

Transformational Leadership and Emotional Intelligence

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Abstract—The leader is someone who is able to develop the ability within himself and also develop the ability of others to achieve company goals. Many companies invest in the field of human resource development, especially in leadership development programs because they realize how important the role of leaders is in managing the company. The challenges faced by companies today can not only be overcome through the cognitive or scientific approach of a leader but must also be addressed through approaches that require a leader's emotional intelligence. This paper tries to describe an important part in developing a potential leader, through emotional intelligence approach, as an agenda for developing human resources in the future.

Keywords: *transformational leadership, emotional intelligence*

I. INTRODUCTION

Research and scientific studies that developed two decades recently shows several facts that a person's success is not entirely due to their *Intellectual Quotient* (IQ) scores, but because of other factors such *Emotional Intelligence* (EI) which includes self control, enthusiasm and perseverance, as well as the ability to motivate yourself [1]. Even in market places, many companies are increasingly aware that the quality, capabilities and style of their employees play an important role for long-term success. For this reason, many companies create programs to develop and explore the potential of their employees to support their growth and performance strategies.

Many company see the challenges they face nowadays come from the outside of the company itself. Why do competitors have better results compared to our company? Why the newly established company able to expand a large network? Why do other companies have less human resources but can do greater work with better productivity? And there are still many questions comes into leader's mind or policy makers at the top management level. Only a few leaders finally realize that the company's success is

inseparable from the success of its employees, specially determind by the competence of its employees. Leaders are beginning to realize how to carry out regular internal *reviews* with employees and see the problems they face more intensely.

Many of the articles are written about emotional intelligence describes this ability as *soft skills*, and it takes times to know someone who already has the emotional intelligence or not. In the other side, some studies in education and psychology argues that a person's intelligence level can be measured as same as *Intellectual Quotient* (IQ) [2].

II. LITERATURE REVIEW

A. Transformational Leadership

Another factor that is always reviewed in performance appraisal is the role of leadership, because as a factor that directs the organization and also provides examples of behavior towards followers (employees), the role of leadership determines the progress and setback of an organization.

The role of leadership is not only about the direction of a strong organization where problems and solutions are widely known, but the role of leadership takes part in a context of continuous change [3].

The role of transformational leadership is considered the most suitable of the many existing leadership models. The concept of transformational leadership was first coined by James McGregor Burns in 1978, and there is much empirical research on versions of the theory formulated by Bass (1995) than any other version. According to Burns in Given, "transformational leadership can be seen when leaders and followers make each other to advance to higher levels of moral and motivation [4]. The essence of this theory is that followers feel trust, admiration, loyalty and respect for leaders and they are motivated to do more than was originally expected of them.

According to Bass in Husaini Usman, transformational leadership is a leader who has a vision going forward and is able to identify changes in the environment and be able to transform these changes into the organization; pioneering change and motivating and inspiring individual employees to be

creative and innovative, and to build solid teamwork; bring about changes in work ethic and management performance; dare and be responsible for leading and controlling the organization.

Yukl in Husaini Usman concluded that the essence of transformational leadership is to empower followers to perform effectively by building commitment to new values [4], developing their skills and beliefs, creating a conducive climate for the development of innovation and creativity.

The essence of transformational leadership is sharing of power by involving subordinates together to make changes. In formulating change, a humane transformational approach is usually used, where a participatory work environment with a collegial management model that is full of openness and decisions is taken together. According to Husaini Usman himself, transformational leadership is leadership that is capable of creating fundamental changes and is based on religious values, systems and culture to create innovation and creativity of followers in order to achieve the vision that has been set.

B. Emotional Intelligence

Emotional intelligence (EI) refers to the ability to understand, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened. While other researchers claim that the characteristics of emotional intelligence are innate. From research that has been carried out for many years describes that emotional intelligence has an important role in determining one's leadership and performance.

Since 1990, Peter Salovey and John D. Mayer have been leading researchers on emotional intelligence [5]. In their article entitled "Emotional Intelligence", they define that "emotional intelligence as part of social intelligence that involves the ability to monitor oneself with other people's feelings and emotions". So emotional intelligence has important values in contributing to the perfection of mindset.

C. Four Branches of Emotional Intelligence

Salovey and Mayer propose a model that identifies four different factors of emotional intelligence, namely: emotional perspectives, ability to use emotions, ability to understand emotions, and ability to manage emotions.

1. *Feelings of Emotion*: The first step in understanding emotions is to accurately feel the emotions themselves. In many cases, emotional feelings may involve understanding nonverbal signals such as body language and facial expressions.
2. *Thinking with Emotion*: The next step involves using emotions to express theoretical thoughts and

activities. Emotions help prioritize what we pay attention to and react to what happens next. We certainly respond emotionally to things that get our special attention.

3. *Understanding Emotions*: The emotions we feel can carry a variety of different meanings and understandings. If someone is expressing anger, the observer must interpret the cause of their anger and what possibilities exist. For example, if your leader acts angry, it might mean that he is not satisfied with your work, or it could be because he had a problem on his way to work that morning or that he had a fight with his wife. So emotions can be seen from different views.
4. *Managing Emotions*: The ability to manage emotions effectively is an important part of emotional intelligence. Managing emotions, expressing appropriate emotions, and responding to other people's emotions are all important aspects of emotional management.

D. Measuring Emotional Intelligence

"In terms of measuring emotional intelligence - I strongly believe that the report criteria (that is, ability tests) are the only method used to estimate them. Intelligence itself is a direct ability that can only be measured by people answering that question and evaluating the truth of their own answers."

John D. Mayer

1) Reuven Bar-On's EQ-i

A self-report test designed to measure competencies including awareness, tolerance, stress, problem solving, and happiness. According to Bar-On, "Emotional intelligence is a sequence of non-cognitive abilities, competencies, and skills that affect one's ability to succeed in dealing with environmental demands and pressures."

2) Multifactor Emotional Intelligence Scale (MEIS)

An ability-based test in which test participants perform tasks designed to assess their ability to understand, identify, understand, and utilize emotions.

3) Seligman Style Questionnaire Attribution (SASQ)

Originally designed as a test for life insurance companies, this test is used to measure the level of optimism and pessimism of clients.

4) Emotional Competence Inventory (ECI)

Based on research that has long been known as the Self-Assessment Questionnaire, ECI involves people who have the knowledge to assess people's

individual abilities at a number of different emotional levels.

E. Transformational Leadership and Emotional Intelligence

There are 5 (five) main elements in emotional intelligence, namely: self-awareness, self-control, motivation, empathy, and social skills.

1) *Self-awareness*

A leader with high self-awareness is a leader who knows what he is feeling, and understands that his emotions and actions can affect people around him. Leaders with high self-awareness also have a clear understanding of their strengths and weaknesses.

2) *Self-control*

Leaders who have self-control rarely say rude things to others, make hasty and emotional decisions, or compromise their values. Leaders with self-control can always control themselves and their actions.

3) *Motivation*

Self-motivated leaders are leaders who consistently pursue their goals, and have high standards for the quality of work they do. Self-motivated leaders are usually always optimistic and always look for the positive side of the situation they are facing.

4) *Empathy*

Leaders with high empathy are leaders who have the ability to put themselves in other people's situations. They help their team members to develop themselves, provide constructive feedback, and are willing to listen to their complaints. Leaders with high empathy tend to get respect and loyalty from their team members.

5. *Social skills*

Leaders who have high social skills are usually also great communicators. They are open to listening to good news or bad news. Leaders with high social skills are usually able to arouse support from their team members, and are able to arouse the enthusiasm of their team members to get involved in new tasks.

III. CONCLUSIONS

A leader in carrying out his leadership in an organization requires many important things, one of which is intelligence. Intelligence is something that is needed in determining the success and effectiveness of a person.

Emotional intelligence refers to a person's ability to understand, identify, and successfully manage emotions in themselves and others. Leaders who have high EI are considered more effective by coworkers and subordinates.

The presence of emotions is important in leadership. One reason is that leaders utilize and direct the power of emotions to improve follower self-satisfaction, morale, and motivation will get better results and increase overall organizational effectiveness. The emotional state of a leader can affect a team, group, and organization; for example, if a leader has positive emotions such as smiling, then those positive emotions will rub off on his members.

In addition, there are also negative emotions, there are studies that say that negative emotions spread more easily than positive emotions because in general positive emotions are less influenced by others.

Therefore, the role of leaders is needed in order to realize the importance of maintaining emotions, not only their own emotions but also helping others in managing negative emotions into positive emotions so that they can have a better impact in the organization. The presence of emotions can also affect a person's performance in carrying out certain activities or jobs.

Many evidences has shown that there is a clear relationship between a person's mood and various aspects of performance, such as teamwork, creativity, decision making, and task performance.

Negative moods can drain energy and prevent people from doing their best. Meanwhile, the presence of positive emotions which is a decrease in negative emotions such as sadness, anger, anxiety, and fear can enable individuals to do the best they can.

Therefore, it is important for leaders in an organization to have emotional intelligence so that they can maintain the balancing of emotions to motivate and inspire people around them. Emotional understanding can influence others in a positive way.

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