



## TRANSFORMATIONAL LEADERSHIP IN THE FOLDER OF EMOTIONAL INTELLIGENCE:A STUDY ON CORRECTIONAL OFFICERS OF WEST BENGAL



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### ABSTRACT

*Leadership in every organization, especially criminal justice should adopt leadership practices that motivate and encourage followers to strive for ethical performance in their duties and functions. In this context, transformational leadership exhibits a strong emotional bonding with followers for improving the interpersonal relationship and developing team effectiveness for achievement of the organisational goal. With this basic concept the purpose of the present study was to investigate the relationship between transformational leadership style and emotional intelligence of the correctional officers of West Bengal. The data were collected randomly from selected 100 correctional officers by using three tools- i) general informational schedule, ii) emotional intelligence scale (schutte, 1998) and iii) transformational leadership questionnaire (M. Sashkin, 1997). Responses were treated qualitatively and quantitatively (mean, standard deviation, t test and correlational analysis). The data based facts highlighted that the level of transformational leadership style was relatively better among the correctional officers with high level of emotional intelligence than that of the officers with low level of emotional intelligence. The transformational leadership was positively related to the emotional intelligence of the officers. Emotional intelligence played a very significant role for the development of organisation leadership strategy among correctional officers.*

**KEY WORDS:** Transformational Leadership Style, Emotional Intelligence and Correctional Officers.

### INTRODUCTION

In the changing and challenging environment, the demands of correctional leadership increases as correctional institutions face a paradigm shift and change of focus in approaches to jail leadership (Stinchcomb and Campbell, 2008a; 2008b). Under such condition correctional officers are required to cope with the changing and learning organizational situation, for better allocation of resources, for transitioning offenders and perhaps most

consistent societal mission for correction. Therefore, correctional institutions need appropriate leadership for transformational change regarding correctional practices by infusing work and organisation with moral purpose and commitment rather than manipulating the task environment of followers, or by offering material incentives and the threat of punishment. Such type of leadership is known as transformational leadership by many



researchers (Densten, 1999). In this rapidly changed era every organisation heavily needs effective leadership to attain the ultimate goal successfully. In order to achieve the goals and objectives and to minimize opposition and conflict between supervisors and subordinates in the law enforcement organizations there is need to evaluate continuously the behavioural patterns of the person in leadership positions when new rules and policies are established to curb unethical behaviour. This task can only be implemented by transformational leaders as these leaders show greater commitment to the organization and are capable of thinking creatively. This type of organisation is in need of such leaders who are able to supervise their followers adequately to handle the crisis situation effectively. Correctional leaders are needed to recognize the dynamic circumstances of jail environment and to manage the critical issues. Transformational leadership is a leadership style that redefines people's mission and vision, and leaders who practise this leadership tend to renew their commitment, and restructure their systems for goal accomplishment (Leithwood, 1992). In this context emotional intelligence plays a significant role for the development of the organisation at its highest position. Bass (1990b) explained that transformational leaders must possess emotional and social intelligence as these two are very indispensable for the development of the leadership abilities to inspire the followers and establish warm relationships.

**Transformational leaders** are most effective leaders who have greater commitment towards the organization, and they are capable of thinking creatively. Transformational leadership was first conceptualized by James MacGregor Burns (1978) who defined transformational leadership as an effective process in which "leaders and followers raise one another to higher levels of morality and motivation" (p. 20). Leonard and Leonard (1999) stated that the transformational leader should promote the articulation and sharing of a vision as well as fostering group goals.

**Emotionally intelligent** leaders can bring the success in the organisation and become the effective decision maker. Goleman (1998c) claimed, "Emotional intelligence is the sine qua non of leadership...without it, a person can have the best training in the world, an incisive analytic mind, and an endless supply of smart ideas, but he still won't make a great leader" (p. 93).

Empirical researches have focused their attention on causal factors of stress, stress manifestation, emotional intelligence of correctional officers. But very limited studies highlighted the importance of executive

leadership of correctional officers and the interactive effect of emotional intelligence on organisational management. Realizing the significance and consequences of such issues, the present researcher was interested to study the nature of transformational leadership style and emotional intelligence of correctional officers of West Bengal. Accordingly following research objectives were framed.

## OBJECTIVES OF THE STUDY

1. To study the nature of transformational leadership style of the correctional officers with the respect to their levels of emotional intelligence (high and low).
2. To identify the pattern of relationship among levels of emotional intelligence and transformational leadership style of the correctional officers of West Bengal correctional services.

## METHODOLOGY

### Variables:-

**Dependent Variable:** Transformational leadership involved in anticipating future trends, inspiring followers to understand and cherish a new vision of possibilities, developing others to be leaders and establishing the organization in a community of challenged and rewarded learner (Avolio and Bass, 1985).

**Independent Variable:** Emotional intelligence is the "ability to motivate oneself and persist in the face of frustrations; to control impulses and delay gratification; to regulate one's moods and keep distress from swamping the ability to think; to empathize and to hope" (Goleman, 1995, p. 34).

### Tools Used:-

1. General Information Schedule (containing age, designation, years of service in the present post, qualification, description of the job responsibilities briefly) was developed to obtain the demographic and job-related information of correctional officers.
2. Standardized and Adopted version of Transformational Leadership Profile Questionnaire (Sashkin, 1997).
3. Schutte's (1998) Emotional Intelligence Scale.

### Description of the Tools Used:-

#### Transformational Leadership Profile Questionnaire (TLPQ):

The questionnaire was adapted to demonstrate the pattern of transformational leadership of correctional officers. The scale was developed by M. Sashkin in 1997. There were 24 items covering 6

components of the scale. The item-total correlation of the adopted version of the scale ranged from 0.721-0.859 and Cronbach's alpha reliability is 0.892.

**Emotional Intelligence Scale (EIS):**

This scale was used originally developed by Schutte in 1998 to assess emotional intelligence. In present study it was used originally for assessing emotional intelligence of correctional officers. The scale consists of 33 items (30 direct scoring items and 3 reversed scoring items) covering four components. The item-total correlation ranged from 0.695-0.915 and Cronbach's alpha reliability is 0.874.

**SAMPLE**

In this study 100 correctional officers were selected from different correctional homes of different districts of West Bengal. The data were collected by the process of randomization during their training programme in Regional Institute of Correctional Administration in West Bengal. Their age was ranged from 30-60 years with Mean 39.8 years, SD 6.25 and educational qualification was ranged from Graduation to Post Graduation.

**Statistical Treatment:-**

The statistical treatments (Mean, Median, SD, t and r) were applied for analysing the data collected from 100 correctional officers of West Bengal.

**RESULTS AND DISCUSSION**

**Table I: Mean Median and Standard Deviation Values of Emotional Intelligence and Transformational Leadership Style of the Correctional Officers**

Variables	Mean	Median	Standard Deviation
Emotional Intelligence	118.25	116	17.79
Transformational leadership style	91.06	92	11.85

For statistical analysis the emotional intelligence scores of 100 correctional officers were processed and they were grouped (high and low emotional intelligence)

according to the median value (i.e. 116) for analysing the data statistically.

**Table II: Mean, Standard Deviation, Mean Difference and t Values of Transformational Leadership Style of The Two Groups of Leaders (High And Low Emotional Intelligence)**

Variables	Types of Emotional Intelligence				Mean Difference	't' Values
	High		Low			
	Mean	S.D.	Mean	S.D.		
<b>Transformational leadership (TL)overall</b>	96.58	10.30	84.83	10.36	11.76	5.68**

\*\*Significant at 0.01 level of significance

Results of the above table showed that mean scores of transformational leadership style with high level of emotional intelligence were higher than that of the low level of emotional intelligence. Thus it can be stated from the findings that correctional officers who were high in emotional intelligence can lead the organisation from better transformational aspect than those officers with low level of emotional intelligence. The obtained significant 't' values showed differences between the correctional leaders holding two levels of emotional intelligence. Earlier study showed that individuals high in both emotional clarity and emotional regulation (two key components of emotional intelligence) have proved themselves as more transformational in their leadership style than those individuals with low in both components

(Zafra E.L. et. al. 2008). Goleman (1998c) proposed that leaders with high levels of emotional intelligence articulated and aroused enthusiasm for shared vision. Shared vision is a vital character of transformational leaders (Burns, 1978). Correctional organisations are facing different challenges that require effective and exceptional leadership. Police leadership is the ability to make a quick decision and take control of a potentially high-voltage situation whenever required (Haberfeld, 2006). High emotionally intelligent leaders can supervise better and can manage their and others emotions. They generally utilize emotions at perfect times. So correctional leaders who possess high emotional intelligence are the good supervisor and can serve better for the development of the organisation.



**Table III: Relationship between Emotional Intelligence and Transformational Leadership of Correctional Officers (n=100).**

Name of the variables	r value
Emotional intelligence	0.586**
Transformational leadership	

\*\* Significant at 0.01 level of significance

The above table has indicated that the significant high positive interrelations among the different domains of transformational leadership style with the overall emotional intelligence. Emotionally intelligent correctional officers were able to transform their duties and responsibilities successfully onto their followers. Emotionally intelligent transformational leaders can manage attention to people for competent communication, they are able to get the meaning of a message across the organisation, have trustworthiness, have better understanding of self, can willingly take risks after careful assessment of the odds of success and failures and they have the ability to consistently generate a set of feelings of community with others (M. Sashkin, 1997). Previous research findings enumerated the positive relationship between emotional intelligence and transformational leadership style. Zahed-Babelan A. and Rajabi S. (2009) and Mortazavi et al. (2005) stated in their studies that there exist significant positive relation between transformational leadership style and emotional intelligence. Irshad R. et al. (2014) found that there is a significant relationship between the dimensions of managing emotion with transformational leadership. Goleman (1998) stated that emotional intelligence contains cognitive feeling of self which makes a person able to manage behaviour and mental status and to control impulses. On the other hand Bass and Avolio (2000) acclaimed that transformational leadership is attributed to the function of leader who motivates their followers to move in a direction beyond the personal benefits, enhances them to reach at higher levels of ideals. So it is evident that with high level of emotional intelligence the leaders can perform well, manage the administrative functions better. Transformational leaders' one major component is trustworthiness (Sashkin, M. 1997). They are able to gain trust of their followers. Cooper (1997) explained that trust is a key characteristic of emotional intelligence. So from this point transformational leadership strongly folded in emotional intelligence.

## CONCLUSION

The above study findings indicated that level of transformational leadership and emotional intelligence were moderately high among correctional officers and

the level of transformational leadership was relatively better among officers with high level of emotional intelligence than that of the low level of emotional intelligence. Emotional intelligence of the correctional officers was positively related with their transformational leadership style. Hence emotional intelligence is an important precondition for facilitating transformational leadership style of the correctional officers.

The present study along with data based fact may be used by the organizer, management trainer and counsellor for proper selection and management of the correctional officers in correctional institutions.

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