

# Impact of Leadership Styles and Emotional Intelligence towards Managerial Effectiveness among IT professionals

<sup>1</sup> R. Indira,<sup>2</sup> Dr M. Selvachandra

<sup>1</sup>Research Scholar,<sup>2</sup>Associate Professor and Head (Retired)

<sup>1&2</sup>PG and Research Department of Commerce, A.D.M. College for Women (Autonomous), Nagapattinam - India

**Abstract:** The primary purpose of this paper is to examine the impact of Leadership Styles and Emotional Intelligence towards Managerial Effectiveness of IT professionals. This paper also measures the mediating effects of Self-Efficacy on Leadership Styles towards Emotional Intelligence of IT professionals. The research design followed in study is Descriptive Research. The geographical region of this research refers to Coimbatore. Using, multi-stage random sampling technique, the 294 questionnaires were distributed. Eliminating and revising ambiguous, double-barreled, and misleading statements, 240 completely filled questionnaires remained. The research hypotheses are tested using multiple linear regression and path analysis. The proposed conceptual framework is assessed using Structural Equation Modeling. Accordingly, this paper extends the managerial implications for top management, policy makers, business consultants, and executives to understand the managerial effectiveness.

**IndexTerms - Leadership Styles, Emotional Intelligence, Self-Efficacy, and Managerial Effectiveness**

## I. INTRODUCTION

The conception of managerial effectiveness has been a primary concern for global practitioners, both public and private sectors. Particularly in the developing economies, where there is a tendency to take advantage on strong economic growth opportunities, managerial effectiveness is of the essence (Hamlin and Hatton, 2013; Ivan'kov, 1969; Slater, 1980; Willcocks, 1995). Despite being very grueling to ascertain adequate number of characterized personnel, it is noted that the managerial effectiveness is one of the determining attributes of doggedness of a good leader in the organization (Mahsud, Yukl, and Prussia, 2010; Tonidandel, Braddy, and Fleenor, 2012). The managerial effectiveness curtails the perception of the employees about the exactitude of organizational expectations, and the impacts of such constancies on the employees' operational executions (Vecchio, 1997). A great deal of blurriness exists in the literature regarding the distinctness of managerial effectiveness. Emotional intelligence broadened to develop in popularity during the mid-1990s (Bradberry and Greaves, 2009; Simmons and Simmons, 1997). Emotional intelligence is considered as a crucial construct which is confabulated in social science discipline with regard to managerial effectiveness of an individual (Ciarrochi and Mayer, 2013; Rahman, Uddin, and Rahman, 2016). Efforts are made by the investigators over the past decade to examine the antecedents of emotional intelligence in an organizational setting. The interest in leadership style theories can be deduced from compositions of early acculturations. The effective leadership style nucleates to be one of the most decisive essentials in this aggressive and quickly achromatizing business environment. In an unpredictable situation, it is essential for an employee to adopt a leadership style that hold imaginations, values, effronteries, and team-oriented paradigms in order to be most successful (Barr and Barr, 1989; Cavaleri and Seivert, 2005; Kohler, 2015). It is experienced over the past years that significant contributions are made by academics and practitioners to understand the behavioral and emotional components that enhance managerial effectiveness. In spite of the significant impact of leadership styles and emotional intelligence in determining managerial effectiveness, the mediating effects of self-efficacy are found to be largely neglected.

### 1.1 Problem Statement

The mechanization of the organizational affairs has compounded exceedingly over the recent years. At a prominent pace, the innovation in Information Technology (IT) is happening around the globe. In India, the IT service providers are categorized as IT enabled service providers, IT industry, and e-tailers (Banerjee, 2004; Mazumdar, 2015; Wallace, 2009). The revolution in information technology has brought forth an economic boom which ensued in eliciting and escalating anxieties in the workplace (Arora and Gambardella, 2007; Buxmann, Diefenbach, and Hess, 2012). An in-depth apprehension about the IT professions can be arrived by looking into the leadership styles and emotional intelligence that determine the managerial effectiveness and its upshots in terms of self-efficacy. Given the vehemence on the leadership styles and emotional intelligence, mediated by self-efficacy, towards managerial effectiveness, it is astonishing to know that how very few investigators have focused on these authoritative constructs.

### 1.2 Research Questions

This study has aroused the following research questions:

- What is the influence of Leadership Styles and Emotional Intelligence towards Managerial Effectiveness of IT professionals?
- Does Self-Efficacy mediate Leadership Styles towards Emotional Intelligence of IT professionals?

### 1.3 Objectives

Following are research objectives are developed to answer the above identified research questions:

- 1) To examine the impact of Leadership Styles and Emotional Intelligence towards Managerial Effectiveness of IT professionals.
- 2) To measure the mediating effects of Self-Efficacy on Leadership Styles towards Emotional Intelligence of IT professionals.

### 1.4 Scope of the Study

This paper focuses on the impression that individual's leadership style is a function of his/her competencies, and the idea that leadership styles and emotional intelligence invariably auspicates managerial effectiveness. The scope of this study is to formulate a conceptual framework that ascertains managerial effectiveness, surfacing the leadership styles in the backdrop, finally hastening the emotional intelligence of software professionals. Accordingly, by purposing the conceptual framework, this article bestows to the academic scholars, software professionals, and IT industry. Indeed, this paper is an unpretending step ahead in the current logical argument of research on emotional intelligence.

## II. LITERATURE REVIEW

### 2.1 Leadership Styles

Bennett (2009) administered a Multifactor Leadership Questionnaire 5X-Short form, measuring all nine full range leadership variables, to 150 IT professionals from Association of Information Technology Professionals. The outcomes substantiated that Transformational Leadership, Transactional Leadership, and Passive/Avoidant Leadership were able to forebode management Effectiveness. Hancock (2009) examined the relationships between job satisfaction, organizational culture, and leadership styles in veterinary hospitals using the quantitative correlational survey data. The results exposed positive correlation between leader transformational behavior and work, promotion, and supervisor facets of job satisfaction. Jogulu (2010) sought to examine the influence of cultural context towards emerging different leadership styles and also explored the culturally-linked and/or culturally-biased leadership styles. The findings suggested that culture and leadership condescend in different manners in different contexts. Overbey (2013) looked into the relationship between perceived transactional, transformational, and laissez-faire leadership styles and intention to leave the organization using a quantitatively non-experimental research design. The results revealed that when a leader exhibits more of transformational leadership style, the more an employee wants to leave the organization. Ghazali, Ahmad, and Zakaria (2015) empirically established the impact of knowledge management, particularly knowledge integration, on different leadership styles and Enterprise Systems success and exhibited the significance of using the right leadership styles while contending Enterprise Systems success. Sudha, Shahnawaz, and Farhat (2016) examined the relationships between leadership styles, leader's effectiveness, and well-being through integrative efficacy among the employees. The study exposed that transactional style has determined both the outcome variables directly as well as indirectly more than the other two leadership styles. Almandeel (2017) pondered the mediation effect of transformational and transactional leadership styles on the association between personality types and turnover intention of the employees. The consequences disclosed that employees with high conscientiousness were less probable to comprehend their leaders as transformational or transactional leaders.

### 2.2 Emotional Intelligence

Emotional Intelligence has obtained significant concentration in applied context and has also been determined as an authoritative part of an individual's ability to bestow to an organization's effectiveness (Bradberry and Greaves, 2009; Goleman, 2010; Wilding, 2017). Batool (2013) investigated the relationship between emotional intelligence and effective leadership styles among different professionals. The results revealed a significant and positive relationship between leadership style and emotional intelligence among various professionals. Arunima, Ajeya1, Sengupta, Mariamma, and Tripathi (2014) measured the relationships between emotional intelligence and transformational and transactional leadership styles among healthcare professionals. The results showed a weak correlation between emotional intelligence and transactional leadership style and a moderate correlation between emotional intelligence and transformational leadership style. Taliadorou and Pashiardis (2015) examined whether emotional intelligence and political skill of school principals influence their leadership styles and the job satisfaction of their subordinates in Cyprus. The outcomes suggested a strong positive relationship between the emotional intelligence and political skill of school principals towards the educational leadership styles and teachers' job satisfaction. Badri-Harun, Zainol, Amar, and Shaari (2016) concentrated on the relationship between leadership styles and leadership effectiveness considering emotional intelligence as a mediating factor. The paper concluded that emotional intelligence has a strong relationship in the leadership styles within the organization. Dartey-Baah and Mekpor (2017) ascertained the impact of emotional intelligence based on leadership style of the employees in Ghana's banking sector. The findings ascertained a negative relationship between transactional leadership and emotional intelligence.

### 2.3 Self-Efficacy

Paglis (2010) proposed research-based practical applications for ameliorating leadership self-efficacy in the organizations. Using meta-analysis, the paper furnished insights towards the practical application for improving organizational leadership self-efficacy. Bolat, Bolat, and Kilic (2011) analyzed the moderating effect of work-related masculinity measures on the relationship between career self-efficacy and glass ceiling in various organizations. It was determined that for women employees with high masculinity, career self-efficacy was not associated to glass ceiling, whereas for women employees with low masculinity, career self-efficacy was negatively associated to glass ceiling. Tams (2011) illustrated a person-centered perspective of self-efficacy formation and indicated ten specific fashions of thinking and developing self-efficacy. Trevelyan (2011) investigated the possible

dual impact of entrepreneurial self-efficacy on task performance. The study declared that self-efficacy from one point of view encourages motivation and persistence, but from other point of view high confidence could lead to crosscuts in decision-making and overconfidence.

## 2.4 Managerial Effectiveness

Analoui, Ahmed, and Kakabadse (2010) explored the constituents that determine the managerial effectiveness by assessing the perception of senior management in the Muscat Municipality, Oman. An eight-effectiveness parameter model revealed that senior managers were mindful of their own effectiveness and better understanding of their effectiveness requires giving attention to the distinguished parameters. Bamel, Rangnekar, and Rastogi (2011) heightened the apprehension of managerial effectiveness perception of Indian executives by evaluating. The authors furnished a comprehensive in-depth insight of managerial effectiveness in selected Indian organizations. Bamel, Rangnekar, Stokes, and Rastogi (2013) proposed a model that illustrated the relationship between managerial effectiveness and organizational climate dimensions prevailing in Indian organizations. The results witnessed an upward trend on organizational climate and managerial effectiveness. Bamel, Rangnekar, Stokes, and Rastogi (2015) investigated managerial effectiveness against of three factors: public and private sector ownership, gendered differences, and level of manager in the Indian context. The result brought out a statistically significant managerial effectiveness towards public and private sector ownership. Rana, Rastogi, and Garg (2016) witnessed that managerial effectiveness has derived attention during the recent years owing to its immenseness to the organization as a whole. The outcomes disclosed a positive and significant relationship between work values and managerial effectiveness.

## 2.5 Conceptual Framework

Reviewing the extant literature on Leadership Styles, Emotional Intelligence, Self-Efficacy, and Managerial Effectiveness, following conceptual model – “RAVINDRA Managerial Effectiveness Model” is developed:

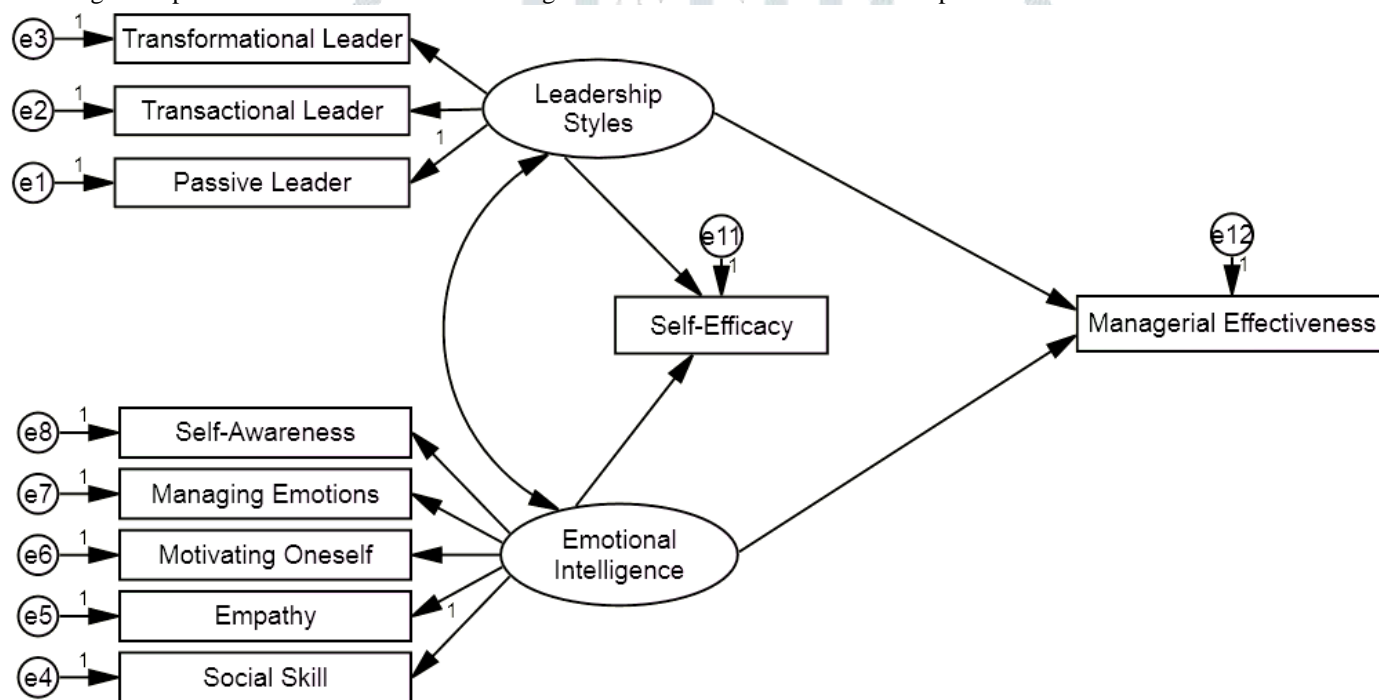


Figure 1: RAVINDRA Managerial Effectiveness Model

## III. RESEARCH METHODS

The research design followed in study is Descriptive Research, which is a pattern to describe the respondents in a precise manner (Brink and Wood, 1998; Salkind, 2012). Descriptive research is an examination that adumbrates the dimension of affairs as it stays at the period of study (Bernard, 2013; Singh, 2007; Tolmie, Muijs, and McAteer, 2011). In this paper, the research instrument used is a questionnaire. With reference to the listed objectives, the primary data are collected from the respondents. The sub-scales of Leadership Styles are assumed from Multifactor Leadership Questionnaire (MLQ) Form 5X-Short developed by Bass and Avolio (1990). The items that appropriate the sub-scales of Emotional Intelligence are constructed by using the Bar-On Emotional Quotient Inventory. Items of Managerial Effectiveness are compiled using the modified Role Behavior Scale developed by Leslie, Dalton, Ernst, and Deal (2002). The geographical region of this research refers to Coimbatore – the employees of IT organizations. The primary data collection for this research is performed for a period of six months from January 2018 to June 2018. The sample units deliberated for this study are the employees of IT companies occupied at Tidel Park in Coimbatore. In order to calculate the sample size, Krejcie & Morgan (1970) sample size determination model is applied. At 95% confidence level and 5% margin of error, the sample size of this study is calculated as 294. Using, multi-stage random sampling technique, the 294 questionnaires were distributed. Eliminating and revising ambiguous, double-barreled, and misguiding statements, 240 completely filled questionnaires remained (81.63% response rate) and are utilized for further analysis (Churchill, 1979).



IV. ANALYSIS & DISCUSSION OF RESULTS

4.1 Objective 1

The impact of Leadership Styles and Emotional Intelligence towards Managerial Effectiveness is analyzed using Multiple Linear Regression analysis. Furthermore, the most effective sets of Leadership Styles and Emotional Intelligence (Independent Variables) are interpreted using a Stepwise Linear Regression by each time adjoining the weakest correlated variable against Managerial Effectiveness (Dependent Variable). Following hypotheses are developed in this regard:

- $H_1$ : There is a significant relationship between Leadership Styles and Managerial Effectiveness
- $H_2$ : There is a significant relationship between Emotional Intelligence and Managerial Effectiveness

**Table 1: Impact of Leadership Styles and Emotional Intelligence towards Managerial Effectiveness – Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 <sup>a</sup>	.791	.788	.10841

a. Predictors: (Constant), Social Skill, Managing Emotions, Passive Leader, Transactional Leader, Transformational Leader, Self-Awareness, Empathy, Motivating Oneself

Source: Primary Data

It is observed from Table 1 that the regression value ‘R’ is at 83.2%, the R Square value is at 79.1%, and the adjusted R Square value is at 78.8%. From the R Square value, it can be empathized that the weighted combination of the predictor variables justifies 79.1% of the variance of dependent variable. Hence, it can be derived that 79.1% variance in Managerial Effectiveness is reported by Leadership Styles and Emotional Intelligence. These results are in line with the finding of Khosravi et al. (2011) who found a statistically positive and significant correlation between emotional intelligence level of bank managers and the managerial ability and effectiveness. The findings also confirm the findings of Oyewunmi, Oyewunmi, Ojo, and Oludayo (2015) who showed, using the t-test and hierarchical regression analytical tool, a significant correlation between the emotional intelligence of leaders and their organizational performance.

4.2 Objective 2

The degree to which the effect of Leadership Styles (independent variable) on Emotional Intelligence (dependent variable) is influenced via Self-Efficacy (mediator) is assessed applying the mediating effect using IBM AMOS software. The formulated hypothesis in this regard is:

- $H_3$ : Self-Efficacy significantly mediates Leadership Styles towards Emotional Intelligence

The results of mediating effect are furnished in the following Table 2. The direct effect and mediating effect of the suggested hypotheses are presented in the following path diagram – Figure 2.

**Table 2: Mediating Effects**

Mediating Effects		Estimate	S.E.	C.R.	P	Label	
SE	<---	LS	.837	.042	19.868	***	Significant
EI	<---	LS	.363	.054	6.737	***	Significant
EI	<---	SE	.398	.051	7.834	***	Significant

Source: Primary Data

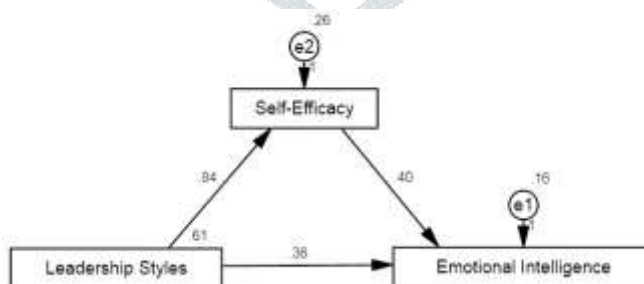
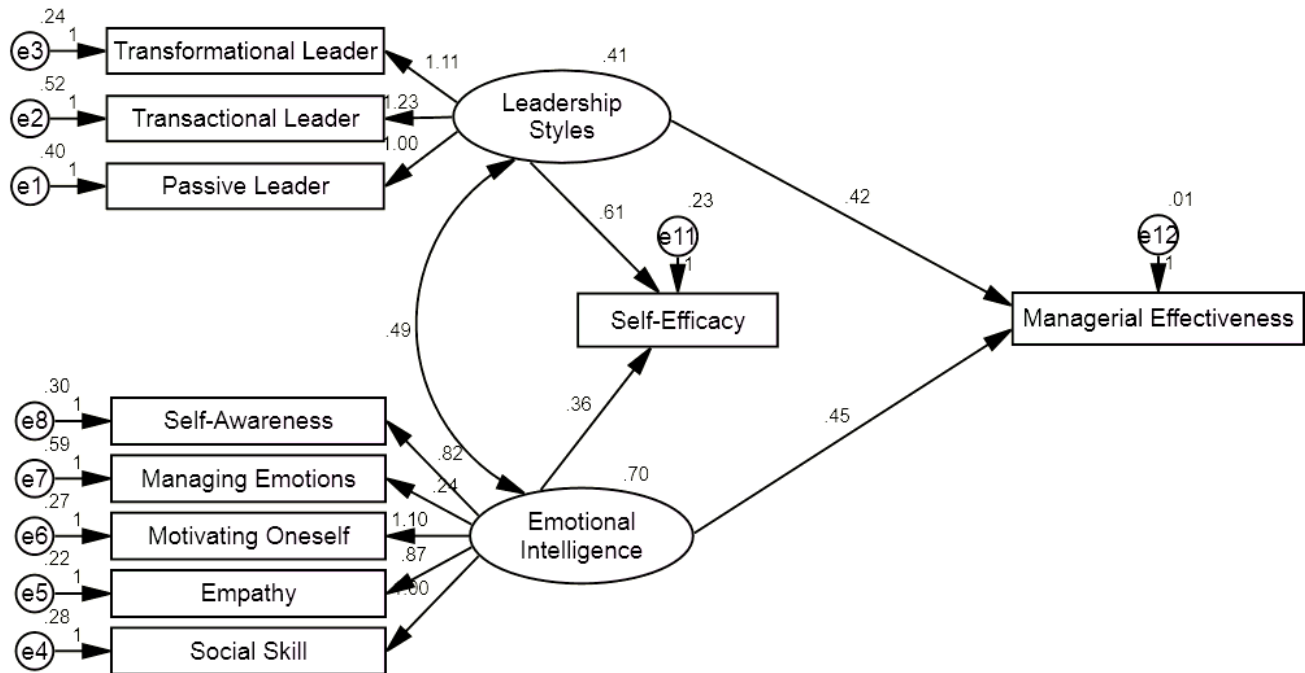


Figure 2: Mediating Effects

It can be observed from the mediating analysis that there are significant relationships between Leadership Styles and Emotional Intelligence; Self-Efficacy and Emotional Intelligence. Furthermore, it can also be derived from the path diagrams illustrated that Self-Efficacy partially mediates Leadership Styles towards Emotional Intelligence. Hence H3 is accepted. This can be further corroborated by the findings of LiLin (2017) who followed Partial Least Square procedure on data collected from a survey of 236 usable questionnaires that leadership style enhances self-efficacy in Malaysian higher education institutions. The study also revealed that self-efficacy partially mediates the relationship between leadership style and job performance. The determinations are also in line with the findings of Hwang, Feltz, and Lee (2013) who reported that significant mediating effect of coaching efficacy on the relationship between emotional intelligence and leadership style.

### 4.3 Model fit test based on Proposed “RAVINDRA Managerial Effectiveness Model”

After assuming the principal suppositions, Structural Equation Modeling (SEM) is executed using AMOS (Gurski, 2014; Lee, 2008; Kline, 2016; Wang and Wang, 2013). Satisfying all the assumptions, the proposed “RAVINDRA Managerial Effectiveness Model” is tested using SEM. The Chi-Square value of the proposed RAVINDRA Managerial Effectiveness Model is ascertained to be significant ( $p = 0.000$ ). CMIN/DF value of the proposed model is 2.441 establishing a good fit. Cross-Validation Index of the proposed model is observed to be at 0.9462 establishing an estimable fit (Grimm, Mazza, and Davoudzadeh, 2016). The Comparative fit indices (Normed Fit Index, Incremental Fit Index, Comparative Fit Index, and Relative Fit Index) of the proposed model are 0.952, 0.959, 0.937, and 0.933 expressing perfect fit, absolute fit, delimitation fit, and borderline fit respectively (Dolan, Bechger, and Molenaar, 1999; Rigdon, 1998). Excogitating the above listed model fit indices using SEM, it can be empathized that the proposed “RAVINDRA Managerial Effectiveness Model” has an acceptable fit. The results of SEM are presented in the following Figure 3.



## V. CONCLUSION & MANAGERIAL IMPLICATIONS

### 5.1 Conclusion

The cognition about the antecedents of managerial efficiency in the Indian context is limited. Empathizes on the influence of an individual’s leadership styles can ameliorate the functioning of the organization. This paper primarily focused on the emotional intelligence and leadership styles against the managerial effectiveness. As an originating point for the framework demonstrated in this research, leadership styles and emotional intelligence have direct & positive influence on managerial effectiveness, suggesting that an emotionally balanced employee with appropriate leadership style can effectively lead the organization. Consistent with previous studies in the West, the results of this research establish that the relationship between leadership styles and emotional intelligence are positively correlated. This entails that leaders with high emotional intelligence are more sensible to their own and others’ emotions and feelings in the organization. Eventually, the attributes of this paper disclosed the impeccable characterization of self-efficacy towards leadership styles. This paper contributes to the developing body of research on emotional intelligence mediated by self-efficacy.

### 5.2 Limitations&Managerial Implication

Despite constituting sound contributions to the regarded area of study, this paper has a couple of limitations worth addressing, which could have determined the outcomes. As the IT professionals work in different time zone, the data collection procedure was a challenge. This paper essentially focuses on the IT professionals in Coimbatore, it may be a fact that a larger study across other regions in India would have brought out much generalizable results. The determinations of this study entirely depend upon the responses provided by the IT professionals, which are relational and circumstantial. The results establish common method discrepancy as it is grounded on self-report data. Nevertheless, the possibility of other external constructs cannot be ruled out. All the aforesaid research limitations ought to be regarded before conducting future research. The results of this research depict engrossing and compelling contributions that bestow to the existing theoretical knowledge. The proposed model is the refreshing research framework that comprises the relationships of leadership styles, emotional intelligence, self-efficacy, and managerial effectiveness. Moreover, this article renders the initial stage for further investigations on self-efficacy that leads to the apprehension of the employees’ effectiveness. It is really a challenge for the manager to attain emotional stability with appropriate leadership styles. The findings of this study indicate the epitopes of self-efficacy that bolster emotional intelligence.

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