The Impact of Emotional Intelligence on Employee Performance: The Mediating Role of Transformational Leadership

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Abstract

Aim/Purpose:- *The aim of the research study was to investigate the mediating role of transformational leadership in relationship between the facilitating factors of emotional intelligence and the employee performance. The emotional intelligence facilitates to manage themselves and others also. The emotional intelligence is very much essential in to manage employees in the organization. There are various factors which impacts on emotional intelligence include: self-awareness, empathy which explains managing our own emotions and others. In fact, it facilitates to motivate individuals organizational goals and objectives. The two-way communication skills, grievance handling, conflict resolution, teamwork and leadership skills facilitates for emotional intelligence.* ***Findings:-*** *The outcome of the research witnessed that the factors of emotional intelligence like: self-awareness, empathy and the transformational leadership qualities like: inspiration, motivation and other factors which facilitates to enhance the employee performance. Research* ***Methodology/Design/Approach:-*** *developed a structured closed ended questionnaire and applied both descriptive and inference statistics. Developed a SEM model which includes three different category of variables: independent, mediating and dependent variables. The goodness of fit index measurements include GFI, AGFI, CFI, NFI >.90 and the RMSEA <.08. The chi-square value should be (p<.000).* ***Novelty:-*** *The developed model which is novel with different constructs, namely: The independent factors of emotional intelligence, mediating factors of transformational leadership and the dependent factors include:*

*employee performance. **Generalizability:-** The outcome of the research can be generalized where need arises to assess the employee performance depending on the emotional intelligence and the transformational leadership qualities. **Social relevance:-** The present research will facilitates to resolve the personal and organizational problems with the help of emotional intelligence and the transformational leadership qualities.*

Key words:- Emotional Intelligence, leadership, employee performance, self-awareness, empathy, etc.

Introduction:- In fact, the people are sensitive with respect to emotions as it is not easy to manage the emotions of individuals. Therefore, the role of emotional intelligence plays a crucial role to manage themselves and others also. The self-awareness and the self-understanding is very much essential to manage the emotions further the understanding of others emotions also plays a crucial role in the contemporary context. Therefore, the self-awareness and the empathy are the essential aspects followed by the self-regulation, team work, interactive skills which include the communication skills, conflict resolution, grievance handling, collaboration, co-ordination, social skills, and interpersonal skills are the essential aspects. Therefore, the developing the emotional intelligence which include: self-reflection, self-awareness, self-understanding are very much essential to develop the emotional intelligence skills in the contemporary scenario followed by the mediating role of the transformational leadership qualities which include the anticipating in advance, role model towards others, motivating others, should look-over the problems of others, resolving issues with the help of interactive skills are the essential transformational leadership qualities. Therefore, the employee organizational performance may be depends up on, the way how effectively developing the emotional intelligence. The present research model developed with three new constructs namely: the factors of emotional intelligence, transformational leadership and the employee performance. It is evident from the research that the transformational leadership qualities have shown the significant positive relationship with respect to remaining all other factors of employee performance in the organization.

Review of Literature:-

It is witnessed from the literature that, the developed model with the help of three factors like: emotional sensitivity, emotional maturity and the emotional competences are essential and appropriate as its priority is high need emotional exercises [1]. The interpersonal communication skills which are very much essential to understand our own emotions and the strengths and weaknesses and to express our feelings towards others are essential [2]. The leadership behaviors that we are showing in the organization and towards employees are essential followed by the employee place performance and job-specific measures are depends on the employee emotional intelligence practices being implemented [3]. The emotional intelligence is having importance like other intelligences; it facilitates to meet the organizational requirements. Therefore, the emotional intelligence plays a pivotal role in the organization [4]. Among the adolescents, the

depression may cause high degree of emotional imbalance which may create may create many physical and mental problems [5]. The research proved that there will be a significant positive relationship between emotional intelligence and resilience of school teachers. Therefore, the concept of emotional intelligence is very much essential for those especially whoever working with the human resources [6]. The peer relationship and the relationship with others depend up on the way how effectively managing the emotions of individuals. Therefore, the peer and relationship among the people being influenced by the emotional intelligence practices being followed by the employees in the organization [7]. The adolescent's emotional disorder may happen because of friends with whom they are, location they stay, parents and other factors which impacts a lot [8]. Therefore, there are many external factors which impacts on emotions of individuals. The individual health, learning and development depend up on the emotional situations handling in the real life. Therefore, the physical health and mental health depends up on the emotional situations controlled in the real life [9]. The Scottish Public Mental Health Alliance proposed that mental health is a positive resource that enables ones to cope-up with the life self-control, empathy and other demanding aspects [10]. Therefore, the emotional intelligence plays a pivotal role in once life to enhance the employee performance and to meet the organizational requirements to meet in the short-run and long-run. Therefore, the present research has created a gap to analyze the relationship among the three different constructs.

Research GAP:-

As it is witnessed from the literature that, there is no specific research with new constructs like: the factors of emotional intelligence which include various sub factors and the mediating role of transformational leadership qualities and the outcome variable employee performance in the organization. The mediating variable may mediates the relationship between the emotional intelligence and the employee performance. As higher the qualities of transformational leadership qualities with the emotional intelligence practices may leads to employee performance in the organization. Therefore, the present research continued with respect to assess the mediating role of transformational leadership qualities.

Objectives:-

1. To develop a model with sophisticated constructs in relationship between the emotional intelligence and the employee performance.

2. To assess the fitness of the model with the help of measures of goodness of fit index measures.

3. To suggest the best model this enhances the employee performance in the contemporary scenario.

Scope of the study:-

The scope with respect to objectives facilitates to study the relationship among the three different constructs like: emotional intelligence, transformational leadership and the employee performance. The majority of the respondents whoever answered to this questionnaire are belongs to undergraduates and the post graduates. The present research will be helpful especially where the organization depends and runs based on the performance of human resources. These practices which facilitates to encourage, motivate the individuals to perform well in the organization.

Need and Importance:-

The present research on the impact of emotional intelligence on organizational performance and the mediating role of transformational leadership gained importance in the contemporary scenario. Therefore, the factors of emotional intelligence like: self-awareness, empathy, social skills, self-regulation are the various factors which impacts more to manage the employees in the organization followed by transformational leadership qualities are also essential to enhance the organizational performance in the present context.

Statement of the problem:-

The title entitled to "The Impact of Emotional Intelligence on Employee Performance: The Mediating Role of Transformational Leadership", which gives better results to enhance the employee performance in the organization. Therefore, the present research study explains about how the transformational leadership quality mediates the relationship between emotional intelligence and the employee performance in the organization.

Research methodology and Design:-

Data Sources:- The data has been collected with the help of primary and secondary data sources. The primary data sources collected through structured questionnaire and the secondary data sources collected depending on articles and reports. **Sample size:-** The researcher has taken 100 sample size by developing a structured closed ended questionnaire. **Sampling Technique:-** Applied stratified random sampling to collect the opinion from various respondents. Developed structured closed ended google sheet to collect opinion from various respondents. **Statistical tools**:- Applied both descriptive and inferential statistics to collect opinion from various respondents. Applied correlation, regression, factor analysis and confirmatory factor analysis and developed structural equation modeling algorithm. Assed various parameters like: GFI, AGFI, NFI, TLI, CFI should be >.90 and the RMSEA should be <.08 and assessed other parameters to assess the model in all aspects. **Reliability Analysis:-** Applied cronebach's alpha reliability test to assess the reliability opinion of the respondents. **Normality:-** The normality test has been conducted with the help of normal distribution plot.

Data Analysis and Interpretation:-

Table.1: Correlation among various factors of emotional Intelligence

| Variable		SA	E	SS	EJP	ISP	M	Vision	RM
SA	Pearson's r	—							
	p-value	—							
E	Pearson's r	0.684 ***	—						
	p-value	< .001	—						
SS	Pearson's r	0.648 ***	0.572 ***	—					
	p-value	< .001	< .001	—					
4. EJP	Pearson's r	0.389 ***	0.635 ***	0.662 ***	—				
	p-value	< .001	< .001	< .001	—				
ISP	Pearson's r	0.364 ***	0.650 ***	0.421 ***	0.673 ***	—			
	p-value	< .001	< .001	< .001	< .001	—			
MOT	Pearson's r	0.519 ***	0.630 ***	0.399 ***	0.474 ***	0.769 ***	—		
	p-value	< .001	< .001	< .001	< .001	< .001	—		
VISON	Pearson's r	0.622 ***	0.444 ***	0.573 ***	0.376 ***	0.376 ***	0.688 ***	—	
	p-value	< .001	< .001	< .001	< .001	< .001	< .001	—	
RM	Pearson's r	0.671 ***	0.532 ***	0.588 ***	0.486 ***	0.390 ***	0.585 ***	0.832 ***	—
	p-value	< .001	< .001	< .001	< .001	< .001	< .001	< .001	—

From the above Table.1 witnessed that all the variables have shown significant positive relationship with remaining all variables. The empathy has shown significant positive relationship r=0.684 and p<.001 and social skills have shown r=0.648 and p<.001 and the employee job performance r=0.389 and p<.001 and the inspiration r=0.364 and p<.001 and motivation with the self-awareness 0.519 and p<.001 and the leadership quality r=0.622 and corresponding p<.001 and the role model r=0.671 and p<.001 and even the employee job performance has shown the significant positive relationship with the empathy 0.635 and p<.001 and with the social skills 0.662 and p<.001 and inspiration with social skills 0.421 and p<.001 and motivation also have shown significant positive relationship with the remaining all other variables. The motivation with self-awareness 0.519 and with empathy 0.630 and with social skills 0.399 and with employee job performance 0.474 and p<.001 and the same like-wise it has shown the significant positive relationship with the remaining all other variables like: role model with empathy 0.532 and p<.001 and with social skills 0.588 and p<.001 and with inspiration 0.390 and with vision also have shown significant relationship. Therefore, from the model all the variables have shown the significant positive relationship with all other variables.

**Figure.1: Correlation Matrix of Emotional Intelligence**
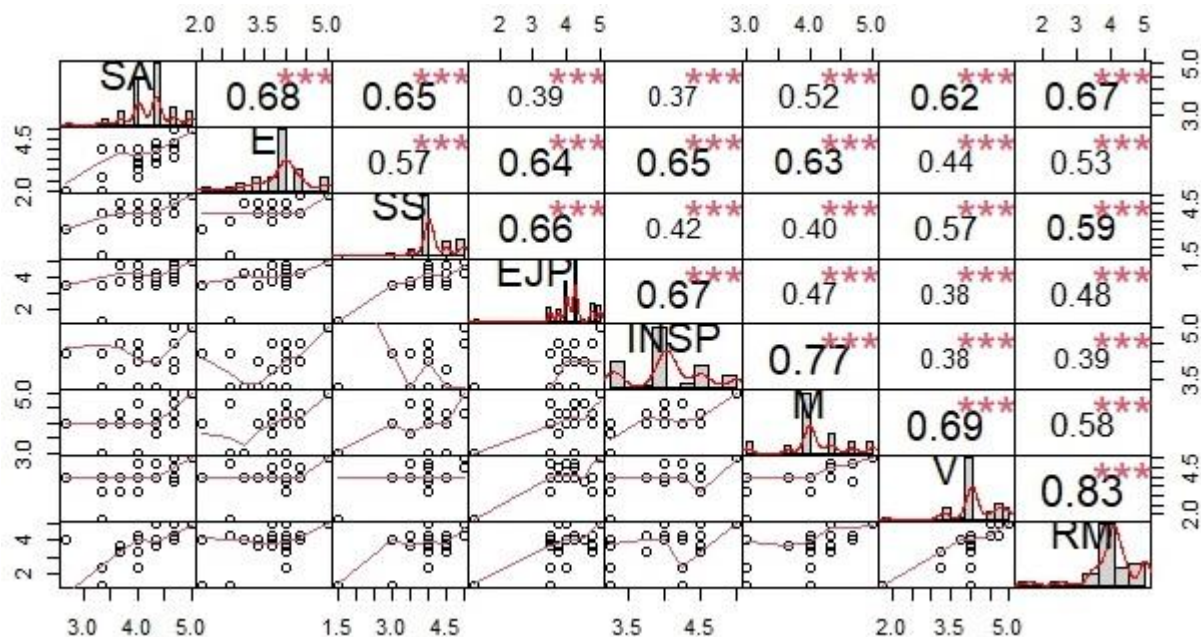
It is evident from the figure.1 that based on the strength of the association between the variables the size of the word will change. The self-awareness with respect to empathy, social-skills, employee job performance, inspiration, motivation, vision and role model has shown significant positive relationship with the remaining all other variables. The values are 0.68, 0.65, 0.39, 0.37, 0.52, 0.62 and 0.67 followed by with the empathy 0.57, 0.64, 0.65, 0.63, 0.44 and 0.53 and with the help of social skills 0.66, 0.42, 0.40, 0.57 and 0.59 and with the help of employee job performance 0.67, 0.47, 0.38 and 0.48 and with the help of inspiration 0.77, 0.38 and 0.48 and with the help of motivation 0.69 and 0.58a and with the vision 0.83 and with the role model with respect to all are the 0.83, 0.58, 0.39, 0.48, 0.59, 0.53 and 0.67 are the various correlation values have shown. The correlation analysis witnesses the relationship among the factors further it explains the dependency and independency among the factors with the help of regression analysis. The all the variables have shown significant positive relationship. All the factors of emotional intelligence, transformational leadership and the employee performance have shown the significant positive relationship with the remaining all variables. Therefore, the scatter plot diagram which is the best way to represent the data in a meaningful manner. Therefore, the factors have given signal that the factor analysis will give better results. The exploratory factor analysis and the confirmatory factor analysis facilitate to develop a model in the contemporary context.

Figure2: Path Analysis of Emotional Intelligence
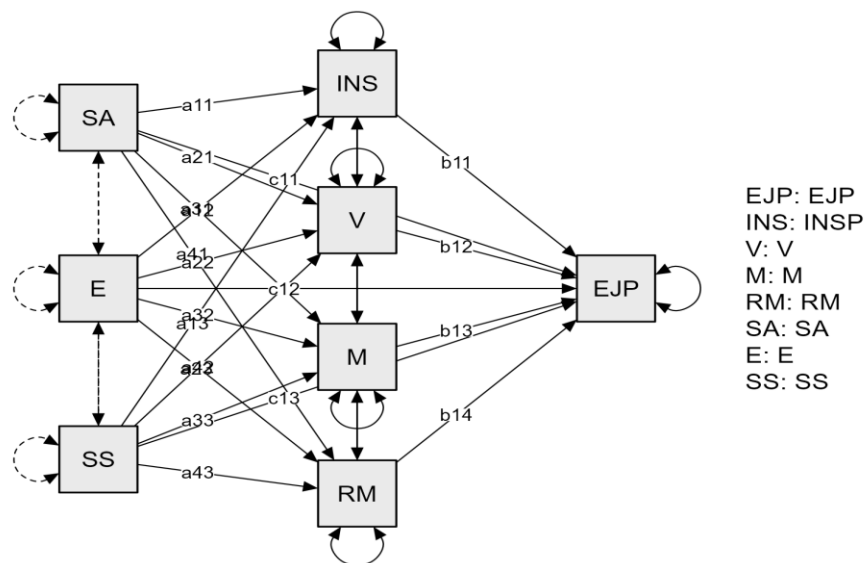
From the above figure.1 reveals that there are three different types of factors namely: list of independent variables includes: self-awareness, empathy and social-skills followed by the list of mediating variables include: the transformational leadership qualities like: inspiration, visionary, role model and motivation and the dependent variable include the employee job performance and the dependent factor is employee job performance which include various variables. Therefore, the three constructs which explains the relationship among the variables in the contemporary context.

Figure.3: Confirmatory Factor Analysis
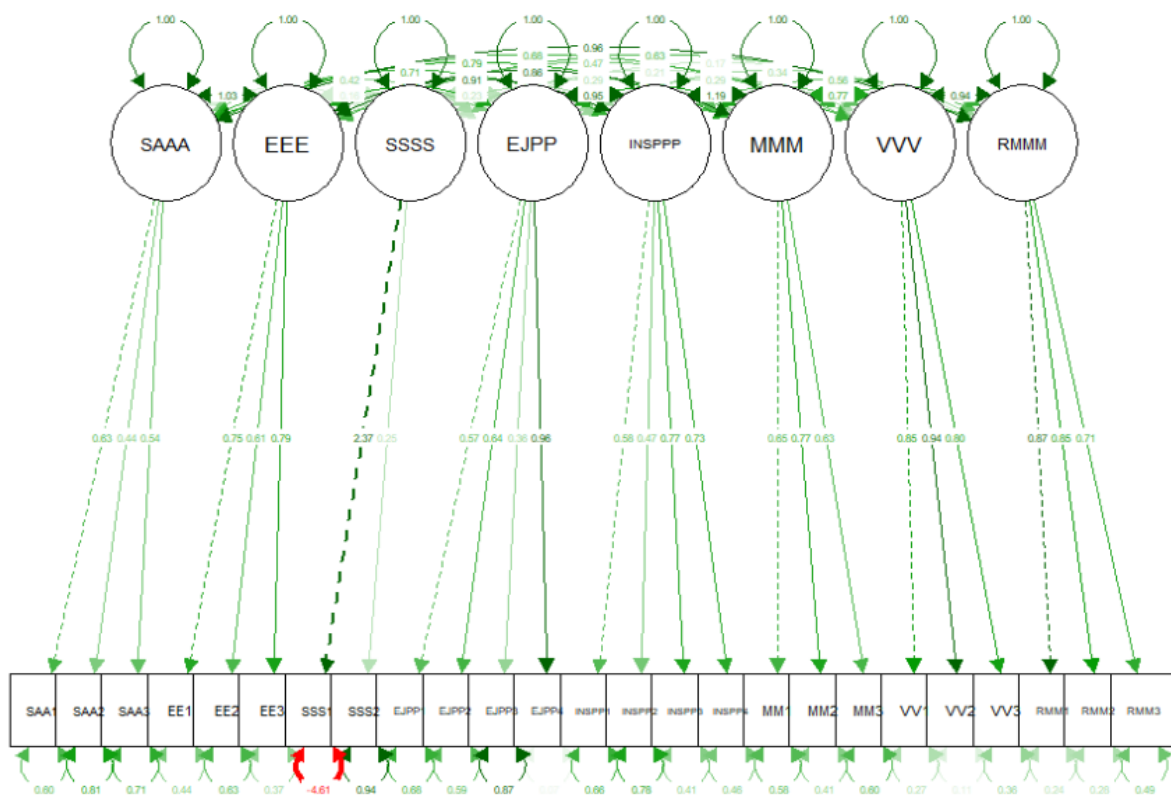
From the above confirmatory factor analysis explains about the factor loadings of emotional intelligence, There are various factors like: self-awareness which includes the list of variables like: SA1, SA2, SA3 and SA4 and its associated loading values are 0.60, 0.90, 030 and 0.60 are the factor loadings followed by the empathy include E1, E2 and E3 and the associated loading values are 0.60, 0.55, 0.99 and .92 and the social skills include 0.80, 0.90 and 0.66 and the employee job performance include 0.50, 0.80, 0.96 and likewise followed by inspiration 0.90, 0.70, 0.84 and 0.51 are the factor loadings and the visionary include 0.90 and 0.87 and role model 0.70, 0.90, 0.68 and 0.83 are the various factor loadings.

Factor	Indicator	Estimate	Std. Error	z-value	p	95% Confidence Interval	
						Lower	Upper
SA	SA1	0.453	0.135	3.363	< .001	0.189	0.717
	SA2	0.159	0.066	2.428	0.015	0.031	0.288
	SA3	0.319	0.098	3.247	0.001	0.126	0.511
E	E1	0.485	0.080	6.093	< .001	0.429	0.620
	E2	0.374	0.067	5.563	< .001	0.212	0.405
	E3	0.672	0.082	8.198	< .001	0.511	0.833
SS	SS1	0.500	13.995	0.036	0.971	0.329	0.640
	SS2	0.405	11.321	0.036	0.971	0.242	0.505
EJP	EJP1	0.375	0.084	4.489	< .001	0.211	0.539
	EJP2	0.601	0.065	9.238	< .001	0.474	0.729
	EJP3	0.343	0.050	6.854	< .001	0.245	0.441
	EJP4	0.453	0.065	6.989	< .001	0.326	0.580
INSP	I1	0.489	0.053	9.172	< .001	0.385	0.594
	I2	0.569	0.075	7.633	< .001	0.423	0.716
	I3	0.325	0.095	3.431	< .001	0.139	0.510
	I4	0.298	0.058	5.109	< .001	0.184	0.413
MOT	M1	0.461	0.094	3.331	< .001	0.139	0.510
	M2	0.259	0.068	3.209	< .001	0.184	0.413
VISON	V1	0.546	13.421	0.041	0.968	0.319	0.440
	V2	0.508	12.476	0.041	0.968	0.142	0.405
RM	RM1	0.554	0.072	7.743	< .001	0.414	0.694
	RM2	0.711	0.061	11.686	< .001	0.592	0.831
	RM3	0.614	0.064	9.578	< .001	0.489	0.740

Table.2: Factor loadings of Emotional Intelligence

From the above Table.2 explains about factors extraction, there are various factors which shows the significant relationship with the remaining other factors. The factors whose loadings are >.60 explains about strong correlation with the remaining other factors . The factor loadings of self-awareness include: four variables (SA1, SA2 and SA3) and its corresponding values include: 0.453, 0.159 and 0.319 and the factor empathy is having three variables they are E1, E2 and E3 and its corresponding values are 0.485, 0.374 and 0.672 and the employee job performance includes three variables EJP1, EJP2 and EJP and the corresponding values are 0.375, 0.601 and 0.343 and inspiration factor include I1, I2, I3 and I4 and its corresponding values 0.489, 0.569, 0.325 and 0.298 and motivation factor include M1 and M2 and its corresponding factor loadings are 0.546 and 0.508 and the factor vision include V1 and V2 and its corresponding factor loadings include: 0.546 and 0.508 and the final factor the Role Model factor include RM1 and RM2 and RM3 and its corresponding factor loadings include 0.554, 0.711 and 0.61. Therefore, the all the factor loadings have shown significant relationship with the remaining factors.

Therefore, the factor analysis will give clear picture about the factor loadings in the contemporary scenario.

Table.3: Chi-Square Assessment of Emotional Intelligence

| Model	X²	df	p
Baseline model	3680.628	253	
Factor model	3062.420	230	< .001

Note. The estimator is ML.

From the above model it is witnessed that the base line model has shown the significant chi-square relationship with remaining factors. Therefore, the chi-square value at 230 degrees of freedom the p-value is $<.001$ and chi-Square value is 3062.420. Therefore, the chi-square assessment will give better results to assess the model in all aspects.

Table.4 Reliability Analysis of Emotional Intelligence

	Coefficient ω	Coefficient α
SA	0.573	0.530
E	0.777	0.754
SS	0.751	0.743
EJP	0.768	0.779
INSP	0.687	0.742
MOT	0.663	0.611
VISON	0.820	0.819
RM	0.871	0.866
total	0.171	0.931

From the above model explains about the cronebah's alpha reliability test. The reliability test values will be like: the self-awareness includes 0.530 and the empathy 0.754 and the social skills include 0.743 and the employee job performance includes 0.779 and the inspiration include 0.742 and the motivation value is 0.611 and the vision is 0.819 and the role model value is 0.866. Therefore, all the values in the analysis of crone Bach's alpha test have shown good reliability among the variables.

Figure.4: Path plot Analysis of Emotional Intelligence
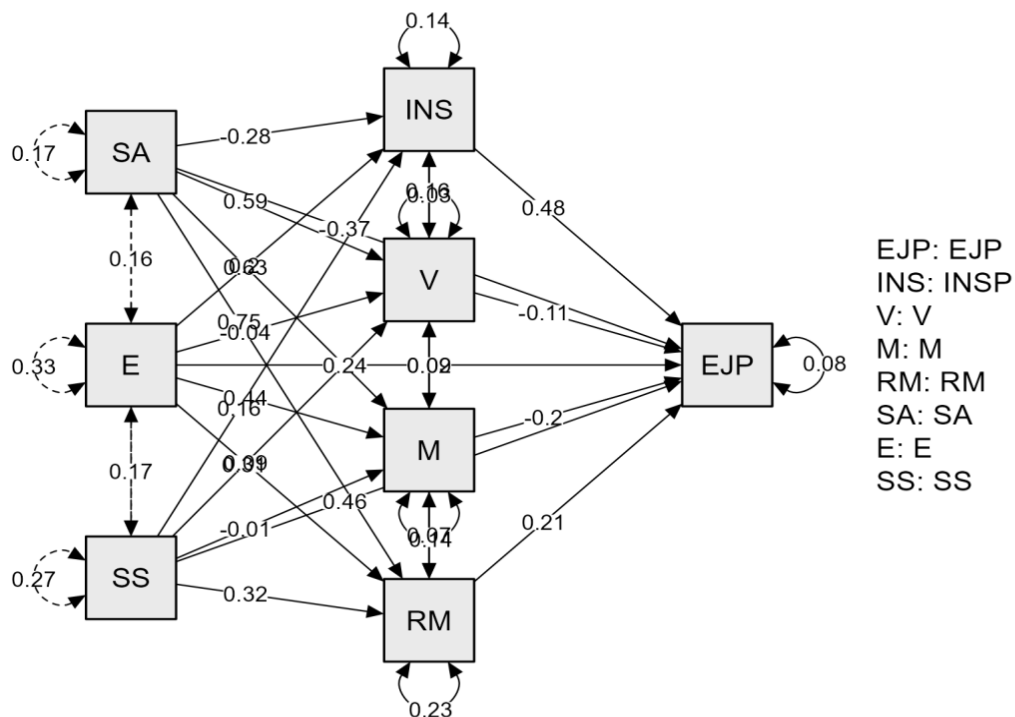
From the above figure it is witnessed that, there are three category of variables namely: independent, mediating and dependent variables. The list of independent variables include: the variables of emotional intelligence like: self-awareness, empathy and the social-skills and it relationship with respect to inspiration is 0.28 and with respect to vision is 0.59 and with motivation is 0.63 and with role model is 0.97 and with empathy it has shown the values like: 0.63 and with vision 0.04 and with role model it is 0.99 and with the social skills the values are 0.37 and with the 0.16 and with 0.32. The model assessment with inspiration to employee job performance 0.48 and with vision to employee job performance has shown 0.11 and with the motivation to employee job performance the value is 0.20 and with the role model to employee job performance 0.21. Therefore, the emotional intelligence factors have shown the significant positive relationship with the qualities of transformational leadership and with the employee job performance. Therefore, the model has shown good relationship with the remaining all other variables in the analysis.

Findings:-

- It is evident from the analysis that the mea values like: 0.28, 0.59, 0.44 have shown significant positive relationship with the remaining all other factors of qualities of transformational leadership.

- The model also witnessed that the path co-efficient values like: 0.48, 0.11, 0.21 have shown the significant positive relationship with the remaining all other variables.

- The model has have shown the significant positive relationship the employee job performance with respect to emotional intelligence, the values are 0.37, 0.24 and 0.59 etc.

- Therefore, it is evident from the analysis that all the values have shown significant positive relationship with the remaining all other variables.

Scope of Future Research:-

The research can be further extended by taking the knowledge management as one of the mediating variable in relationship between the factors of emotional intelligence and the employee job performance further the employee job satisfaction and other factors can mediate the relationship between the emotional intelligence and the employee performance in the organization.

Conclusion:-

Therefore, the emotional intelligence plays a prominent role to enhance the performance of employees in the present scenario and even the mediating role of transformational leadership qualities kike: motivation, role model, visionary and other factors also plays a prominent role to develop the individual employees in the organization. Therefore, the three different constructs have shown significant relationship with the remaining all other factors.

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