

Analyzing the Role of Emotional Intelligence and Transformational Leadership During the CoV-19 Pandemic

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Abstract. Recent decades have seen a movement in successful leadership theorizing, views, and study toward an emphasis on interpersonal skills and the leader's ability to inspire, encourage, and motivate subordinates and generate and sustain a good feeling of participation to the whole organization. Previous research and conceptions of leadership have tended to center on command and control, strategic planning, and goal setting, but this new approach takes a very different tack. Therefore, the basis of this essay is the connection between emotional intelligence (leading from the heart) and transformational leadership in the context of COVID-19 (coronavirus) pandemic difficulties. It is therefore argued here that a leadership style that centers on emotional intelligence mediated by transformational leadership can be instrumental in guiding business organizations through the times of crisis that humanity (and the organization specifically) is currently facing, unleashed by the COVID-19 pandemic challenges. The method utilized in this essay is based on a fast review of the current literature on these occurrences and how it may be used to develop a conceptual framework that could provide novel insights into how to effectively address the difficulties of Covid-19 with strong leadership. The conclusion of this essay is that in times of crisis – such as the one that was brought about by Covid-19 – a combination of emotional intelligence and transformational leadership is required to create meaningful change within an organization. This will allow the organization to recover and continue to function economically and sustainably.

Keywords: emotional intelligence; transformational leadership; COVID-19 pandemic challenges

1. Introduction

Many organizations and individuals throughout the world have regarded the COVID-19 (coronavirus) pandemic as an epic test of leadership style, character, and strategy (WHO, 2020; Sahu, 2020). Business titans have responded to the coronavirus epidemic by implementing new leadership styles and tactics meant to help their companies survive (McKinsey, 2020), thrive (Sahu, 2020), and gain an edge in an increasingly competitive market (UNESCO, 2020). Considering this, the focus of this essay is to illuminate how a style of organizational leadership that mobilizes emotional intelligence and transformational leadership might assist companies overcome the obstacles posed by COVID-19. Understanding the effects of the pandemic on companies and how different types of corporate leadership might approach the threats presented by the coronavirus are the focus of this article. This article proposes that emotional intelligence-infused transformative leadership may be crucial for guiding organizations through the current organizational muck (McKinsey, 2020). This essay is based on the central idea that improved engagement, motivation, and involvement may be achieved via a better understanding of the role emotional intelligence plays in transformative leadership. Because of this, transformational leadership is based on an emotional approach that puts the needs and goals of followers above those of the leader. The acceptance, cooperation, and awareness of subordinates are improved in a way that fits with the completion of group tasks and organizational goals. Research findings vary about the influence of EI on TL have given rise to ongoing debate between proponents and skeptics, an important component of EI is positively related to transformational leadership behavior (TL) (Barling, Slater, and Kelloway, 2000); EI did not contribute significantly to the behavior of TL (Antonakis, Ashkanasy, and Dasborough, 2009); EI and TL has marginal associations (Harms and Credé, 2010). Another study found emotional intelligence (EI) in relation to its contribution to the effectiveness of leadership in organizational settings remains unclear, empirical support to better explain the relationship between emotional intelligence and transformational leadership the need for a more valid and reliable assessment tool in the field of human resource development (Kim & Kim, 2017). This

study draws on important information about the relationship between EI and TL, through a review of the empirical findings of the influence of EI on TL, to propose implications in the practice of the field of leadership.

2. Literature Review

2.1 Emotional Intelligence Theory

There are many factors that are considered to influence effective and adequate leadership for leadership development. There is a question why leaders with great expertise are not always successful in influencing others and achieving business goals. Goleman (1998) proposed that organizational performance which tends to be associated with technical excellence and individual skills, and cognitive intelligence can be an obstacle to the performance of organizational leaders, leaders should not underestimate emotional intelligence (EI), because of failure and inability to drive followers and satisfy customers who rely more on human interaction that delivers results and potential economic effects. the leader acts as a role model within the group, managing members' emotions and establishing a positive climate. Transformational leaders must be able to control emotions to reflect their emotional behavior, feel the emotions of others, and react effectively to the emotional needs of the group (Clarke, 2010). EI is related not only to cognitive intelligence but personality qualities. EI along with other cognitive intelligences provides individual performance potential. EI refers to the ability to understand and manage emotions in oneself and others to achieve personal and collective goals (Brown & Moshavi, 2005).

Table 1
Emotional Intelligence Theory

Author & Year	Publication	Topic/Title	Summary of Findings
Salovey and Mayer (1990)	Cognition and Personality	Emotional intelligence, imagination, cognition, and personality	Initially, EI was referred to as social intelligence. The ability to examine one's own and other people's feelings and emotions and to use this information to guide one's thoughts and actions.
Goleman (1995)	Book, published by Bantam Books	Emotional intelligence	Four competences of EI are said to exist: self-awareness, self- management, social awareness, and relationship management.
Bar-On & Parker (1997)	Technical manual	Bar-On emotional quotient inventory: technical manual, multi health systems	Five components have been identified: interpersonal, intrapersonal, adaptation, stress management, and overall mood.
Weisinger (1998)	Book published by Jossey-Bass	Emotional intelligence at work	Examining EI in the workplace.
Mayer & Salovey (1997)	Book, published by Basic Books.	Emotional development and Emotional intelligence, an implication for educators	The capacity to recognize emotions, to access and activate emotions to create ideas, to appreciate emotions and EI, and to manage emotions in order to foster emotional and intellectual development.
Goleman, D., Boyatzis, R.E. and McKee, A., 2002.	Harvard Business Press.	Primal leadership: Unleashing the power of emotional intelligence	Explores the function of EI in leadership by demonstrating that a leader's emotions are infectious; hence, if a leader radiates optimism, an organization flourish, but if he or she transmits negativity, it flounders.

EI measurement to see ability as new types of intelligence are the Multifactor Emotional Intelligence Scale (MEIS) and Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT) (Salovey and Mayer, 1990). MEIS and MSCEIT measure four branches of EI, (a) understanding emotions in oneself and others, and other stimuli;

(b) the ability to use and communicate emotions; (c) the ability to analyze emotional information and identify changing emotions; and (d) the ability to control the emotions and moods of oneself and others (Conte, 2005).

2.2 Transformational Leadership Theory

The researcher defines TL with four dimensions, namely (a) ideal influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individual considerations. (Bass, 1991; Bass & Avolio, 1997; Bogler, Caspi, & Roccas, 2013).

Figure 1

Addictive Effect of Transformational Leadership Framework



The four parts each define traits that are important to the "transformation" process. The "four I's" are used by managers who are good role models, encouragers, innovators, and coaches to "transform" their employees into better, more successful, and productive people.

Inspirational Motivation:	Transformational leadership is based on making sure that everyone in the group has the same vision, mission, and set of values. Their vision is so strong that they always know what they want from a conversation. Transformational leaders lead by giving their followers a sense of purpose and a challenge. They work with a lot of energy and hope to build a spirit of teamwork and commitment.
Intellectual Stimulation:	These leaders encourage their followers to be innovative and creative. They encourage their followers to come up with new ideas, and they never criticize them in public for the mistakes they make. Leaders pay attention to the "what" of problems and not the "who's to blame" part. They don't think twice about getting rid of an old rule they made if it turns out not to work.
Idealized Influence:	They believe that a leader can only influence those who follow him if he does what he says. Followers look up to the leaders and try to be like them. People always trust and respect these kinds of leaders because of what they do. They usually put the needs of their followers ahead of their own, give up personal gains for them, and act in a way that meets high ethical standards. When these leaders use their power, they want to get people to work toward the organization's goals.
Individualized Consideration:	Leaders act as guides for their followers and give them rewards for being creative and coming up with new ideas. Depending on their skills and knowledge, the followers are treated in different ways. They have the power to make decisions and are always given the help they need to put those decisions into action.

Measurement of TL are the Multifactor Leadership Questionnaire (MLQ) and Form 5X (MLQ-5X) to identify an individual's leadership style (Bass and Avolio, 2000).

3. Methodology

This study does not address all leadership styles but focuses on the relationship between emotional intelligence and transformational leadership in the existing literature. Through a review of several empirical studies carried out an in-depth analysis. Several articles were identified using multiple ProQuest database by searching the relationship between EI and TL, a combination of the keywords "emotional intelligence" and "transformational leadership" was used. Examination of 26 article titles and abstracts to determine the focus on the relationship between EI and TL, the clarity of the research framework and its measurement were reviewed in depth.

4. Results

Linkages between Emotional Intelligence (EI) and Transformational Leadership (TL)

There are correlation between EI and TL in 47 managers and employees in Aba, Nigeria (Ugoani, Amu, and Kalu, 2015) and correlation between EI and TL with data from 50 managers and 273 employees in two Chinese construction companies that measure the four dimensions of EI (self-awareness, self-management, social awareness, and relationship management) (San Lam and O'Higgins, 2013). Although several different studies provide convincing empirical evidence that EI is positively related to TL. The demonstration of EI's value for enhancing organizational happiness, commitment, and effectiveness is one of the most significant advances in the study of EI and TL. The TL components of inspiring motivation and personalized concern are strongly associated with the capacity to monitor and control one's own and others' emotions. Transformational leaders are motivated, enthusiastic, and energized; as a result, they energize their followers and use powerful emotions to elicit the same emotions in their audiences. Transformational leaders may have a dual impact, exerting their influence on followers via the building of personal connection with the leader and social identification with the work unit, which can result in distinct consequences.

5. Discussion

Consensus in the essay on emotional intelligence implies that the ability to monitor, regulate, and control emotions in the context of oneself and others correlates with transformational leadership competence. Therefore, transformational leadership comprises the activity that mobilizes purposeful action in a leader's followers by altering the way they see and understand the world. Consequently, Sivanathan & Fekken (2020) acknowledged that a leader's followers perceive emotionally intelligent leaders as more effective, persuasive, and transformational leaders, which is required to turn the corner in the era of the coronavirus pandemic, when organizational leaders are required more than ever to lead with the heart for genuine, lasting change (Baba, 2021).

6. The Implications

1. Consequently, with a focus on the capacity to successfully manage relationships and empathy, emotionally intelligent (transformational) leaders are more likely to demonstrate individualized concern.
2. Emotional intelligence is linked to other facets of transformational leadership, such as inspirational motivation, idealised consideration, and intellectual stimulation, which could lead to a win-win situation as opposed to transactional leadership, which de-emphasizes leading with the heart and instead emphasizes achieving organizational goals (Babalola, Ren & Ogbonnaya, 2020). In recent research, Babalola et al. (2020) identified a leadership style that detracts from win-win dialectics as 'bottom-line mentality,' a one-dimensional mindset centering around bottom-line objectives that penetrates the majority of modern businesses in the aftermath of COVID-19 difficulties.
3. Babalola et al. (2020) discovered that the mindset of accomplishing goals in a bleak economic and corporate climate has contributed to stress, sleeplessness, and poor employee performance, as staff are controlled rather than led.
4. They discovered that supervisors and leaders, by their leadership style and bottom-line mindset, have worsened employee views of a competitive work environment, hence enhancing employee well-being at the workplace. Contemporary literature on the interface between emotional intelligence, transformational leadership, and successfully navigating the roadblock of the COVID-19 challenges for business underscores the need for organisational leaders to be wary of being overly focused on bottom-line outcomes and cognizant of the broader implications of 'achieving target mentality' on disparate aspects of their employees' lives, which could be detrimental to organisational performance (Babalola et al., 2020).

7. Conclusion

1. This essay concludes that a combination of emotional intelligence and transformational leadership is required to effectively drive change for organizations during times of crisis, such as the one ushered in by Covid-19, allowing them to recover and continue to operate profitably and sustainably.
2. Few exceptions notwithstanding, many studies indicate that there is a positive link between TL and EI. According to several studies conducted in a variety of contexts, emotionally competent leaders at all

levels of management are more successful in their company and can alter the people and work culture via their unique personality qualities and inspiring motivational power.

3. The capacity to lead successful, transformative change in the coronavirus age hinges, as argued here, on leaders' ability to affect the emotional environment, which in turn greatly influences performance, company sustainability, commitment, and wellbeing.
4. Consequently, this essay has highlighted the need of emotional intelligence and transformational leadership in navigating the doldrums and corporate losses ushered in by the coronavirus epidemic for the betterment of the business world and societal health.
5. It has also emphasized the need for a new kind of leadership that puts more focus on inspiring and motivating followers than on setting and reaching specific goals. Therefore, in today's corporate climate, transformational and emotionally intelligent leadership, rather than transactional and emotionally numb leadership, is necessary to effectively mediate the changes in consumer behavior, leadership and management techniques, and company operationalization.
6. This essay proposes a novel approach to management and leadership that, if adopted, might help businesses recover from the setbacks caused by the recent coronavirus outbreak.

8. Limitation and Further Research

This essay examined the relationship between EI (Emotional Intelligence) and TL (Transformational Leadership) based on a cursory assessment of the current literature on these phenomena to develop a conceptual framework that may provide novel insights into how to successfully lead in the face of the challenges given by Covid-19. To bolster the results, more research using a cross-sectional study design and an examination of the link between self-report predictor factors of emotional intelligence (EI) and personality characteristics and self-report criterion variables transformational leadership must be conducted (Ljerka & Dario, 2020). Future study should also examine possible moderator effects on the relationship between EI and TL, such as the impact of individual differences between leaders and subordinates in certain cultural situations, (Ljerka & Dario, 2020).

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