Intelligence and associated competencies so that people could effectively manage their emotional parameters and create an equilibrium among their social and workplace needs. Emotional Intelligence competencies lay down courses of actions in multiple areas where an individual is able to handle and manage his emotional settings leading to higher performance at job. The current study uses Self-Awareness, Motivation, Self-Regulation, Empathy, Relationship Management, Adaptability, Stress Management, Impulse Control, Transparency and Optimism as competencies of Emotional Intelligence. Transformational Leadership Style represents a mechanism that helps people to inspire other people so that they can line up with their objectives with available resource to achieve them efficiently. The current research considers idealized influence (attributed) component, idealized influence (behaviors) component, individual consideration component, inspirational motivation component and intellectual stimulation component as dimensions chosen for Transformational Leadership. The study evaluated responses from 300 school teachers working in several schools across Rajouri and Thannamandi tehsils in Rajouri district of Jammu and Kashmir. The research study looks for analyzing the connotation involving various emotional intelligence competencies with various dimensions of Transformational Leadership.

KEYWORDS: Emotional Intelligence, Self-Awareness, Motivation, Self-Regulation, Empathy, Relationship Management, Adaptability, Stress Management, Impulse Control, Transparency, Optimism, Transformational Leadership, Idealized Influence (Behaviors), Idealized Influence (Attributed), Inspirational Motivation, Intellectual Stimulation, Individual Consideration Etc.

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I. INTRODUCTION

Success of an organization is largely dependent on available resources and organizational behavior within the organization. These resources combined with citizenship behavior within organization leads to proper assessment of strengths and weaknesses of the organization. The assessment of strengths and weaknesses leads to development of synergies leading to assessment of competencies that are elementary for endurance of a firm. Competencies are the critical paths leading to identification of capabilities that helps to growth up to maximum potential. Emotional Intelligence is a mechanism that works under four pillars presenting Self Awareness, Self Regulation, Others Awareness and Regulation of Others. It helps accessing emotional information about self and others and also puts forward mechanism for management of self based emotions and emotions associated with others (Stough et al., 2009; Muiya, 2009). These four pillars of emotional intelligence are further categorized into multiple competencies that enhance the scope of understanding emotional content among individuals. Self-Awareness, Motivation, Self-Regulation, Empathy, Relationship Management, Adaptability, Stress Management, Impulse Control, Transparency and Optimism are the competencies of emotional intelligence taken on in this research study. Self awareness leads to self assessment about intensity of emotions possessed by a human being whereas motivation leads to assessment of perseverance, concentration and direction. Self regulations lead to management of self based emotions whereas empathy leads to understanding of compassion. Relationship Management is the degree of consensus between self and others while Adaptability accounts to bringing flexibility and leads to problem solving. Further Stress Management leads to identification of stress tolerance limit and its effective management while Impulse control leads to management of inclination.

Transparency and Optimism brings rationality and positive approach and mindset towards achieving goals (Stough et al., 2009), Goleman's (2001). Transformational leadership is a type of new type of leadership prototype that can more efficiently evaluate the charismatic and affective segments associated with leadership (Bryman, 1992). Further transformational leadership is more popular due to its much focus on inherent motivation and adherent development (Bass and Riggio, 2006). Idealized Influence (Attributed), Individual Consideration, Idealized Influence (Behaviors), Intellectual Stimulation and Inspirational Motivation and are the adopted dimensions of transformational leadership considered in the current study. Idealized Influence (Attributed) is responsible for evaluating those parameters that makes leaders role models among masses through establishment of an environment of trust and admiration. Idealized Influence (Behaviors) has a focus on behavioural contents associated with a leader. Furthermore Individual Consideration makes leaders to understand the unique nature and characteristics of individuals whereas Inspirational Motivation leads to assessment of challenges and achievement of goals. Intellectual Stimulation leads to promotion of rational growth, inquisitiveness, and decisive thinking. The present explored study considers how a range of emotional intelligence capabilities have an influence on several extents of transformational leadership.

II. REVIEW OF LITERATURE

Goleman (1995), demeanor a research study considering Emotional Intelligence and its role in managing human talent. Conclusion from the research study figured out that Emotional Intelligence is extremely essential element that effectively manages human talent at place of occupation. Further it contributes to enhancing capabilities of individuals that guide to achievement of goals as acts as predictor of success.

Barling et al (2000), deliberated a investigative study to scrutinize the relation amid Emotional Intelligence and Transformational Leadership. Results from the carried out study established that Emotional Intelligence is directly and considerably connected with three dimensions of Transformational Leadership. These dimensions are individual consideration, idealized influence and inspirational motivation.

Gardner and Stough (2002), initiate a research study involving emotional intelligence and leadership. The study originated that individuals managing their emotions well are able to understand the needs of others and thus they become intelligent leaders. The study further depicted that social intelligence part of emotional intelligence is critical for maintaining good leadership positions.

Stenberg (2003), conducted a study focusing on social intelligence part of emotional intelligence and motives and behaviors of people. The study discovered that citizens with higher social intelligence are able to effectively predict and management motives and behaviors of self and others. They further are able to utilize the resources in more efficient manner.

Abraham (2004), carried out a research study to comprehend the purpose of emotional intelligence competencies in enhancing capacities of people. The study epitomized that Emotional Intelligence Competencies contribute significantly towards enhancing capacities of people thus increasing their role at workplace.

Wong and Law (2002), through their research study involving emotional intelligence and management of emotions found significant results. The results confirmed that leaders with elevated emotional intelligence are more approachable about their own emotions and emotions linked with others. Further they are able to espouse those ways of procedures that show the way towards higher job satisfaction which accounts to higher job performance of subordinates.

Prati et al. (2003), through their study evaluated emotional intelligence of teams and its impact on level of trust among team members. The study established that those teams who have advanced stage in emotional intelligence amongst the team members possess superior level of trust among themselves and teams whose leader possess privileged emotional intelligence have greater trust from team members.

Schlechter and Strauss (2008), commenced a research study to appraise the purpose of Emotional Intelligence in resolving conflicts. The study presented that leaders with privileged Emotional Intelligence use optimistic approaches in resolving conflicts and also tries to establish supportive relationships between team members. Further leaders with elevated emotional intelligence have privileged trust from team members.

Liu et al. (2012), initiated a research study considering emotional intelligence, personalities of team members and behaviors of team members. The outcomes from the initiated research recognized that emotional intelligence guides to increase in morale of the team and has an optimistic impact on their level of participation, trust and communication pattern.

Podsakoff et al. (1990), deliberated a research study to evaluate patterns of transformational leadership. The study found that documentation of a suitable vision, guiding subordinates for finding suitable courses of actions, finding critical paths for achieving goals and objectives, finding ways for enhancing performance, personalized support providing and fostering innovative growth and development are the key elements towards enhancing leadership pattern among individuals.

Barling et al. (2000), deliberated a research study considering 49 managers to establish the temperament of connection among emotional intelligence parameter and leadership. The outcomes originated that emotional intelligence is powerfully and considerably associated with idealized influence, inspirational motivation and individualized consideration dimensions of transformational leadership.

Palmer et al. (2001), observed the intensity of correlation amid emotional intelligence and leadership. The study paid attention on senior level managers. The research originated that there lives a strong alliance connecting emotional intelligence with transformational leadership.

Sivanathan and Fekken (2002), conceded out a research study to examine the affiliation amid emotional intelligence, moral reasoning, leadership style and effectiveness. The outcomes from the explored study recognized that emotional intelligence is optimistically and extensively associated to transformational leadership whereas transformational leadership is unconstructively linked with moral reasoning but optimistically related to effectiveness.

Duckett and Macfarlane (2003), accomplished a research study considering a cluster of retail managers operating from around 21 stores in UK. The study aimed at finding the relation of emotional intelligence along with transformational leadership. The research found a momentous and strong connection of emotional intelligence all along with transformational leadership.

Leban and Zulauf (2004), deliberated a research study to locate out affiliation among emotional intelligence aptitude and transformational leadership. The data was congregated from real world situations from 24 managers working on various projects from six dissimilar organizations from diverse industries. The results exposed that there exists a muscular connection between emotional intelligence abilities and transformational leadership style.

Butler and Chinowsky (2006), investigated the linkage amid emotional intelligence and leadership behavior profiles of leaders from construction industry by captivating a sample of 132 leaders. Study exposed that emotional intelligence is highly associated with leadership behavior profiles of leaders whereas inspirational leadership is found to be most common transformational behavior among leaders.

Downey et al. (2006), performed a research study to scrutinize the connotation of emotional intelligence along leadership and intuition. The study employed a sample of 176 female managers. The results explained that those females who possess high transformational leadership have privileged altitude of emotional intelligence. Further intuition and emotional intelligence were originated to be having significant association.

Polychroniou (2009), deliberated a research study to figure out the liaison among emotional intelligence and various facets of transformational leadership. The study comprised of 267 managers working in Greek organizations. The results verified that empathy, motivation and social proficiency magnitudes of emotional intelligence have an enormous association by transformational leadership. Further they play a momentous character in enhancing team effectiveness.

Clarke (2010), devised a research study to reach out connection among emotional intelligence and leadership based on transformational pattern. The respondents were project managers from United Kingdom and were 67 in number. The outcomes illustrated that emotional intelligence holds a strong influence on idealized influence and individual consideration dimensions of transformational leadership.

Esfahani & Soflu (2011), initiated a research to explore the affiliation among emotional intelligence and transformational leadership among physical education managers. The answers from research originated that there survives a strong liaison among emotional intelligence and transformational leadership. The study showed grater association between individual consideration dimension of transformational leadership and emotional intelligence.

Ying and Ting (2012), deliberated a research study to gaze at the relation amid emotional intelligence and transformational leadership in higher learning organizations in Malaysia. The outcomes from the research explained that a strong connection exists amid emotional intelligence and several dimensions of transformational leadership and further greater echelon of emotional intelligence leads to privileged employment satisfaction among respondents.

Mirza and Redzuan (2012), initiated a research study to reach out the association connecting emotional intelligence and several leadership styles among principals considering a respondent sample of 268. The results showed that principals having privileged rank of emotional intelligence have higher transformational leadership skills.

III. OBJECTIVES

1. To study the association of Self Awareness competency of Emotional Intelligence with several dimensions of Transformational Leadership.
2. To analyze the affiliation between Motivation competency of Emotional Intelligence with several dimensions of Transformational Leadership.

3. To examine the connotation of Self Regulation competency of Emotional Intelligence with several dimensions of Transformational Leadership.
4. To access the association of Empathy competency of Emotional Intelligence with several dimensions of Transformational Leadership.
5. To study the association between Relationship Management competency of Emotional Intelligence with several dimensions of Transformational Leadership.
6. To analyze the association of Adaptability competency of Emotional Intelligence with several dimensions of Transformational Leadership.
7. To investigate the association of Stress Management competency of Emotional Intelligence with several dimensions of Transformational Leadership.
8. To study the impact of Impulse Control competency of Emotional Intelligence with several dimensions of Transformational Leadership.
9. To examine the association of Transparency competency of Emotional Intelligence with several dimensions of Transformational Leadership.
10. To study the association of Optimism competency of Emotional Intelligence with several dimensions of Transformational Leadership.

IV. METHODOLOGY

The present research study has been traced out using secondary level as well as primary level data. Secondary data has been composed from offices of Zonal Education Offices of Rajouri and Thannamandi tehsils of district Rajouri. Primary data has been composed from teachers offering their services in various schools in Rajouri and Thannamandi tehsils of district Rajouri by using a questionnaire. Emotional Intelligence items have been traced out from studies of Goleman (1995), Bar-On (1997) and Goleman, et al, 2002) whereas questionnaire for transformational leadership has been developed using research studies of Bass and Avolio (1994). The information traced from respondents has been investigated using statistical tools in order to come across the impact of several competencies of Emotional Intelligence on several dimensions of transformational leadership.

V. RESULTS AND DISCUSSION

This study presents an idea to address the association of various emotional intelligence competencies along with several dimensions of transformational leadership. The study opts Self Awareness, Motivation, Self Regulation, Empathy, Adaptability, Relationship Management, Stress Management, Transparency, Impulse Control and Optimism as competencies of Emotional Intelligence and further idealized influence (attributed), idealized influence (behaviors), individual consideration, intellectual stimulation and inspirational motivation and as magnitudes of Transformational Leadership. The detailed investigation of data is presented below in tables:

Table 01 shows values of relationship between Self Awareness competency of emotional intelligence and Idealized Influence (Attributed) dimension of transformational leadership. The outcomes illustrated that there exists a significant association between Self Awareness competency of emotional intelligence and Idealized Influence (Attributed) dimension of transformational leadership depicted by a p value of 0.022. The values of estimates and standard estimates have been found as 0.217 and 0.080.

Table 01: Self Awareness & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Awareness - Idealized Influence (Attributed)	SA - IIA	0.217	0.080	0.022	Yes

Table 02 presents values of association between Self Awareness competency of emotional intelligence and Idealized Influence (Behaviors) dimension of transformational leadership. Findings showed a significant and strong association between the two. The estimated p value is 0.001. The values of estimates are 0.236 and values of standard estimates are 0.039.

Table 02: Self Awareness & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Awareness - Idealized Influence (Behaviors)	SA - IIB	0.236	0.039	0.001	Yes

Table 03 presents association between Self Awareness competency of emotional intelligence and Individual Consideration dimension of transformational leadership. The study shows constructive relationship between Self Awareness competency of emotional intelligence and Individual Consideration dimension of transformational leadership. The calculated p value is 0.031 and values of estimates and standard estimates have been originated to be 0.116 and 0.040.

Table 03: Self Awareness & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Awareness - Individual Consideration	SA - ICD	0.116	0.040	0.031	Yes

The values of association between Self Awareness and Inspirational Motivation have been given in table 04. The results revealed that Self Awareness competency of emotional intelligence does not have any momentous relationship with Inspirational Motivation dimension of transformational leadership possessing a p value of 0.243. The values of estimates and standard estimates have been found as 0.138 and 0.047.

Table 04: Self Awareness & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Awareness - Inspirational Motivation	SA - IM	0.138	0.047	0.243	No

The association between Self Awareness competency of emotional intelligence and Intellectual Stimulation dimension of transformational leadership is shown in table 05. Results showed that there exists no association among the two depicted through a p value of 0.347. This shows both the dimension does not have any direct impact on each other. The values of estimates and standard estimates have been found as 0.277 and 0.082.

Table 05: Self Awareness & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Awareness - Intellectual Stimulation	SA - IS	0.277	0.082	0.347	No

Table 06 shows values of association between Motivation competency of Emotional Intelligence with Idealized Influence (Attributed) dimension of transformational leadership. The results originated that there exists no significant connotation between Motivation competency of Emotional Intelligence and Idealized Influence (Attributed) dimension of transformational leadership. The calculated p value is set up to be 0.333 with values of estimates and standard estimates as 0.142 and 0.044.

Table 06: Motivation & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Motivation - Idealized Influence (Attributed)	MO - IIA	0.142	0.044	0.333	No

Table 07 presents relationship between Motivation competency of Emotional Intelligence with Idealized Influence (Behaviors) dimension of transformational leadership. The results found that there survives a strong and significant connotation between Motivation competency of Emotional Intelligence and Idealized Influence (Behaviors) dimension of transformational leadership with a found p value of 0.003. The values of estimates and standard estimates are 0.281 and 0.086.

Table 07: Motivation & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Motivation - Idealized Influence (Behaviors)	MO- IIB	0.281	0.086	0.003	Yes

Table 08 is the representation of values of association between Motivation and Individual Consideration. The conclusion found that motivation competency of emotional intelligence play a great role in developing individual consideration dimension of transformational leadership. The p value estimated stood at 0.004 and values of estimates and standard estimates are 0.290 and 0.092.

Table 08: Motivation & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Motivation - Individual Consideration	MO - ICD	0.290	0.092	0.004	Yes

Motivation competency of emotional intelligence and inspirational motivation dimension of transformational leadership are significantly associated as shown in table 09 with a p value of 0.024. These shows both have an important role in developing each other. The values of estimates and standard estimates are 0.228 and 0.075.

Table 09: Motivation & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Motivation - Inspirational Motivation	MO - IM	0.228	0.075	0.024	Yes

Table 10 is equipped with values representing Motivation competency of emotional intelligence and intellectual stimulation dimension of transformational leadership. The results demonstrated that there exists no association between the two. The estimated p value stood at 0.212. The values of estimates and standard estimates are 0.150 and 0.046.

Table 10: Motivation & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Motivation - Intellectual Stimulation	MO – IS	0.150	0.046	0.212	No

Table 11 presents values of relationship between Self Regulation competency of Emotional Intelligence and Idealized Influence (Attributed) dimension of transformational leadership. The results demonstrated that Self Regulation competency plays a greater role in developing Idealized Influence (Attributed) dimension of transformational leadership among school teachers in Rajouri and Thanna mandi tehsils of district Rajouri of Jammu and Kashmir. The p value stood at 0.011 and values of estimates and standard estimates are 0.213 and 0.069.

Table 11: Self Regulation & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Regulation - Idealized Influence (Attributed)	SR – IIA	0.213	0.069	0.011	Yes

The relationship between Self regulation competency and Idealized Influence (Behaviors) is presented in table 12. It has been instituted that self regulation effectively predicts and develops the Idealized Influence (Behaviors) attribute among respondents thus enhancing their scope of transformational leadership. The p value is 0.002 and values of estimates are 0.241 and standard estimates are 0.046.

Table 12: Self Regulation & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Regulation - Idealized Influence (Behaviors)	SR – IIB	0.241	0.046	0.002	Yes

Table 13 presents values of affiliation between Self Regulation competency of Emotional Intelligence and Individual Consideration dimension of transformational leadership. The findings illustrated that Self Regulation competency has no role in developing Individual Consideration dimension of transformational leadership among school teachers in Rajouri and Thannamandi tehsils of district Rajouri of Jammu and Kashmir. The calculated p value is 0.313 and values of estimates are 0.130 and of standard estimates are 0.023.

Table 13: Self Regulation & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Regulation - Individual Consideration	SR - ICD	0.130	0.023	0.313	No

The association between Self regulation competency and Inspirational Motivation is presented in table 14. It has also been originated that self-regulation does not effectively predicts or develops the Inspirational Motivation attribute among respondents thus have no role in enhancing their scope of transformational leadership. The p value and values of estimates and standard estimates have been marked as 0.444, 0.286 and 0.076.

Table 14: Self Regulation & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Regulation - Inspirational Motivation	SR - IM	0.286	0.076	0.444	No

Table 15 defines nature of association between Self Regulation competency of Emotional Intelligence & Intellectual Stimulation dimension of transformational leadership. The result shows that self regulation competency of emotional intelligence is highly responsible in developing Intellectual Stimulation among respondents presented by a p value of 0.001. Values of estimates and standard estimates stood at 0.072 and 0.070.

Table 15: Self Regulation & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Self Regulation - Intellectual Stimulation	SR - IS	0.072	0.070	0.001	Yes

The association between Empathy competency of emotional intelligence and Idealized Influence (Attributed) dimension of transformational leadership has been offered in table 16. Results reveal that empathy does not illustrate any form of association with Idealized Influence (Attributed) dimension of transformational leadership. The p value stood at 0.158 and values of estimates and standard estimates are 0.150 and 0.046.

Table 16: Empathy & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Empathy - Idealized Influence (Attributed)	EM - IIA	0.150	0.046	0.158	No

The association between Empathy competency of emotional intelligence and Idealized Influence (Behaviors) dimension of transformational leadership has been offered in table 17. Results reveal that empathy does not characterize any kind of association with Idealized Influence (Behaviors) dimension of transformational leadership. The p value stood at 0.212 and values of estimates and standard estimates are 0.146 and 0.043.

Table 17: Empathy & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Empathy - Idealized Influence (Behaviors)	EM - IIB	0.146	0.043	0.212	No

The association between empathy competency of emotional intelligence and Individual Consideration dimension of transformational leadership is shown in table 18. Results confirmed that there exists a strong association between the two depicted through a p value of 0.012. This shows both the dimension does have a unswerving impact on each other. The values of estimates and standard estimates have been found as 0.215 and 0.080.

Table 18: Empathy & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Empathy - Individual Consideration	EM - ICD	0.215	0.080	0.012	Yes

Table 19 presents values of affiliation between Empathy competency of Emotional Intelligence and Inspirational Motivation dimension of transformational leadership. The findings showed that Empathy competency plays a greater role in developing Inspirational Motivation dimension of transformational leadership among school teachers in Rajouri and Thannamandi tehsils of district Rajouri of Jammu and Kashmir. The p value stood at 0.011 and values of estimates and standard estimates are 0.239 and 0.041.

Table 19: Empathy & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Empathy - Inspirational Motivation	EM - IM	0.239	0.041	0.011	Yes

Table 20 marks association between Empathy competency of emotional intelligence and Intellectual Stimulation dimension of transformational leadership. The results showed that empathy competency of emotional intelligence have a direct association with intellectual stimulation dimension of transformational leadership. The calculated p value stood at 0.024 and values of estimates and standard estimates are 0.227 and 0.038.

Table 20: Empathy & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Empathy - Intellectual Stimulation	EM - IS	0.227	0.038	0.024	Yes

The connection between Relationship Management competency of emotional intelligence and Idealized Influence (Attributed) dimension of transformational leadership is given in table 21. The p value of 0.321 represents that their lives no momentous association between relationship management competency and Idealized Influence (Attributed) dimension. The calculated values of estimates and standard estimates are 0.135 and 0.037.

Table 21: Relationship Management & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Relationship Management - Idealized Influence (Attributed)	RM - IIA	0.135	0.037	0.321	No

The affiliation between Relationship Management competency of emotional intelligence and Idealized Influence (Behaviors) dimension of transformational leadership is given in table 22. The p value of 0.003 represents that there survives a strong and momentous connection between relationship management competency and Idealized Influence (Behaviors) dimension. The calculated values of estimates and standard estimates are 0.225 and 0.034.

Table 22: Relationship Management & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Relationship Management - Idealized Influence (Behaviors)	RM - IIB	0.225	0.034	0.003	Yes

Table 23 holds the values of relationship among Relationship Management and Individual Consideration. Results reveal that relationship management facet of emotional intelligence is strongly linked with Individual Consideration dimension of transformational leadership. The p value and values of estimates and standard estimates have been calculated as 0.024, 0.222 and 0.079.

Table 23: Relationship Management & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Relationship Management - Individual Consideration	RM - ICD	0.222	0.079	0.024	Yes

Table 24 holds the values of connection among Relationship Management and Inspirational Motivation. Results reveal that relationship management facet of emotional intelligence is greatly linked with Inspirational Motivation dimension of transformational leadership. The p value and values of estimates and standard estimates have been calculated as 0.001, 0.248 and 0.044.

Table 24: Relationship Management & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Relationship Management - Inspirational Motivation	RM - IM	0.248	0.044	0.001	Yes

Table number 25 is equipped with values of association between Relationship Management competency of emotional intelligence and Intellectual Stimulation dimension of transformational leadership. The results illustrated that there is no connection amid relationship management and intellectual stimulation depicted through a p value of 0.147. The values of estimates and standard estimates have been calculated as 0.160 and 0.051.

Table 25: Relationship Management & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Relationship Management - Intellectual Stimulation	RM - IS	0.160	0.051	0.147	No

Table 26 shows values of association between Adaptability competency of Emotional Intelligence with Idealized Influence (Attributed) dimension of transformational leadership. The outcomes recognized that there exists no significant association between Adaptability competency of Emotional Intelligence and Idealized Influence (Attributed) dimension of transformational leadership. The calculated p value is found to be 0.411 with values of estimates and standard estimates as 0.146 and 0.050.

Table 26: Adaptability & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Adaptability - Idealized Influence (Attributed)	AD - IIA	0.146	0.050	0.411	No

The relationship between Adaptability & Idealized Influence (Behaviors) has been presented in table 27. The results show that Adaptability competency of emotional intelligence is in no case associated with Idealized Influence (Behaviors) dimension of transformational leadership. The p value has been estimated as 0.219 with values of estimates and standard estimates as 0.138 and 0.040.

Table 27: Adaptability & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Adaptability - Idealized Influence (Behaviors)	AD - IIB	0.138	0.040	0.219	No

The relationship between Adaptability & Individual Consideration has been presented in table 28. The results show that Adaptability competency of emotional intelligence is strongly associated with Individual Consideration dimension of transformational leadership. The p value has been estimated as 0.0211 with values of estimates and standard estimates as 0.265 and 0.099.

Table 28: Adaptability & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Adaptability - Individual Consideration	AD - ICD	0.265	0.099	0.0211	Yes

Table 29 shows association between Adaptability and Inspirational Motivation. The findings explained that there lives a strong connection between adaptability competency of emotional intelligence and Inspirational Motivation dimension of transformational leadership. The p value stood at 0.030 and values of estimates and standard estimates are 0.273 and 0.089.

Table 29: Adaptability & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Adaptability - Inspirational Motivation	AD - IM	0.273	0.089	0.030	Yes

Table 30 holds the values of association between Adaptability and Intellectual Stimulation. Results reveal that Adaptability competency of emotional intelligence is not at all linked with Intellectual Stimulation dimension of transformational leadership. The p value and values of estimates and standard estimates have been calculated as 0.434, 0.147 and 0.036.

Table 30: Adaptability & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Adaptability - Intellectual Stimulation	AD - IS	0.147	0.036	0.434	No

Table 31 shows values of affiliation among Stress Management competency of emotional intelligence and Idealized Influence (Attributed) dimension of transformational leadership. The results illustrated that there exists a momentous connection between Stress Management competency of emotional intelligence and Idealized Influence (Attributed) dimension of transformational leadership depicted by a p value of 0.020. The values of estimates and standard estimates have been found as 0.220 and 0.084.

Table 31: Stress Management & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Stress Management - Idealized Influence (Attributed)	SM - IIA	0.220	0.084	0.020	Yes

Table 32 shows values of affiliation between Stress Management competency of emotional intelligence and Idealized Influence (Behaviors) dimension of transformational leadership. The results demonstrated that there exists a considerable association between Stress Management competency of emotional intelligence and Idealized Influence (Behaviors) dimension of transformational leadership depicted by a p value of 0.002. The values of estimates and standard estimates have been found as 0.238 and 0.043.

Table 32: Stress Management & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Stress Management - Idealized Influence (Behaviors)	SM - IIB	0.238	0.043	0.002	Yes

The association between Stress Management competency of emotional intelligence and Individual Consideration element of transformational leadership has been presented in table 33. Results reveal that Stress Management defines strong association with Individual Consideration dimension of transformational leadership. The p value stood at 0.004 and values of estimates and standard estimates are 0.116 and 0.108.

Table 33: Stress Management & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Stress Management - Individual Consideration	SM - ICD	0.116	0.108	0.004	Yes

Table number 34 holds relationship values between stress management competency of emotional intelligence and Inspirational Motivation dimension of transformational leadership. Results showed that stress management competency of emotional intelligence has a significant association with Inspirational Motivation dimension of transformational leadership. The p value stood at 0.011 and values of estimates and standard estimates are 0.222 and 0.092.

Table 34: Stress Management & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Stress Management - Inspirational Motivation	SM - IM	0.222	0.092	0.011	Yes

Table number 35 holds relationship values between stress management competency of emotional intelligence and Intellectual Stimulation dimension of transformational leadership. Results showed that stress management competency of emotional intelligence has a momentous association with Intellectual Stimulation dimension of transformational leadership. The p value stood at 0.024 and values of estimates and standard estimates are 0.178 and 0.097.

Table 35: Stress Management & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Stress Management - Intellectual Stimulation	SM - IS	0.178	0.097	0.024	Yes

Table 36 presents relationship between Impulse Control competency of emotional intelligence & Idealized Influence (Attributed) dimension of transformational leadership. The values represent that Impulse Control competency of emotional intelligence has considerable influence on Idealized Influence (Attributed) dimension of transformational leadership. The calculated p value is 0.032. The value of estimates and standard estimates are 0.268 and 0.069.

Table 36: Impulse Control & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Impulse Control - Idealized Influence (Attributed)	IC - IIA	0.268	0.069	0.032	Yes

Table number 37 holds values for estimating relationship between Impulse Control competency of emotional intelligence and Idealized Influence (Behaviors) dimension of transformational leadership. The results show that Impulse Control competency of emotional intelligence do not share any important relationship with Idealized Influence (Behaviors) dimension of transformational leadership estimated through a p value of 0.246. The value of estimates and standard estimates are 0.138 and 0.039.

Table 37: Impulse Control & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Impulse Control - Idealized Influence (Behaviors)	IC - IIB	0.138	0.039	0.246	No

Table 38 presents relationship between Impulse Control competency of emotional intelligence & Individual Consideration dimension of transformational leadership. The values represent that Impulse Control competency of emotional intelligence has considerable influence on Individual Consideration dimension of transformational leadership. The calculated p value is 0.040. The value of estimates and standard estimates are 0.266 and 0.054.

Table 38: Impulse Control & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Impulse Control - Individual Consideration	IC - ICD	0.266	0.054	0.040	Yes

Table number 39 holds values for estimating relationship between Impulse Control competency of emotional intelligence and Inspirational Motivation dimension of transformational leadership. The results show that Impulse Control competency of emotional intelligence do not hold important association with Inspirational Motivation dimension of transformational leadership estimated through a p value of 0.128. The value of estimates and standard estimates are 0.158 and 0.090.

Table 39: Impulse Control & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Impulse Control - Inspirational Motivation	IC - IM	0.158	0.090	0.128	No

Table number 40 holds values for estimating relationship between Impulse Control competency of emotional intelligence and Intellectual Stimulation dimension of transformational leadership. The results show that Impulse Control competency of emotional intelligence do not hold any significant affiliation with Intellectual Stimulation dimension of transformational leadership estimated through a p value of 0.313. The value of estimates and standard estimates are 0.138 and 0.086.

Table 40: Impulse Control & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Impulse Control - Intellectual Stimulation	IC - IS	0.138	0.086	0.313	No

Table 41 holds the values of association between Transparency and Idealized Influence (Attributed). Results reveal that Transparency dimension of emotional intelligence is greatly linked with Idealized Influence (Attributed) dimension of transformational leadership. The p value and values of estimates and standard estimates have been calculated as 0.035, 0.270 and 0.075.

Table 41: Transparency & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Transparency - Idealized Influence (Attributed)	TR - IIA	0.270	0.075	0.035	Yes

Table 42 holds the values of association between Transparency and Idealized Influence (Behaviors). Results reveal that Transparency dimension of emotional intelligence is greatly linked with Idealized Influence (Behaviors) dimension of transformational leadership. The p value and values of estimates and standard estimates have been calculated as 0.043, 0.255 and 0.064.

Table 42: Transparency & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Transparency - Idealized Influence (Behaviors)	TR - IIB	0.255	0.064	0.043	Yes

Table 43 holds the values of association between Transparency and Individual Consideration. Results reveal that Transparency dimension of emotional intelligence is not at all linked with Individual Consideration dimension of transformational leadership. The p value and values of estimates and standard estimates have been calculated as 0.262, 0.138 and 0.038.

Table 43: Transparency & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Transparency - Individual Consideration	TR- ICD	0.138	0.038	0.262	No

Table 44 presents relationship between Transparency competency of emotional intelligence & Inspirational Motivation dimension of transformational leadership. The values represent that Transparency competency of emotional intelligence has momentous influence on Inspirational Motivation dimension of transformational leadership. The calculated p value is 0.030. The value of estimates and standard estimates are 0.277 and 0.184.

Table 44: Transparency & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Transparency - Inspirational Motivation	TR - IM	0.277	0.184	0.030	Yes

Table number 45 holds values for estimating relationship between Transparency competency of emotional intelligence and Intellectual Stimulation dimension of transformational leadership. The results show that Transparency competency of emotional intelligence do not have any momentous relationship with Intellectual Stimulation dimension of transformational leadership estimated through a p value of 0.345. The value of estimates and standard estimates are 0.150 and 0.065.

Table 45: Transparency & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Transparency - Intellectual Stimulation	TR - IS	0.150	0.065	0.345	No

Table 46 presents relationship between Optimism competency of emotional intelligence & Idealized Influence (Attributed) dimension of transformational leadership. The values represent that Optimism competency of emotional intelligence has noteworthy influence on Idealized Influence (Attributed) dimension of transformational leadership. The calculated p value is 0.024. The value of estimates and standard estimates are 0.310 and 0.077.

Table 46: Optimism & Idealized Influence (Attributed)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Optimism - Idealized Influence (Attributed)	OP - IIA	0.310	0.077	0.024	Yes

Table 47 presents relationship between Optimism competency of emotional intelligence & Idealized Influence (Behaviors) dimension of transformational leadership. The values represent that Optimism competency of emotional intelligence has momentous influence on Idealized Influence (Behaviors) dimension of transformational leadership. The calculated p value is 0.020. The value of estimates and standard estimates are 0.288 and 0.093.

Table 47: Optimism & Idealized Influence (Behaviors)

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Optimism - Idealized Influence (Behaviors)	OP - IIB	0.288	0.093	0.020	Yes

Table number 48 holds values for estimating relationship between Optimism competency of emotional intelligence and Individual Consideration dimension of transformational leadership. The results show that Optimism competency of emotional intelligence don't have any momentous relationship with Individual Consideration dimension of transformational leadership estimated through a p value of 0.349. The value of estimates and standard estimates are 0.146 and 0.122.

Table 48: Optimism & Individual Consideration

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Optimism - Individual Consideration	OP - ICD	0.146	0.122	0.349	No

The relationship between Optimism & Inspirational Motivation has been presented in table 49. The results show that Optimism dimension of emotional intelligence is strongly associated with Inspirational Motivation dimension of transformational leadership. The p value has been estimated as 0.026 with values of estimates as 0.282 and standard estimates as 0.087.

Table 49: Optimism & Inspirational Motivation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Optimism - Inspirational Motivation	OP - IM	0.282	0.087	0.026	Yes

Table 50 is marked for representing values of relationship between Optimism competency of emotional intelligence and Intellectual Stimulation dimension of transformational leadership. The results explained that there lives no significant relationship between the two depicted by a p value of 0.414. The values of estimates are 0.162 and standard estimates are 0.122.

Table 50: Optimism & Intellectual Stimulation

Variables	Relationship	Estimates	Standard Estimates	p-value	Significance
Optimism - Intellectual Stimulation	OP - IS	0.162	0.122	0.414	No

VI. CONCLUSION

Emotional Intelligence seems to be playing a greater role in helping individuals to realize their own emotions and emotions of others. The current exploration also found that emotional intelligence competencies are very efficient in developing and managing transformational leadership among school teachers in Rajouri and Thannamandi tehsils of District Rajouri. It was analyzed that Self Awareness competency of emotional intelligence has a momentous impact on Idealized Influence (Attributed), Idealized Influence (Behaviors) and

Individual Consideration dimensions of transformational leadership while show no association with Inspirational Motivation and Intellectual Stimulation dimensions of transformational leadership. Further Motivation competency of emotional intelligence plays a role in managing Idealized Influence (Behaviors), Individual Consideration and Inspirational Motivation dimensions of transformational leadership whereas does not seems having any association with Idealized Influence (Attributed) and Intellectual Stimulation. Additionally it was further realized that Self Regulation competency has a direct connotation with Idealized Influence (Attributed), Idealized Influence (Behaviors), Intellectual Stimulation while has no impact on Individual Consideration and Inspirational Motivation dimensions of transformational leadership. Empathy competency has been found to be directly associated with three dimensions of transformational leadership namely Individual Consideration, Inspirational Motivation and Intellectual Stimulation while seems having no association with Idealized Influence (Attributed) and Idealized Influence (Behaviors). Relationship Management competency of emotional intelligence impacts up to a greater extent Idealized Influence (Behaviors), Individual Consideration and Inspirational Motivation but do not influence Idealized Influence (Attributed) and Intellectual Stimulation. Adaptability competency that is associated with compliance procedure has a direct and significant impact on Individual Consideration and Inspirational Motivation dimensions of transformational leadership but seems not impacting in any way Idealized Influence (Attributed), Idealized Influence (Behaviors) and Intellectual Stimulation and Stress Management competency of emotional intelligence is directly associated with all dimensions of transformational leadership namely Idealized Influence (Attributed), Idealized Influence (Behaviors), Individual Consideration, Inspirational Motivation and Intellectual Stimulation. Additionally Impulse Control competency is responsible for have a positive impact on Idealized Influence (Attributed) and Individual Consideration while shows no association with Idealized Influence (Behaviors), Inspirational Motivation and Intellectual Stimulation. Transparency competency a symbol of promoting precision impacts three dimensions of transformational leadership namely Idealized Influence (Attributed), Idealized Influence (Behaviors) and Inspirational Motivation but have no relationship with Individual Consideration and Intellectual Stimulation. Lastly Optimism competency of emotional intelligence holds a significant role in reshaping Idealized Influence (Attributed), Idealized Influence (Behaviors) and Inspirational Motivation but it has no significant association with Individual Consideration and Intellectual Stimulation dimensions of transformational leadership.

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