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## EMOTIONAL INTELLIGENCE AND TRANSFORMATIONAL LEADERSHIP

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**Abstract:**  
Research on leadership is moving in many directions. Here we will look at transformational charismatic leadership and a recent revival of the behavioural approach. Leadership unpredictable organism has forced managers to transform the actual structure of traditional, hierarchical management into a flattened and flexible structure with interactive, interdependent, and creative processes. In order for the organization to gain and maintain a competitive advantage, its increasingly valuable employees must be able to adapt well to changing environments both external and internal. Because of these circumstances, roles of organizational members have changed. Organizations now emphasize the need for leaders to take on new roles of facilitating, coordinating, and orchestrating the work behavior of others. For decades, leadership scholars have sought to identify the personal qualities and characteristics that contribute to leadership effectiveness. Furthermore, emotional intelligence has emerged as one of the most notable social effectiveness constructs, and it is a foundational element of leadership effectiveness.

**Keywords:** charismatic leader, transactional leadership, transformational leadership and emotional intelligence

### Purpose of the study:

1. To understand the effects of emotional intelligence on employee performance.
2. To seek further insight that will lead to employee performance improvement.
- To assess the effect of emotional intelligence on leadership
- To examine the relationship between emotional intelligence and transformational leadership

Leadership is not simple but a complex dynamic phenomenon, where a multitude of variables can influence and impact upon the leader's performance, which in turn can have such a profound effect on organisational performance. Leadership for many years has been the subject of much debate. There are many schools of thoughts covering leadership, early theorists discussed leadership in terms of traits, which seeks to understand which personality characteristics denotes a successful leader.

The principal belief of the traits theorist is that leaders were "born" and not "made". Trait theorists focus their attention on the qualities that are required to be an effective leader despite substantial academic attention it has been difficult to arrive at a set of characteristics or traits that identify effective leaders.

Style theorists in contrast to the trait theorist, are of the opinion that it is the behaviour of the leaders rather than the characteristics that determine how people perform within their work environment

The challenge for traits theorists is their inability to validate those characteristics which subsequently led to the emergence of style theory of leadership (Likert 1961), which focuses on the behaviour and style of the leader. Both style and trait theorists have endeavoured to establish a "one cap-fits all philosophy" or "one best way of leading" approach. This contributed to the introduction of the contingency and situational theories because of the inherent perceived limitations of this approach

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