Modeliranje strukturnih jednačina (SEM) za testiranje emocionalne inteligencije kao posredničke varijable između liderstva u transformaciji i učinka zaposlenih: sektor telekomunikacija u Sultanatu Oman

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Abstract: The objective of the study is to investigate the role of emotional intelligence as a mediating variable to improve the effectiveness of a transformational leader in accentuating employee performance using Structural Equation Modeling. The study used a convenience sample method and an exploratory and descriptive research methodology. The total population of the study is 554 employees of 2 main telecom companies in Oman. Sample respondents are 211. Structural Equation Modelling was used to empirically test the proposed conceptual model. The results suggest that emotional intelligence does play a mediating effect in helping the leader lead to a better performance of the employee. Emotional intelligence mediates the relationship between transformational leadership and employee performance. The study's goal is to show how crucial it is for a transformational leader to be emotionally intelligent and aware of non-tangential aspects in order to improve staff performance. The findings imply that emotional intelligence is a key strategy used by transformational leaders to develop a strong result-oriented team.

Keywords: Transformational leadership, Employee performance, Emotional intelligence, Inspirational
Motivation

1. Introduction

The role of a leader has been one of many critical criteria for the survival of organizations in a linked modern society of globalization. High performance leadership is one of the single most important criteria in determining an organization's eventual success or failure. The success of an organization may be tracked by looking at how its leader coordinates and controls it (Waglay et al., 2020). There are many debates about which is the most effective leadership style - although all leaders set the same goal, difference comes in the approach to accomplishing the set goal.

This study mainly focuses on transformational leadership. Followers are developed to be leaders and eventually bear full responsibility for their own development as well as the development of an organization in transformational leadership. To put it another way, the transformational leader is completely focused on guiding followers to their full potential of expected performance while also encouraging them to accept full responsibility for their own development. Transformational leaders improve followers' awareness of the importance of achieving goals and the paths to achieving them, as well as assisting followers in envisioning not only their own benefits but also the organization's benefits (Bass & Riggio, 2006).

How well do we understand the role of Emotional Intelligence in shaping transformational leaders? How important are the individual components of transformational leaders in affecting employee performance? These are a few of the questions this study is trying to empirically test and verify in the given context.

2. Literature Review

Companies and organizations are all oriented towards developing performance indicators for the organization as a whole and employees in specific. This research and literature review is specifically towards understating the effect of transformational leadership in enhancing the output and performance of employees.

We examine the impact of transformative leadership getting performance management changes to the point where organizational actors actively use performance data. It is an effort to understand the role of a transformational leader in enhancing employee performance.

Transformational Leadership and Employee performance

According to the second edition of ‘Transformational Leadership’ (Bass & Riggio, 2006), transformational leaders motivate others to achieve more than they had anticipated. They create an example of themselves to be followed by others for better results. The followers of transformational leaders are more loyal and fulfilled. Furthermore, transformational leaders enable their followers to attain their full leadership potential by empowering them and paying attention to their unique needs and development.

Moynihan et al. (2012) in article ‘Setting the Table: How Transformational Leadership Fosters Performance Information’ explain that employee effort is guided and encouraged by transformational leaders who elevate employee awareness of the relevance of organizational principles and outcomes, as previously stated. Executives must develop a feeling of vision, mission, and purpose in employees, as well as provide assurance and direction about the organization's future, as part of this process. Employees' higher-order needs are activated by appealing to them, motivating them to prioritize the organization and its clients over their personal self-interest. Second, by functioning as a source of idealized influence, a role model, and fostering staff confidence and pride in the organization, transformative leaders inspire others. Third, transformational leaders inspire followers to be achievers and performers by questioning the traditional beliefs.

Chammas & Mauro Da Costa Hernandez (2019) research paper ‘Comparing transformational and instrumental leadership: The influence of different leadership styles on individual employee and financial performance in Brazilian startups’ has stated that transformational leadership positively and significantly effects all types of performances, and it has a strong influence on employee performance.
Specchia et al. (2021) research on ‘Leadership Styles and Nurses’ Job Satisfaction. Results of a Systematic Review’ has recommended on understanding the various effects of leadership styles. This enables understanding of how they affect people, as well as enhanced organizational accomplishment by determining when a certain leadership style favors or hinders organizational goals. Research also indicates that transformational leaders inspiring and motivational behavior psychologically motivates employee’s behavior.

**H1: There is a positive relationship between transformational leadership and job performance**

**Emotional Intelligence and Transformational leadership**

In recent years, academicians studying the function of leadership in virtual environments have attempted to address several questions, the most of which were targeted at examining the role of leadership in virtual environments and in face-to-face situations. Goleman (2002) in his book ‘Leadership the Power of Emotional Intelligence’ has mentioned that leadership is an art and not science. It’s not that IQ and technical skills don’t matter; these are entry level requirements for executives, but the prime requirement of any leaders is the EQ. Based on his studies of competency model of 188 companies he stated a relationship between performance and EQ of a leader. Self-awareness, self-Management, social skills, and empathy are the component of EQ required by a leader to motivate people to performance. Leaders with low EQ were rarely ranked high on performance.

Ruggieri (2009) in the conclusion of his research paper ‘Leadership in virtual teams: A comparison of transformational and transactional leaders’ has stated that, the figure of a more charismatic transformational leader emerges, one who is more focused on the future and the development of the workgroup, and who is less focused on the task and more on relationships. This leader is frequently regarded in more positive words, and is thought to be not just intelligent, but also original and creative. The transactional leader, on the other hand, is regarded as being more authoritative, self-assured, and focused on the work at hand. Furthermore, there are no distinctions in the negative words used to describe the two sorts of leaders. Overall, both appear to be equally favorable figures who are intelligent and sensitive, though transformational leaders are credited with a higher emphasis on sensitivity.

Jiménez (2018) in the article ‘Leadership style, organizational performance and change through the lens of emotional intelligence’ states that the transformational leaders who are emotionally balanced can smoothly adapt to the changes in the organization. Such managers can also keep track of the emotional impact of the changes on employees and motivate accordingly which otherwise may lead to high cost to the organization.

Richard Lopez (1997) PhD research on ‘Leadership Styles and Emotional Intelligence of Federal Employees in Diversified Work Environment’s’ gave following finding which directly related the relationship between transformational leadership and emotional EI:

- The data revealed that EQ was associated with a wide spectrum of leadership styles, particularly transformational and transactional leadership.
- Skills in emotional intelligence were linked to active leadership approaches like transformational leadership. Other leadership styles, such as management-by-exception (active/passive), laissez-faire, and passive/avoidant, have a negative relationship with EQ.
- While not all leadership styles are linked to EQ abilities, there is a link between transformational leadership and EQ abilities.

In the research paper ‘Emotional Intelligence as Mediator between Leadership Styles and Leadership Effectiveness: A Theoretical Framework’ (Badri-Harun et al., 2016) it was concluded that emotional intelligence plays a role of mediating variable between leadership style and effectiveness of leadership (although this research has not very clearly stated which leadership style is more influenced by emotion).

Harmon (2013) in the PhD dissertation ‘The relationship between leadership style and leadership effectiveness, Followers satisfaction and followers’ extra effort in Christian nonprofit organization’ strongly recommends training leaders because transformational leadership has a strong positive relationship with organizational outcomes (dependent variables). He recommends that both leaders and followers pay attention to the components of transformational leadership provided by (Bass & Riggio,
Pandurengan, V. et al. Structural Equation Modelling (SEM) to test Emotional Intelligence
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2006): (a) Idealized influence, in which followers hold an idealized vision of the leader and seek to identify with him and his mission; (b) Intellectual stimulation, in which leaders urge followers to challenge their own views, assumptions, and values by assisting them in approaching old problems in new ways. By being creative and ingenious, followers learn to approach and solve challenges on their own; (c) Individual consideration, in which leader tries to meet not only current needs, but also expands and evaluates those needs to maximize and develop each follower’s full potential and respects each follower as an individual; (d) Inspirational motivation.

Waglay et al. (2020) extensively tested and proved that emotional intelligence has been discovered to have a full mediating influence between transformative leadership and job performance, resulting in a productive workplace. They also quoted Goleman (1995) extensive work on emotional Intelligence and stated that personal and professional success will be heavily influenced by emotional intelligence. The findings of the study reveal that a leader’s emotional intelligence explains performance achievement through the leader's social interchange.

Saxena et al. (2017) article ‘Goleman’s Leadership styles at different hierarchical levels in medical education’ mentions that since emotional intelligence may be developed and refined through emotional competency training and coaching, leadership education could be expanded to include knowledge and application of many leadership styles, particularly at the entry and intermediate levels. Mokhber et al. (2015) in ‘Effect of Transformational Leadership and its Components on Organizational Innovation’ studied individual components of transformational leadership and its effect on organizations innovation. Test results stated that transformational leaders do have a positive impact on innovativeness of the organization although not all components have the same effect on the innovation. Three components of transformational leadership (attributed charisma, inspirational motivation, and intellectual stimulation) were found to be positively and significantly related to organizational innovation, while the effect of idealized influence on organizational innovation was found to be insignificant.

Minhaj et al. (n.d.) article ‘Role of Transformational Leadership and its Components on Organizational Innovation through Employee Engagement: Evidence from Pakistan’ states that employee engagement is inextricably linked to transformational leadership and its components. As a result, it can be concluded that the characteristics examined in this study have a major impact on organizational innovation, which can benefit both management and employees in business organizations.

- **H2: There is a positive relationship between transformational leadership and emotional intelligence**
- **H3: There is positive relations between emotional intelligence and performance**
- **H4: Relationship between transformation leader and employee performance is mediated by emotional intelligence**
- **H5: Relationship between individual consideration of transformational leader and employee performance is mediated by emotional intelligence**
- **H6: Relationship between intellectual simulation of transformational leader and employee performance is mediated by emotional intelligence**
- **H7: Relationship between inspirational motivation of transformational leader and employee performance is mediated by emotional intelligence**
- **H8: Relationship between idealized influences of transformational leader and employee performance is mediated by emotional intelligence**

3. Research Design

A quantitative research technique was applied in this study, with standardized measurements being used to collect data through Google forms. The research hypotheses were empirically validated using exploratory and descriptive research design. Because the researchers have used convenience sampling, the results of this study cannot be legitimately applied to the rest of the population. Reaching the population of workers and managers in telecom sector in Oman was difficult so convenience sampling was adopted.
Context of study

The context of the study is the Telecommunications Sector in the Sultanate of Oman. Currently, the population of the Sultanate of Oman is 4,697,440. Oman’s telecom sector has 16 telecom service providers operating in multiple categories: The main category has two participants, Omantel and Ooredoo. The population of Omantel Company is (4000), and the population of Ooredoo Telecommunications Company is (1010) employees, i.e. (5010) employees in both companies.

Sample of Study

Sample of Study selected number is 227 employees who work in the medium and senior management as inspecting the unit, according to the table of sample size, which is extracted from the size of society provided in (Sekaran et al., 2012). The sample unit is the employees of Omantel and Ooredoo. The research depended on Convenience sampling. Questionnaires were distributed to the study sample (227), of which 206 responded.

Participants and Sampling

The participants in this study were employees of a Telecom sector organization. The population refers to the entire group of people who are the subjects of the investigation. Given the organization's entire population of 5010 employees, according to simulation experiments, an appropriate sample size for a simple CFA model with normally distributed indicator variables and no missing data is around N = 150 (Muthén and Muthén, 2002) in this research, the sample size was 227. The research objectives were met using a Convenience sampling technique.

A total of 227 self-administered questionnaires were distributed to the organization's employees, and 211 were returned to the researcher. Of the sample size of 206; 112 were male, 90 were female, and 4 responses were blank. Out of 211 questionnaires, 206 were usable responses where 5 respondents were deleted as unengaged responses based on standard deviation.

Data collection Method and Ethical Consideration

Respondents of the Telecom sector received an email link to the survey. The email includes information on the study as well as information about research participants' rights. Participants could only continue filling out the questionnaire if they gave their consent. All efforts were made to ensure the privacy and confidentiality of collected data. Participants were also told that they could drop out at any time without any consequences.

Material and Methods

The survey instruments utilized in this research included following: Transformational leadership (3 latent variables included 9 items); Employee Performance (7 items), and Emotional Intelligence (4 latent variables including 33 items). Transformational leadership was measured using Multifactor Leadership Questionnaire (MLQ) Form 6S. There are 4 latent variables related to Transformational leadership style: Idealized influence (3 Items), individualized consideration (3 Items), intellectual stimulation (3 items), and inspirational motivation (3 Items) (Tejeda, 2001). These 4 components of transformational leader is also clearly mentioned in the book ‘Transformational Leadership’ second edition (Bass & Riggio, 2006).

The questionnaire used for measuring Employee Performance is scale developed by Pradhan & Jena (2017).

The measure was created after scholars and corporate practitioners discussed their views on workplace performance. Experts offered empirical comments on the suggested dimensions and statements of the instrument. Finally, the questionnaire of employee performance measurement model included 3 latent dimensions with accompanying indicators: task performance (12 indications), adaptive performance (12 indicators), and contextual performance (12 indicators). For the current research only Task Performance indicator is adapted to test the impact of Transformational leader on Employee performance with Emotional Intelligence as mediator.
Borman and Motowidlo (1997) have stated that performance has either a direct or indirect contribution to the organization. Employees who participate in direct contributions help the company by executing some of its technological procedures. The provision of necessary and desired supplies or services, on the other hand, is referred as an indirect contribution. Borman and Motowidlo went on to remark that task performance is not the same as contextual performance. Employee assistance in shaping the organizational, social, and psychological context, which serves as a stimulant for task completion, is referred to as contextual performance.

Emotional intelligence current research has adopted Trait Emotional Intelligence Questionnaire - Short form (TEIQue- SF) Petrides and Furnham (2000) to test the Mediation effect. Emotional intelligence is measured by three latent variables for Perception of Emotions (10 items), Managing (self) Emotions (9 items), Social skills and managing other’s emotions (8 items), Utilizing Emotions (6 items). All together 4 factors, 33 items.

**Measurement Model:** To assess the conceptual model SPSS was used for computing the items of variables for final analysis. AMOS Direct Indirect effect and Bootstrapping is used to evaluate the effect of Emotional intelligence as a mediating factor for a transformational leader and employee performance.

**Statistical Analysis**

First phase of our analysis was to outliers and out of range responses. This was accomplished using descriptive statistics. Value of the Shapiro-Wilk test was used to test the Normality of the distribution. P value less than 5 indicated that the distribution is not normal. Unengaged respondents were eliminated by using the standard deviation score. Respondents having standard deviation around zero were eliminated. The number of eliminated respondents were 5 out of 211. The Percentage of elimination being very small indicates well responded Responses. The concept of validity and internal consistency reliability of each measure employed in the study were assessed, prior to undertaking regression. The associations between variables will remain confusing without construct validity and reliability (Santos & Reynaldo, 2013) As said by Baron & Kenny (1986), mediation analysis is a technique for determining the extent to which indirect paths through the mediator explain the relationship between the independent and dependent variables. Variable can be called a mediator “to the extent that it accounts for the relation between the predictor and the criterion” (Baron & Kenny, 1986)

4. Results

Cronbach alpha is a statistic that is frequently used to show that tests and scales that have been created or adopted for research projects are appropriate. Alpha values were described as relatively high if value is between (0.70– 0.77) (Taber, 2018). Cronbach value in Table 1 of all the variables used is relatively high which is appropriate to be tested for Direct and Indirect effect.

<table>
<thead>
<tr>
<th>Table 1. Cronbach value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMOTIONS</strong></td>
</tr>
<tr>
<td>Perception of Emotion</td>
</tr>
<tr>
<td>Managing Emotions in the self</td>
</tr>
<tr>
<td>Social Skills or Managing others’ emotions</td>
</tr>
<tr>
<td>Utilizing emotions</td>
</tr>
<tr>
<td><strong>TRANSFORMATIONAL LEADERSHIP</strong></td>
</tr>
<tr>
<td>Idealized Emotion</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
</tr>
<tr>
<td>Intellectual Simulation</td>
</tr>
<tr>
<td>Individual Consideration</td>
</tr>
<tr>
<td><strong>EMPLOYEE PERFORMANCE</strong></td>
</tr>
<tr>
<td>EP</td>
</tr>
</tbody>
</table>
Table 2 shows the construct validity for all the items related to transformational leadership. Employee Performance was tested to Pearson correlation. R value between 0.5 and 0.69 is considered moderate correlation, r value between 0.7 and 0.89 is considered strong correlation (Schober & Schwarte, 2018). As the result shows the r values for all items are good with strong association. The r value is more than the critical value for all the items which indicates the value of item related to Employee performance and Transformational leadership.

Correlation is significant at the 0.05 level (2-tailed).

Table 2. Employee performance

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>r Value</td>
<td>0.648</td>
<td>0.67</td>
<td>0.678</td>
<td>0.686</td>
<td>0.742</td>
<td>0.773</td>
<td>0.784</td>
</tr>
<tr>
<td>Critical value</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
</tr>
</tbody>
</table>

Table 3. Transformational leader

<table>
<thead>
<tr>
<th>Trans leader</th>
<th>TLIC1</th>
<th>TLIC2</th>
<th>TLIC3</th>
<th>TLIE1</th>
<th>TLIE2</th>
<th>TLIE3</th>
</tr>
</thead>
<tbody>
<tr>
<td>r Value</td>
<td>0.695</td>
<td>0.646</td>
<td>0.584</td>
<td>0.674</td>
<td>0.72</td>
<td>0.723</td>
</tr>
<tr>
<td>Critical value</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Trans leader</th>
<th>TLIM1</th>
<th>TLIM2</th>
<th>TLIM3</th>
<th>TLIS1</th>
<th>TLIS2</th>
<th>TLIS2</th>
</tr>
</thead>
<tbody>
<tr>
<td>r Value</td>
<td>0.67</td>
<td>0.7</td>
<td>0.7</td>
<td>0.736</td>
<td>0.7</td>
<td>0.7</td>
</tr>
<tr>
<td>Critical value</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
<td>0.138</td>
</tr>
</tbody>
</table>

- **TLIE**- Transformational Leader Idealized Influence.
- **TLIM**- Transformational Leader Inspirational Motivation.
- **TLIS**- Transformational Leader Intellectual Simulation.
- **TLIC**- Transformational Leader Individual Consideration.

**Testing the Direct effect**

The Direct and Indirect links with mediating effect was based on literature review. For 'Testing the mediated effects' the results were first examined by looking at the direct effects, then the indirect impacts, and finally the mediation results.

Regression analyses were used to operationalize and empirically test the theoretical model

**H1:** There is a positive relationship between transformational leadership and job performance

**H2:** There is a positive relationship between transformational leadership and emotional intelligence

**H3:** There is positive relations between emotional Intelligence and performance
Test Results of Direct Effects

H1: Transformational leadership has significant positive relation with Employee Performance. P value is less than 0.05 and B value is 0.63.
H2: Transformational leadership has significant positive relation with Emotional Intelligence. P value is less than 0.05 and B value is 0.556.
H3: Emotional intelligence has significant positive relation with employee performance P value is less than 0.05 and B value is 0.733.

Testing the Indirect Effect

H4: Relationship between transformation leader and employee performance is mediated by emotional intelligence

H5, H6, H7, H8: Components of transformational leader and its effect on employee performance - Mediating effect of Emotional Intelligence
Figure 4 and 5: Path Diagram for Indirect effect H4 (Fig 4); Path diagram for Indirect effect H5, H6, H7, H8 (Fig5)

Table 4: Test Results of Indirect Effect - H4

<table>
<thead>
<tr>
<th>Testing Paths</th>
<th>Standardized estimation</th>
<th>P value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total effect</td>
<td>0.556</td>
<td>0.001</td>
<td>significant</td>
</tr>
<tr>
<td>Direct effect</td>
<td>-0.262</td>
<td>0.001</td>
<td>significant</td>
</tr>
<tr>
<td>Indirect Effect</td>
<td>0.877</td>
<td>0.001</td>
<td>significant</td>
</tr>
</tbody>
</table>

Significant Test results of Direct Effect H1, H2, H3 confirmed the possibility of testing the Mediating effect of Emotion Intelligence for Transformational leader and employee performance

**Total Effect** – total effect of leadership IV on DV employee performance is 0.556, which is very significant as P value is 0.001. The total effect if significant indicates there is possibility of Direct or Indirect effect.

**Direct effect** - standardized estimation of transformational leader as an effect on employee performance goes down -0.262. Negative standardized estimation of direct effect is an indication that transformational leadership does not work without the mediation of emotional Intelligence. This path too is significant as the p<0.05.

**Indirect Effect** –This path shows the Mediating effect of Emotional Intelligence. When mediating variable Emotional Intelligence was added in the path the estimation value increases to 0.877 which indicates that Transformational leadership has a positive effect on employee performance only if mediated through emotional intelligence. This path is also significant as the p<0.05.

**Total effect, Direct Effect and The Indirect Effect (P value < 0.05)**: This indicates that all paths are significant. Direct and indirect effect both are significant where there is a Full Mediation of Emotional
intelligence between Transformational leader and Employee performance as the value of estimation increases with the inclusion of emotional intelligence in the path diagram. This clearly indicates that emotionally intelligent transformational leader enhances employee performance. Without emotional intelligence the effect of transformational leadership on employee performance is negative.

<table>
<thead>
<tr>
<th>Path</th>
<th>H5: TLIC</th>
<th>H6: TLIS</th>
<th>H7: TLIM</th>
<th>H8: TLIE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total effect</td>
<td>0.144</td>
<td>0.153</td>
<td>0.312</td>
<td>.170</td>
</tr>
<tr>
<td>P value</td>
<td>0.109</td>
<td>0.107</td>
<td>0.001</td>
<td>0.036</td>
</tr>
<tr>
<td>Significance</td>
<td>Not significant</td>
<td>Not significant</td>
<td>significant</td>
<td>significant</td>
</tr>
<tr>
<td>Direct Effect</td>
<td>-0.136</td>
<td>-0.054</td>
<td>-0.093</td>
<td>-0.093</td>
</tr>
<tr>
<td>P value</td>
<td>0.001</td>
<td>0.224</td>
<td>0.082</td>
<td>0.649</td>
</tr>
<tr>
<td>Significance</td>
<td>significant</td>
<td>Not significant</td>
<td>Not significant</td>
<td>Not significant</td>
</tr>
<tr>
<td>Indirect Effect</td>
<td>0.279</td>
<td>0.207</td>
<td>0.364</td>
<td>0.198</td>
</tr>
<tr>
<td>P value</td>
<td>0.007</td>
<td>0.50</td>
<td>0.001</td>
<td>0.041</td>
</tr>
<tr>
<td>Significance</td>
<td>Significant</td>
<td>significant</td>
<td>significant</td>
<td>significant</td>
</tr>
</tbody>
</table>

**H5: Relationship between individual consideration of transformational leader and employee performance is mediated by emotional intelligence**

**Test results:** Individual consideration of transformational leader total effect is not significant (B=0.144, P>0.05), but indirect effect is significant. The total effect being insignificant clearly eliminates the possibility of mediating effect. Thus, this component of transformational leadership is playing any role in the given context.

**H6: Relationship between intellectual simulation of transformational leader and employee performance is mediated by emotional intelligence**

**Test results:** Intellectual simulation of transformational leader total effect is not significant (B= 0.191, P> 0.05), but indirect effect is significant. The total effect being insignificant clearly eliminates the possibility of mediating effect. Thus, this component of transformational leadership is playing any role in the given context.

**H7: Relationship between inspirational motivation of transformational leader and employee performance is mediated by emotional intelligence**

**Test results:** inspirational motivation of transformational leader total effect is significant (P<0.05). Direct effect is not significant, whereas indirect effect is significant. Beta value of the total effect is more than the direct effect. This indicates that relationship between inspirational motivation of transformational leader and employee performance is fully mediated by emotional intelligence.

**H8: Relationship between idealized influences of transformational leader and employee performance is mediated by emotional intelligence**

**Test results:** latent variable idealized influence of transformational leader total effect is significant (P<0.05). Direct effect is not significant, whereas indirect effect is significant. Beta value of the total effect is more than the direct effect. This indicates that relationship between idealized influence of transformational leader and employee performance is fully mediated by emotional intelligence.

1. **Discussion of the Test results**

The purpose of this study was to explore how emotional intelligence influences work performance when transformational leadership is used. A model of correlation between variables established Direct and Indirect relation between transformational leadership and employee performance with mediating effect of Emotional Intelligence.
Theoretical support was found for all the eight hypotheses. Relationship support of hypothesis H1, H2, H3, H4, H5, H6, H7, H8 has been statistically tested and verified.

The study's findings back up the main concept that transformational leadership is not fully effective in altering job performance on its own. Statistical results of the hypothesis imply that, emotional intelligence impact the link between transformational leadership and work success.

Literature review does support the point that transformational leaders have a constructive effect on the group they lead. Emotional intelligence fosters the development of transformational leader.

Test results regarding to components of leadership - H4, H5, H6, H7, H8 clearly indicate the effect of emotional intelligence as a mediating variable to enhance the effect of transformational leader on employee performance. There is a difference in the test result if leadership is taken in totality and if the taken components are tested individually. Bass & Riggio (2006) has mentioned that transformational leaders go beyond regular exchange with employees. Their act may involve all the components of leadership or only one or two components as per the context and requirements.

Jordan et al. (2010) argued that EI may have varied impacts depending on the situation in which the ability is used, they stress on the issue of context in which the study is being made.

H4: Transformational Leadership effect on employee performance is significant directly and indirectly with emotional intelligence as a mediating variable.

H5 and H6: which involves leadership component individual consideration and intellectual simulation have insignificant total effect, but indirect effect is significant. The direct effect has negative effect in case not being mediated by the emotional intelligence.

For the mediation to be effectively proved, total and the indirect effect need to be significant - test result of H5 and H6 just validates what Bass & Riggio (2006) have mentioned in their book that transformational leaders always use all the components to be effective. In this research the transformational leaders don’t involve individual consideration and intellectual simulation to enhance employee performance.

H7 and H8: which involves leadership components inspirational motivation and idealized influence have a very significant total and indirect effect. The Value of indirect effect is far higher than direct effect which clearly indicates that transformational leadership in the given context use these two components to enhance employee performance.

2. Conclusion

The main objective of the research tests the conceptualized model to check the effectiveness of emotional intelligence as a mediating variable between transformation leadership and employee performance. Research helped understanding the role that emotional intelligence plays in the effectiveness of transformational leadership. It has been discovered that emotional intelligence has a full mediation influence between transformational leadership and employee performance.

One important conclusion to this research in the given context is related to the components of the leadership. Among the given four components only two components TLIM (Inspirational Motivation) and TLIE (Idealized influence) are effectively demonstrated in enhancing employee performance with active involvement of emotional intelligence. TLIC (Individual consideration) and TLIS (Intellectual Simulation) are insignificant.

According to the findings, emotional intelligence is at the heart of successful leader-follower interactions and work performance. Inferentially, one would predict emotional intelligence is used by transformational leaders.

However, current research reveals that several interpersonal and contextual factors may alter and mitigate the correlation between transformational leadership and job performance.
Emotional intelligence's mediating role and high-quality links between transformative leadership and performance have been proven to have strong empirical backing.

Statistical evidence proves that emotional intelligence is a tool used by transformation leaders to build bond with followers and people in the workplace.

Finally, organizations should use this article as a foundation for understanding the relevance of leaders with advanced emotional intelligence in improving staff performance. Organizations need to select leaders with strong emotional intelligence or nurture leaders with emotional intelligence skills since they are more likely to succeed.

**Literature**