

# **AN EMPIRICAL STUDY OF EMOTIONAL INTELLIGENCE AND ITS RELATIONSHIP WITH TRANSFORMATIONAL LEADERSHIP**

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## **Abstract**

**Purpose** - This empirical study examines the effects of emotional intelligence on transformational leadership and its importance in higher education institutions.

**Design/methodology/approach** – Multivariate analysis via bootstrapping resampling technique in partial least square modelling was used to test the hypotheses and examine the relationship between emotional intelligence and transformational leadership in academic leaders.

**Findings** - Data was collected from 333 academic leaders from all faculties of 18 public universities in Peninsular Malaysia. Findings suggest that emotional intelligence is an antecedent to transformational leadership and three out of the four emotional intelligence dimensions are statistically related.

**Practical implications** – Emotional intelligence is often described as a predictor of transformational leadership, and numerous studies report a positive relationship between these constructs. A deeper look into methodologies used revealed problems that could have possibly weakened their findings, such as common method variance, and smaller sample sizes, relatively lower variable reliability, single organizational research, and lack of control for related factors.

**Originality/value** - This study adds to the growing literature examining emotional intelligence and transformational leadership in non-western setting by using a large sample in Malaysian higher education sector.

**Keywords** - Transformational leadership, Emotional intelligence, Higher education

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