EMOTIONAL INTELLIGENCE AND SELF ESTEEM AS DETERMINANTS OF TRANSFORMATIONAL LEADERSHIP STYLE (PAKISTANI WOMEN LEADERS IN FOCUS)

Ms. Hifsa Ashraf
(M.Sc Applied Psychology)
Programme Manager
Human Resource Development, MANTECH&ARC Islamabad, Pakistan
hifsea@hotmail.com

Abstract

It is perceived that leadership phenomenon is usually associated with the men only. However, paradigm shift in leadership revealed that there are certain personality attributes if controlled make women effective leaders. Among these personality attributes, emotional intelligence and self esteem indicate the success of leadership styles especially transformational leadership. Therefore, this research study was designed in order to observe the intervening role of emotional intelligence and self esteem in transformational leadership style among women. Thus, the purpose of this study is to underline the role of emotional intelligence and self esteem as determinants of transformational leadership style in women. For study design, overall 65 women leaders were selected from different public and private institutes of Pakistan. Three self reported scales were used in order to measure the variables namely Trait Meta-Mood Scale (TMMS) for the measurement of emotional intelligence, Rosenberg Self-Esteem Scale (RSES) for the measurement of self esteem, and self reported (leader form) of Multifactor Leadership Questionnaire (MLQ, 5X) with 45 items for the measurement of transformational leadership style. All hypotheses were accepted as a result of empirical study and conclusion was drawn to increase the understanding and significance of emotional intelligence and self esteem as determinants of transformational leadership style in women.

Keywords: Emotional intelligence, Self esteem, Transformational leadership.

1. INTRODUCTION

Leadership is a process through which one member of a group (the leader) influences other group members toward attainment of shared group goals (Vecchio, 1997; Yukl, 1998). Women leadership as one of the emerging areas of leadership has changed the perceived realities of gender roles. In past, many difficulties and challenges that women face are the results of incongruity of the traditional female roles and many leader roles (Eagly & Karau, 2002). Because of women in leadership roles, there are certain challenges that an organization faces like workforce diversity management, talent management, competition etc. Besides these challenges, another biggest challenge for women leaders is effective leadership styles that espouse them to identify and develop the leadership potential in the right direction. Generally, transformational leadership is highly associated with women leaders because of natural flexibility to adapt and transform their personalities with the
passage of time. On the other hand, there are certain personality traits of women that inhibit their leadership potential enormously. Among them, two personality traits emotional intelligence and self esteem are the decisive indicators of the success or failure of women leadership. Moreover, fast pace change in professional organizations demand women in leadership role with more flexible personalities that makes them more optimistic, assertive, and influential leaders. For flexible personality, a woman needs to be emotionally strong and develop high self esteem. These two factors facilitate determine the general perception of transformational leadership style among women. Women leaders with high emotional intelligence and high self esteem are more compatible for the achievement of effective organizational outcomes. Moreover, researchers now believe that emotional intelligence is one of the constructive factors that strongly associated with the practices of leadership and influence more effectively than IQ (Butler and Chinowsky, 2006).

2. LITERATURE REVIEW
2.1 Emotional Intelligence and Self Esteem
Salovey and Mayer (1997) defined emotional intelligence as “the ability to perceive emotions, to access and generate emotions so as to assist thoughts, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth” (p. 5). Thus, emotional intelligence focuses essentially on the recognition, appraisal, expression, and management of one’s own emotions and those of others with respect to gender and situation. In organization’s context, emotions are described as “self-referential feelings an actor (employee) experiences or, at least, claims to experience in regard to the performances he or she brings off in the social world” (Van Maanen & Kunda, 1989, p. 53). These emotions must be recognized and regulated for effective performance outcomes. Goleman (1995) also explained self regulation in emotional intelligence as people’s self-control, taking responsibility for personal performance, and flexibility in handling changes. Emotional awareness and emotional expression helps to yield an understanding of successful adaptation in occupational environments (Murphy et al., 2009, p. 357). This emotional awareness and self expression lead to effective communication and decision making skills that distinct a leader from a manager.

Research indicated that women are generally considered more caring and emotionally responsive than men (Eisenberg, 1994). The tendency of women to demonstrate higher degree of emotional intelligence than men has been measured in various ways, including how people perceive, use, understand, and manage emotions (Brackett, Rivers, & Shiffman, 2006). Women has natural tendency to understand and manage their emotions to adjust in social environment. Number of studies indicated that women score higher on measures of emotional intelligence than do men (Guastello & Guastello, 2003; King, 1999; Mayer, Caruso, & Salovey, 1999; Mayer & Geher, 1996; Sutarnso (1999; Wing and Love, 2001 & Singh, 2002). It is also considered that higher emotional intelligence predict higher performance outcomes more specifically leadership roles. Adeyemo (2008) found a significantly higher emotional intelligence in female workers in different organizations than their male counterparts.

On other hand, emotional intelligence also gives clarity of self concept and self regard where a person perceives true self image of himself or herself. More specifically emotional intelligence enhances self esteem of a person. Self-esteem is defined as appreciating one’s own worth and importance and having the character to be accountable for oneself and to act responsibly towards others (Podesta, 2001). Emotional self awareness and self regulation help an individual to appreciate one’s own worth and confidently deal with others without any biasness. Numerous evidences exist that self esteem is positively related to emotional functioning, including several predictors of life satisfaction (Moreno, Estevez, Murgui, & Musitu, 2009) and subjective happiness (Lyubomirsky, TKach, & DiMatteo, 2006) or is even negatively related to psychological maladjustment indicators such as...
depression (Tennen & Herzberg, 1987) or anxiety in response to acute stressors (Greenberg et al., 1992). Furthermore, low self-esteem is characterized by the feeling of inadequacy, guilt, shyness, social inhibition, independency, helplessness, masked hospitality, withdrawal, complain, tendency to downgrade others, reduced ability, accepting unfavorable assessment as accurate, vulnerability and interpersonal problem (Robson, 1988). All these factors are strongly associated with low emotional intelligence where emotional instability create false self image that leads toward emotional maladjustment. In organization’s context, self esteem empowers individuals to take responsibility with positive energy for effective performance outcomes. Gecas and Schwalbe, (1983) focused on two dimensions of self-esteem: an external sense of power and an internal sense of worth. Women face different issues regarding social adjustment where emotional intelligence and self esteem help them to overcome those issues especially in leadership roles.

Women are considered more companionate, friendly, empathetic and cooperative at work place. So, women are different than men in different aspects of emotional intelligence such as adaptability, stress management, intrapersonal skills (e.g., awareness and connection to inner-self), interpersonal skills, and general mood (Mandell & Pherwani, 2003). However, Schutte et al., (2002) found that higher emotional intelligence was associated with an increase in positive mood state and higher state self esteem. Schutte et al., (1998) also found high emotional intelligence to be associated with less depression, greater optimism and also negative relation was found between self esteem and depression (Tennen & Herzberger, 1987) and anxiety (Brockner, 1984). Mood repairing is another crucial aspect of self management in women leaders where they can evaluate their feelings and neutralize them for effective work outcomes. Researches also associated mood repairing as self management with creativity, affective reactions, communication skills, leadership roles, social stability, and pro-social behavior (Baron, 1997; Edwards & Bryan, 1997; Estrada, Isen, & Young, 1995; Wegner & Gold, 1995) and high self esteem (Frenandez-Berrocal et al., 2006; Schutte, Malouff, Simunek, McKenney, & Hollander, 2002). However, in leadership perspective, women leaders tended to score higher on empathy, interpersonal relationships and social responsibility, while male leaders scored higher in stress tolerance, impulse control and adaptability.

Emotional intelligence, as independent variable, was conceptualized as the individuals’ competency (Goleman, 1995) where self awareness, social awareness, self motivation, self esteem, and social management are key competencies to be considered. Individuals who have high self-esteem perceive high self respect and tend to consider themselves worthy (Rosenberg, 1965). Women leaders who are emotionally competent tend to have higher management performance, better evaluations from direct supervisors and subordinates. Women with high emotional intelligence feel more empowered and also delegate it further especially as a leader. Thus, women use power to empower others as it is not finite but rather expands as it is shared (Conner, 1992). There is a highly positive relationship between self esteem and emotional intelligence where emotional self management plays important role in perceiving the accurate feelings about one’s own self where high self esteem bring in positive perception of self and others. Through high emotional intelligence and high self esteem, women overcome ‘glass ceiling barriers’ where women were considered less worthy for achieving high ranking positions (Cullen & Luna, 1993).

2.2 Transformational Leadership Style

Transformational leadership is relative to the leader’s effect on his/her followers, in which the latter feel trust, admiration, loyalty, and respect toward the former and followers are motivated to do more than they were originally expected to do (Avolio, 1999; Bass, 1985; 1998; Yukl, 1998). Transformational leadership has also been commonly referred to as charismatic, visionary, and inspirational leadership (e.g., Bass & Avolio, 1993; Conger & Kanungo, 1994; Den Hartog et al., 1997; Northouse, 1997).
Transformational leadership is closely embedded in personality aspects for its distinct characteristics. Majority of antecedent research of transformational leadership has focused on aspects of personality (e.g., Atwater & Yammarino, 1993), life experiences (e.g., Avolio, 1994), motivation (Barbuto, Fritz, & Marx, 2000), self esteem (Bass, 1990), or contextual aspects of the situation (Hunt, 1999). These personality characteristics then describe certain leadership qualities in individuals that vary from person to person. Thus, gender difference in leadership styles exist because of differences in personality traits (Bass, Avolio, & Atwater, 1996; Bycio, Hackett, & Allen, 1995; Eagly & Carli, 2007; Judge, Bono, Ilies, & Gerhardt, 2002; Moore & Butner, 1997; Moore, 2000, 2010a; Yammarino, Dubinsky, Comer & Jolson 1997). Such as women’s personality traits tend to reflect agreeableness, warmth, positive emotions, extraversion, and openness to feelings, while men’s personality traits tend to reflect greater assertiveness (Costa, Terracciano, & McCrae, 2001; Eagly & Carli, 2007). Women’s personality traits are more associated with the transformational leadership style.

Many studies demonstrated positive relationship between emotional intelligence and leadership particularly transformational leadership for behavioral aspects of the organizations (Barling, 2000; Palmer et al. 2001; Sivanathan & Fekken, 2001; Goleman, D., Boyatzis, R., & McKee. A., 2002; Cherniss 2001). Transformational leaders with emotional stability motivate their followers by raising their level of awareness about the importance of the organization’s goals and by engaging followers to rise up their own self-interests for the interests of the organization or team (Bass, 1985). So, transformational leadership style focus on empowerment through emotional strength that let them to better understand the capabilities and needs of their followers. Ashkanasy and Tse (2000) supported the emotional underpinnings of transformational leadership and the ability to manage or regulate emotions in self and in others is the most advanced emotional ability in the ability-based model (Mayer et al., 2000).

Literature review on leadership styles and capacities by gender suggest that women adopt more relational, democratic, and transformational approaches to leadership than men (Eagly & Carli, 2007; Northouse, 2004; Eagly, Johannesen-Schmidt, & van Engen, 2003; Dugan, Komives & Segar, 2008; Haber & Komives, 2009). Therefore, women in transformational leadership are successful leaders who inspire their followers and address their needs through empathy, optimism, and openness. Additionally, research showed that men see leadership as leading and women see leadership as facilitating (Schae, 1985). So as facilitator, women embed transformational leadership style where they can fully understand the situational factors that not only affect their performance but also encourage their employees to achieve organizational goals with greater satisfaction, efficiency, and commitment. Thus, leaders with high emotional intelligence engage in transformational leadership behaviors, and these behaviors contribute positively to organization success and employees behaviors (Palmer, Walls, Burgess, and Stough, 2000 ;Silvanathan and Fekken, 2001).

Transformational Leadership fits into the higher levels, as it requires a high level of self esteem and self actualization to successfully be an authentic transformational leader. (Burns, 1978). In transformational leadership context, self esteem in women was defined by Josephs et al. (1992) as “being sensitive to, attuned to, connected to, and generally interdependent with others” (p. 392). Performance-based self-esteem shows that women have been found significantly higher values than men (Hallsten et al., 2002). Other studies indicated that employees with high self-esteem are comparatively more intrinsically motivated and optimistic (Bandura & Cervone, 1983; Burger, 1992; Deci & Ryan, 1985; Harackiewicz & Larson, 1986; Harter & Jackson, 1992; Vallerand, 1983), creative (Mackinson, 1962), more apt to work harder in response to significant negative feedback (Brockner & Elkind, 1985), more likely to be productive in quality circles (Brockner & Hess, 1986), and less negatively affected by chronic stressors such as
role ambiguity and conflict (Moss holder, Bedeian & Armenakis, 1981). In other words, transformational leadership demand flexibility in personality characteristics that are more associated with women leaders. Moreover, self esteem also play decisive role in the determination of leadership style in women. The concept of self fulfillment is more related to the transformational leadership with high self esteem and high self esteem further helps in self fulfillment. Thus, leaders with high self-esteem are generally decisive, assertive, willing to make tough decisions, and exhibit high but realistic expectations of their followers which become self-fulfilling (Ranjit, 2000). High emotional intelligence and high self esteem push women to not only adopt transformational leadership style but consistently motivate their followers intrinsically. As Rosener (1990) notes, women “are far more likely than men to describe themselves as transforming subordinates’ self-interest into concern for the whole organization.” Women have natural instinct to be in participative role where they sensitize others to work as a team and enhance well being of others. With effective communication as perhaps her most important leadership skill (Madlock, 2008), she will focus on the sharing of power and information and other positive individual relationships to create a collaborative team environment (Keeffe, Darling & Natesan, 2008; Moore & Buttner, 1997; Moore, 2000, 2010a).

Women lean toward facilitative leadership, enabling others to make their contributions through delegation, encouragement, and nudging from behind (Gibson (1995; Porat, 1991). Furthermore, women also focus on behavioral aspects of their followers where those followers are encouraged to participate in decision making and develop their capacities as a leader. Many women support contributive, consensual decision making and emphasize the process (Porat, 1991). Therefore as transformational leadership, women embrace relationships, sharing, and process, but men focus on completing tasks, achieving goals, hoarding of information, and winning (Chliwniak, 1997). Women manage their leadership styles in a better way through backend forces like self management, social awareness, and self esteem. Women are acting collaboratively; values behavior in which women leaders spend time building trust and openness (Getskow, 1996). In a way, women leaders in transformational leadership role are more competent who bring emotional stability in their followers and help them to understand their work fully.

H1: High emotional intelligence is positively related to high self esteem.

H2: Transformational leadership style is more practiced by women than men.

H3: There is a positive relationship between high emotional intelligence and transformational leadership style in women.

H4: There is a positive relationship between high self esteem and transformational leadership style in women.

3. METHODOLOGY

3.1 Sample

For research purpose, data was randomly collected from different government and private institutes of Pakistan. Overall, 65 women were selected who are at executive level positions with job grade 18 and above. All women leaders had at least 5 subordinates who directly reported to them.

3.2 Measures

3.2.1. Modified Trait Meta Mood Scale (mTMMS)

Self reported Trait Meta-Mood Scale (TMMS) developed by Salovey, Mayer, Goldman, Turvey, and Palfai (1995) was used to measure the emotional intelligence of women leaders. The TMMS measured attention to emotion, emotional clarity, and emotional repair (Salovey et al., 1995). Test retest reliability of TMMS is 0.82.
For the study requirements TMMS was adapted and modified. There three subscales (attention, clarity and mood repair) were divided into two sub categories. This modification was done to make the interpretation of results easier. The first modified subscales was named as self management (18 items were taken and modified from subscales of attention, clarity, and mood repair of self) and the other modified subscale was named as social self management (20 items were taken and modified from subscales of attention, clarity, and mood repair of others). Participants were respond on five point Likert scale ranging from 1=Strongly Disagree to 5=Strongly Agree. As TMMS was adapted, so internal consistency for mTMMS was checked and coefficient for the mTMMS was reported =0.78.

3.2.2. Rosenberg Self-esteem Scale (RSES; Rosenberg, 1965)

Self-esteem was measured by the Rosenberg Self-Esteem Scale (RSES), which comprises 10 items with 5 positively worded and 5 negatively worded. Liker scale was used with four response categories from (1) strongly agree to (4) strongly disagree. Reverse scoring was done for negatively worded statements. Test-retest reliability for RSES is 0.85 and an internal consistency reliability is 0.88 (Rosenberg, 1965). Besides, it has strong concurrent, construct, and predictive validity (Blascovich & Tomaka, 1991).

3.2.3. Multifactor Leadership Questionnaire (MLQ 5X)

Multifactor Leadership Questionnaire (MLQ, 5X) with 45 items was used to measure transformational leadership. Avolio, Bass, and Jung (1995) have reported evidence for the high reliability, inter correlations, convergent and discriminate validity of the MLQ-5X dimensions. Likert type scale was used with five response categories from 0=not at all to 4=frequently if not always. Reliability for all components of transformational leadership scale ranged from .70 to .90. Only self reported leadership questionnaire was used for this study. Furthermore, leaders with high transformational leadership behaviors were only considered. Different dimensions of transformational leadership are mentioned below:

a. Idealized influence (charisma): Display strong moral and ethical standard. Usually, leaders with charisma appeal others, build strong convictions in their followers, and motivate them through their charismatic personality. They also arouse strong emotions from followers and identification with, and emulation of, the leader (Bass & Avolio, 2000; Yukl, 1998; Bass & Avolio, 1994; Northouse, 2001).

b. Individualized consideration: As mentor, leaders through individualized consideration understand the needs and demands of their followers. They involves providing support, encouragement, coaching (Avolio, 1999; Bass, 1998; Yukl, 1998), delegation, advice, and feedback for use in the personal development of followers (Bass & Avolio, 1992).

c. Inspirational motivation: Leaders through inspirational motivation challenge their followers for higher standards, goal achievement, and personal development. It includes developing and communicating an appealing vision (Avolio, 1994), using symbols and images (Bass & Avolio, 2000) to focus the efforts of subordinates, and modeling behaviors that are deemed appropriate (Yukl, 1998).

d. Intellectual stimulation Leaders through intellectual stimulation encourage their followers’ creativity and ideas at work. It also increases awareness of problems and influences followers to view problems from a new point of view (Yukl, 1998). Followers are stimulated to be creative and innovative and also to challenge their own beliefs and values and those of their leaders and organization (Bass & Avolio, 2001). In addition they are also encouraged to take intellectual risks and to question assumptions (Avolio, 1994; Bass, 1998).

3.3 Procedure

In order to achieve the specific objectives of the study, prior permission was taken from the participants and rapport was developed before
conducting the research. All participants were given prior instructions regarding questionnaires in order to build basic understanding and clarity of the research.

Research was conducted in two phases. In first phase, only leader form of multifactor leadership questionnaire (MLQ) was distributed to the leaders for the analysis of leadership style. All participants scored higher on transformational leadership style. In second phase, self reported Modified Trait Meta Mood Scale (mTMMS) and Rosenberg self esteem scale (RSES) were administered to find out the relationship among emotional intelligence, self esteem, and transformational leadership.

4. Results

Mean and percentage of the demographic variables are shown in Table 1. In age variable, 45% women leaders fall in the age range of 40-49. Significant ratio can be observed in education where 49% women have masters degree level education. Job experience also shows obvious results with 45% women having job experience of 11 to 20 years. In leadership category, no specific difference was observed. Correlation between emotional intelligence, self esteem, and transformational leadership are shown in Table 2. Positive correlation was observed between all variables. Overall, emotional intelligence ($M=4.51$, $SD=0.51$) has shown positive correlation with the self esteem and transformational leadership ($M=5.21$, $SD=0.71$). Emotional intelligence shows consistent positive correlation with all contents of transformational leadership. However, slightly negative correlation ($r=-0.21$, $p < 0.05$) was observed between self management, and intellectual stimulation. Moreover, one component of transformational leadership (idealized influence) is negatively correlated with intellectual stimulation ($r=-0.19$, $p < 0.05$) and self management ($r=-0.29$, $p<0.05$).

<table>
<thead>
<tr>
<th>Variables</th>
<th>Categories</th>
<th>N</th>
<th>%</th>
</tr>
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<tbody>
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<td>Age</td>
<td>30-39</td>
<td>18</td>
<td>28%</td>
</tr>
<tr>
<td></td>
<td>40-49</td>
<td>29</td>
<td>45%</td>
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<td></td>
<td>50-59</td>
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<td></td>
<td>60-69</td>
<td>5</td>
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<tr>
<td>Education</td>
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<tr>
<td></td>
<td>Masters</td>
<td>32</td>
<td>49%</td>
</tr>
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<td></td>
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<tr>
<td></td>
<td>PhD</td>
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<td>9%</td>
</tr>
<tr>
<td>Job experience(yrs)</td>
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<td>38%</td>
</tr>
<tr>
<td></td>
<td>11--20</td>
<td>29</td>
<td>45%</td>
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<tr>
<td></td>
<td>21--30</td>
<td>8</td>
<td>12%</td>
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<tr>
<td></td>
<td>31 &amp; above</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Leadership Title</td>
<td>Dean</td>
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<td>5%</td>
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<td></td>
<td>Department Head</td>
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</tr>
<tr>
<td></td>
<td>Principal</td>
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<td>Director</td>
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<td>Project Head</td>
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<tr>
<td></td>
<td>Senior Manager</td>
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<td>17%</td>
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<tr>
<td></td>
<td>Supervisor</td>
<td>8</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>Coordinator</td>
<td>12</td>
<td>18%</td>
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Table 2 Mean, Standard Deviation, and Correlation (N=65)

<table>
<thead>
<tr>
<th></th>
<th>M</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
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<th>9</th>
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</thead>
<tbody>
<tr>
<td>EI (Total)</td>
<td>4.51</td>
<td>0.51</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Self management</td>
<td>3.65</td>
<td>0.61</td>
<td>0.45*</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social management</td>
<td>3.54</td>
<td>0.32</td>
<td>0.57**</td>
<td>0.64</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Self esteem</td>
<td>4.02</td>
<td>0.43</td>
<td>0.49*</td>
<td>0.42**</td>
<td>0.71</td>
<td>-</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>TL (Total)</td>
<td>5.21</td>
<td>0.71</td>
<td>0.34**</td>
<td>0.15</td>
<td>0.34*</td>
<td>0.36</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Idealized influence</td>
<td>3.55</td>
<td>0.23</td>
<td>0.26</td>
<td>-0.29*</td>
<td>0.61</td>
<td>0.12</td>
<td>0.67*</td>
<td>-</td>
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<tr>
<td>Individual consideration</td>
<td>3.41</td>
<td>0.35</td>
<td>0.81</td>
<td>0.32**</td>
<td>0.48**</td>
<td>0.31*</td>
<td>0.20*</td>
<td>0.56</td>
<td>-</td>
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</tr>
<tr>
<td>Inspiration motivation</td>
<td>3.91</td>
<td>0.37</td>
<td>0.26**</td>
<td>0.39*</td>
<td>0.26</td>
<td>0.23**</td>
<td>0.24**</td>
<td>0.10*</td>
<td>0.57</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Intellectual stimulation</td>
<td>3.01</td>
<td>0.41</td>
<td>0.16**</td>
<td>-0.21*</td>
<td>0.17**</td>
<td>0.33</td>
<td>0.31</td>
<td>0.19*</td>
<td>0.42</td>
<td>0.28**</td>
<td>-</td>
</tr>
</tbody>
</table>

EI=Emotional Intelligence, TL=Transformational Leadership

** p < 0.01    * p < 0.05

For hypothesis testing, hierarchical regression analysis was used to prediction transformational leadership (total) in Table 3. Emotional intelligence (EI) was placed in step 1 while self esteem was entered in step 2. In step 1, emotional intelligence (EI) is 35% significant and positively correlated with the transformational leadership (Total) that is highly significant. Moreover, 51% contribution was made by emotional intelligence (EI) and self esteem in transformational leadership ($R^2= .51$).

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Discussion

The present study aims at identifying the role of emotional intelligence and self esteem in transformational leadership in Pakistani women. Results of this study indicated a positive relationship between emotional intelligence and self esteem with transformational leadership in women. However, this research also presented a positive relationship between emotional intelligence and self esteem.

Emotional intelligence as predictor of transformational leadership has been studied many times. Women in leadership role face many challenges where their personality attributes play significant role in dealing with those challenges. In Pakistan, women have more pressures of family and culture that ultimately influence their performance as a leader. As transformational leader, emotional stability plays crucial role for...
effective outcomes. Emotional self management and emotional social management help women not only to enhance their positive image among male dominated society but also contribute well as an effective leader. Researches indicated a highly positive relationship between emotional intelligence and its components (self management and social management) with transformational leadership (Atwater & Yammarino, 1993; Barling et al., 2000; Bass, 1985; Bass, 1998; Bass & Avolio, 1994; Judge & Bono, 2000; Northouse, 1997; Palmer et al. 2001; Sivanathan & Fekken, 2001; Boyatzis 1999; Cherniss 2001). The present study also replicates and confirms the previous results and also added emotional intelligence as strong determinant of transformational leadership. The modification of emotional intelligence into self management and social management also helped to identify the role of emotional intelligence for the women in leadership. Majority of previous researches also indicated a strong relation between emotional intelligence and transformational leadership style (Eagly & Carli, 2007; Northouse, 2004; Eagly, Johannesen-Schmidt, & van Engen, 2003; Dugan, Komives & Segar, 2008; Haber & Komives, 2009). As a result, hypothesis 2 and 3 are accepted where it was predicted a positive relationship between emotional intelligence and transformational leadership style with women in leadership.

Emotional stability also influences the self concept of a person. Women who have high emotional intelligence have positive self image and better understanding of their capabilities. Self management facilitates women leaders to focus on positive perspectives of the self for the better understanding of the needs and abilities of their followers. Thus, self esteem is another factor that strongly predicts transformational leadership style in women. There were many studies related to self esteem and emotional functioning (Moreno, Estevez, Murgui, & Musitu, 2009; Schutte et al.2002). Pearson correlation analysis also indicated a positive relationship between emotional intelligence and that also supported first hypothesis of this study. Moreover, previous researches also found a positive relationship between self esteem and transformational leadership style among women. Bass (1990) indicated a positive relationship between self esteem and transformational leadership. Thus, self esteem (t=4.01, p<0.001) indicated a significant relationship with transformational leadership style among women. These findings also proved hypothesis 4 of this study.

Limitations
This study was conducted in a limited time period with small sample size. So, this may affect the findings of this study. Second, there are many underlying issues associated with women who directly or indirectly impact emotional intelligence and self esteem in women that were not included in the present study. Certain environmental factors like work pressures also limited certain qualitative areas of this study.

Implications and Conclusion
In Pakistan, there are certain gender stereotype that inhibit the functional roles of women at upper levels. Moreover, “glass ceiling effects” also discourage women to opt higher positions. The belief concerning women’s lack of desire for power may not be related to their lack of a desire to obtain power, but how power is perceived, that is quite different from men (Conner, 1992). Certain performance evaluation criteria should be developed in order to overcome stereotyping issues in recruitment and selection. Demographic factors were not considered during this study. These demographic factors should be studied in order to achieve a broader picture of leadership practices. Furthermore, studies should be conducted with other mediating variables and large sample size across different provinces in order to know about the cultural aspects of leadership styles in Pakistan. However, this study will help in better understanding of the antecedents of women personality characteristics that are highly associated with transformational leadership.

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