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EMOTIONAL INTELLIGENCE AND CHARISMATIC LEADERSHIP
RELATION WITH THE MODERATING EFFECT OF LEADER-MEMBER
EXCHANGE: EMPIRICAL ANALYSIS FROM QATAR

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**¹Sadia Noureen, ²Dr. Ungku Norulkamar Bt. Ungku Ahmad, ³Muhammad Jehanzaib Chaudhry: Emotional Intelligence And Charismatic Leadership Relation With The Moderating Effect Of Leader-Member Exchange: Empirical Analysis From Qatar-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(7). ISSN 1567-214x
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ABSTRACT

Purpose of Study: Present study aims to investigate the impact of charismatic leadership on Emotional intelligence directly and indirectly with moderation of leader-member exchange.

Design/Methodology: In order to investigate the model of study data was collected from teachers of the universities in Qatar. 242 responses were collected and analyzed with (PLS-SEM) to test the hypotheses studied.

Results/Findings: Results support the positive impact of charismatic leadership on Emotional intelligence and leader-member exchange significantly moderates the relationship between charismatic leadership and Emotional intelligence

Introduction:

In the present era of advanced performances with a high level of competition, efficient leaders play a vital role in sustainable competitive advantages. Different leadership styles and theories also needed to be implemented effectively and efficiently according to the environment and situation of the organization. Universities are considered an important key in the path of innovative environment and society, train students with effective knowledge sharing behavior, and interact with them for the sake of problem-solving (Hannon, 2013). The instructor's characteristics, as well as executive competencies, are

remarkable in leading the way to bring positive modifications in the behavior of followers (Yildizbas, 2017). Instructor's hallmark demonstrated as the important attribute in building healthy environment in the institution as the leader's personality traits, leadership and intuition qualities can leave a pragmatic or gloomy impression on the actions of followers at the workplace and bringing change in the social environment of society (Bulut Ozsezer & Iflazoglu Saban, 2016).

E.I have been numerous explanations and all are contributing towards theoretical studies and foundations that describe the understanding of one's emotions as well as awareness of other's emotions and the ability to manage emotions for the sake of self-awareness. Through effective leadership, style organizations can enhance one's emotional and intellectual abilities fruitfully. "Head of CL keeps an eye on planning that interrelated to the outlined mission and vision statement of their company (J. Mumford & Licuanan, 2004; M. D. Mumford, Scott, G., & Hunter, S. T., 2006)". Charismatic leaders enable followers for effective decision making according to the set vision, by dictating the problem and give them briefing for solving that particular problem. In other studies, this kind of leadership type is linked to the emotions and feelings of subordinates at the workplace. It is described that head of charismatic leadership stabilizes their subordinates' feelings in an effective manner for the accomplishment of set mission (Ashforth & Humphrey, 1995; Avolio & Bass, 1988; Howell & Frost, 1989; McColl-Kennedy & Anderson, 2002; Pirola-Merlo, Härtel, Mann, & Hirst, 2002; Shamir, House, & Arthur, 1993). One significant aspect of the E.I is having a relationship with different styles of leadership and L.M.X (The leader-member exchange theory). G. B. Graen and Uhl-Bien (1995) defined the L.M.X concept as the process of transferring knowledge to build harmony in leader followers' relationship and knowledge sharing behavior.

Followers' performance is significantly based on the leadership style and intellectuality of the leader. Achievements of the organization rely on the guidance and traits of the leader in which they coordinate and control situational changes for desired outcomes. Over the past few decades, the stress rate in teachers increases day by day. According to (TheConversation, 2018) posits in "the hidden threat of teacher stress" 46% of teachers report high daily stress. U.S also conducted a survey form teachers during this pandemic about E leaning feelings and they received 5k response in three days and the result revealed that teachers feel pressure anxiety, worried, and overwhelmed about education quality (Yale-Center-for-Emotional-Intelligence., 2020). Heavy workload and social pressure on teachers become a major cause of emotional distraction and confrontation.

Previous studies carried out in the E.I as a mediator or independent variable with knowledge management, job-related problems, and transformational leadership (Giao, Vuong, Huan, Tushar, & Quan, 2020; McClean & Collins, 2019; Waglay, Becker, & du Plessis, 2020). This study aims to bridge the gap by investigating the relationship of E.I as a dependent variable with the CL in the presence of L.M.X moderator. This study aims to investigate the level of E.I in university teachers under a particular behavior or situation.

The literature specifies recent applications of strategic management especially CL-that impact E.I and how it can improve the relationship of E.I and this style of leadership. In specific research settings in the past, the literature reveals that E.I is an important predictor of CL. It is worthy to note motivation in the current study is very vital in the existing literature and has been studied concerning the relationship between E.I, CL, and the moderating effect of L.M.X.

The purpose of the study is to examine the level of E.I of university teachers in the role of CL. We will examine if the relationship between these two with the presence of L.M.X has a positive relationship or negative relationship in the university teachers' perspective. We need to have a comprehensive structure that depicts how E.I will be affected in the presence of charismatic leaders with the moderate effect of L.M.X to provide a well-founded base for additional explorations. This study focuses on the emotional conception and implementation of intellectual abilities for the outstanding management and psychological modifications.

Literature Review

Charismatic Leadership (CL)

A leader is the one who has positive command in the sense of qualifications, skills, IQ, decision making, emotional stability, motivation, communicating, developing confidence, and even in all aspects of abilities among their subordinates. For the sake of the green environment, there must be a headman with a good and positive synergy, who meets the level of expectation from an individual level as well as an organizational point of view. In previous research, CL is defined as the plush and congenial emotions of subordinates for the leader that making a strong sense of team leader and subordinates relation in the organization (Waldman, Ramirez, House, & Puranam, 2001). We are focusing on CL in the leader towards followers' relationship that, at what extent the followers are secure and appeased to their leader, either it tends towards one's self-development and confidence. "Previous studies describe that charismatic leaders grasp forward intuition by in sighting the internal change in organization environment, supervise the followers' emotions and plan strategy to keep them enthuse towards work for the sake of achieving set goals (Bedell-Avers, Hunter, & Mumford, 2008; M. D. Mumford, Scott, G., & Hunter, S. T., 2006). "Previous studies on the CL revealed favorable aftermaths in the light of experimental proof for this kind of supervision (Lowe, Kroeck, & Sivasubramaniam, 1996; Shamir, Zakay, Breinin, & Popper, 1998; Waldman, Javidan, & Varella, 2004; Waldman et al., 2001)".Mutual interest within an organization leads towards outstanding outcomes because they are genuinely concerned in feedbacks and opinions of other people working in the same institution, gradually it will be immensely easy to make their employees make more likely to be accomplished and ensuring that their institution is victorious. Leaders in charisma are required to exhibit optimistic ardor in forwarding planning and addressing with followers for making a sense of credence and reliance(Bono & Ilies, 2006) ".Trice and Beyer (1986) presented five determinants to become a charisma in followers.

First of all, the leader should have extraordinary persona attributes, can perform well in pressure and trauma, can mold anxiety into motivational words in the time of sensitive situation that can lead to accomplishing their set goal, also able to gain the trust of his subordinates and the last one is familiar to the usage of a scarce resource in declined phase for the better outperform. CL characteristics evolve attracting followers and urge them for actions. Leader personality should be mature enough that he place proper attention and value to each employee with good listening skills either in one to one or in a group setting. While monitoring and developing confidence in subordinates, charismatic leaders must have pay attention to himself that, why he had granted for this lead.

Leader Members Exchange (L.M.X)

Exchange ideas and knowledge from leader to subordinates develop the perception of shared goals and bringing harmony in leader followers' relationship. Higher the L.M.X will result in higher trust and shared knowledge. Studies revealed that followers which are involved in sustaining the healthier and smooth relationship in term of sharing knowledge and exchanging ideas create the sense of finest L.M.X, others which are involved in no sharing of thoughts are considered passable with ordinary L.M.X (Gerstner & Day, 1997; G. B. Graen & Uhl-Bien, 1995; Liden, Sparrowe, & Wayne, 1997). Therefore the relationship between CL and L.M.X quality should be positive, higher levels of CL should lead to higher quality L.M.X relationships.

Prior studies presented that leader does not negotiate with subordinates in the same attitude because one's has his thought and personality that make him different from others, so leader negotiate with each according to one's behavior and necessities (Dansereau Jr, Cashman, & Graen, 1973; Zhou & George, 2003). E.I head man relation with subordinates may vary from highest to lowest quality and high quality of relationship demand time but in some cases, it depends on the personality of subordinates (Bauer & Green, 1996; G. B. Graen & Uhl-Bien, 1995).

Employees who encounter clarity, courage, or boldness in something they come about, integrity, humility, and passion may give their best performance with positive work consequences. Besides effective L.M.X may have a more definitive and absolute relationship with employees and their work outcomes. It gives a framework about how leadership can be effective for employees who work in any organization. Mentors can maintain high-quality relations with their subordinates to take out the best performance of employees to increase organization outcomes or also they can lower the quality of their relationship with their juniors and that may cause negative aftereffects on organization's functioning.

Emotional Intelligence (E.I)

Emotions itself has a broad concept in psychology. Emotions refer to one's feelings (love, happiness, fear, motivation, etc), that derived from a particular state of affairs or happening. E.I simply define as one's aptness to manage an individual's emotions as well as the group's emotions into kindles way. E.I have

grasped much attention in the area of management. Morrison (2007) evaluated it as a lost additive that distinguishes the ordinary outperform of the employee to excellent outperform of management. Another famous author described it as the potential of recognizing specifically, understanding of others emotions and comfort them with your cognitive skills, develop a sense of credence by sharing your views and listening to their ideas to bring harmony in relationships and heightening the development of the organization(Mayer, Salovey, Salovey, & Sluyter, 1997). One, who has ignited grip in controlling emotions, produces self-control awareness in the workplace. E.I refer to the cooperating behavior among the workers. It deals with one's negative emotions and converts them into positive feelings. Negative feelings often lead to stresses, which exploit the harmony of the workplace. For handling this situation E.I intuition and social skills make easier adjustments for better teamwork. People with low EQ have a bad impact on the growth of an organization or shared goal and vision, because they couldn't identify the reason for their bad thoughts or mental health and failed to maintain self-control. Previous studies reveal that Goleman, Boyatzis, and McKee (2002) presented four elements of E.I that involves self-awareness, self-control/management, social awareness and empathy, and management. High E.I indicates the organization's success and growth, because of an easier and sharing environment, awareness (knows the worth/value of oneself), controlling (mutual understanding, actively participation and hand in hand working), and motivation (enthusiasm for doing some great).

Hypothesis Development

In this research model, CL is an independent variable, and E.I is the dependent variable and L.M.X moderating between the independent and dependent variables.

CL and E.I

Present administrations focus on an individual's emotions which is performance-based. Previous studies show that E.I is a major forecaster of CL. Sosik and Megerian (1999) studies revealed the linkage between leadership and E.I by using data from multiple sources and concluded that E.I and CL were positively related. Previous literature indicated that E.I has an impact on the human's performance in the way of effective leadership, efficiency and control (Jordan & Troth, 2004; Lyons & Schneider, 2005; Sy, Tram, & O'hara, 2006; Van Rooy & Viswesvaran, 2004; Zhou & George, 2003). To inspire employees CL is an essential factor. Those mentors who have more charisma as compared to other leaders, they tend to encourage for improved execution. Therefore we can say that charisma of leaders can affect their subordinates to improve performance. Therefore, the following hypothesis can be assumed on the base of previous literature.

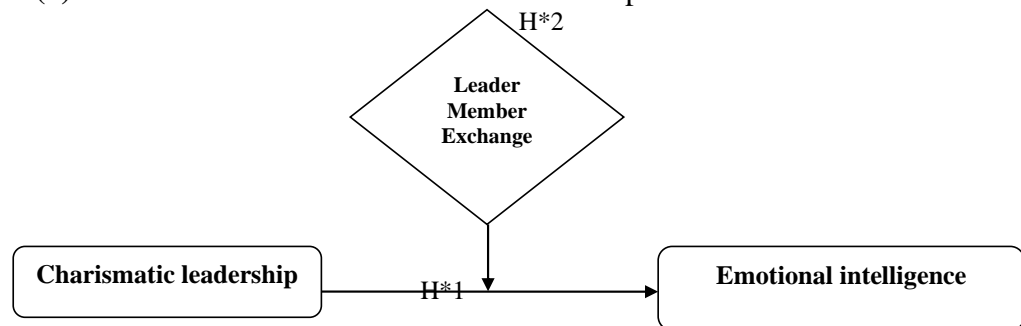
H*(1): CL has a positive influence on E.I.

L.M.X moderating between CL and E.I

CL has an important belonging with L.M.X which shows that charisma is a vital attribute of leaders. CL depends on the allure and expressiveness of the mentors toward its subordinates. They have foresight, inspiration, confidence, willpower,

and communication. Previous literature indicated the relationship of a leader's followers and the impact on followers' emotions, behavior and performance as well as (Gerstner & Day, 1997; Liden et al., 1997; Sparrowe & Liden, 1997; Wang, Law, & Chen, 2008). These attributes of charismatic leaders have a strong impact on E.I and L.M.X which emphasis the two-way connection of leaders and juniors. Empirical studies present that if there is social subsidize exists from leaders; followers can eliminate the stress-related work pressure and social challenges (Cohen & Wills, 1985; George, Reed, Ballard, Colin, & Fielding, 1993; House, 1981). We can say that it strengthens the relation between charismatic leadership and emotional intelligence as a moderator.

H*(2): L.M.X moderated between the relationship of CL and E.I.



Theoretical Consideration

The study adds to the existing information by awarding a contextualized viewpoint of the CL and moderating effect of L.M.X on E.I on the university teachers of Qatar. First of all the research started the exploration began with the hypothetical identification of reviewed variables than with the help of the basic organizational model it is verified and measured the aspects influencing the level of E.I of university teachers.

The contingency theory of leadership underpinned the behavior of leaders in an effective manner according to undergoing situation. Fred Fielder proceeds the contingency theory of effective leadership in the mid of the 1960s. This approach presented the leader's followers' relationship in a more complex way, in which they share knowledge and build trust and harmony at the workplace (Chemers, 2000). One of the researchers revealed that the contingency approach confined the attributes of a leader, the code of conduct, and undergoing circumstances in which he performs his duties (Horner, 1997). The model of contingency approach describes the execution of leader with clear goals and mission, analyze and understand the current situation and interact their shared values with subordinates, understand their necessities and support them, evaluate one's own emotion and followers emotion in changing circumstances and complete their task with harmonies relationship of leader's followers (Fiedler & Mahar, 1979). L.M.X's theory states a dyadic linkage of the main head role and subordinates that how he considers his subordinate or group of subordinates in changing situations(Krishnan, 2005). G. Graen and Cashman (1975) in collaboration with other researchers presented the theory of LMX, that gave clear pictures of

vertical dyad relations leadership model describes how a leader behaves with his followers for the accomplishment of shared goals of the organization (Dansereau Jr, Graen, & Haga, 1975). L.M.X's theory focuses on the coordination of a leader with subordinates in the way of respect, alliance, and knowledge sharing. It gives a theoretical base for the success of the organization by achieving targeting goals with mutual interest and enthusiasm of a leader's followers at the workplace. Also, L.M.X's theory underpinned the leader and subordinates' relationship.

Methodology

Population and sample

The population of our study initiates the teachers of the universities in Qatar. We've selected teachers as our population because during this pandemic E-learning or distance learning introduced the very first time in the developing countries. And it becomes a challenge for teachers as well as the students because of the non-familiarity of the E-learning system. A simple random sampling technique was used to collect data through a questionnaire. Simple random sampling is considered the most straight forward technique of probability sampling method. Krejcie and Morgan (1970) presented that sample size should be 242 in the case of 650 population. After preparing the list of Qatar universities, teachers were selected by applying a simple random sampling technique.

Data Collection Procedure

Universities were targeted to examine the linking of CL and E.I. Data of teachers were collected by using a survey questionnaire method. Before collecting data from university teachers, important actions had to be accomplished. And the number of teachers' details collected through phone calls and also from official websites of universities. After accessing the email detail of teachers from the university website questionnaire link was sent to selected university teachers.

Measure

CL

CL is measured in the context of followers. 5-Point Likert scale (Never to Always) has been used for Socialized Charismatic leadership. This scale is taken from the (Bass & Avolio, 2000). The scale consists of 8 items. From the Multifactor Leadership Questionnaire (MLQ) short form subordinates asked for the idealized influence of a leader and inspirational motivation of leader that indicated as "My leader/supervisor talks about his/her most important values and beliefs," to "My leader/supervisor Expresses confidence that goals will be achieved."

L.M.X

For the measurement of dyadic leaders' followers' relationship 7 items scale has been used. We measured subordinates' LMX quality with a 7-item scale by G. B. Graen and Uhl-Bien (1995), it is anticipated that if the relationship between leaders' followers is optimistic and healthy it would-be guide to attain good quality figures. The sample instruments in L.M.X predicted as "Do you know where you stand with your leader (follower) and do you usually know how satisfied your leader (follower) is with what you do?" to "How would you

characterize your working relationship with your leader (follower)?" with a different scale that varies items to items.

E.I

E.I is all about emotions and their management. E.I was measured by using a 4 items scale. This scale is taken from the previously conducted study by Kashif, Braganca, Awang, and De Run (2017) in which they used this scale previously used by (Hochschild, 2003; MAYER, CARUSO, & SALOVEY, 1997). Each item contains a 5-Point Likert Scale 1=strongly disagree to 5=strongly agree. Sample instruments in the questionnaire indicated as "I always meet followers' expectations" to "I listen to followers with patience during service encounters".

RESULTS:

1.1 Validation of Measurement Model

In model assessment, the below model was undertaken to confirm the reliability and validity of the study. to asses the model Smart PLS 3.0 is used. The loading and cross loading of the questionnaire item was examined by the researcher to inspect any problem. As it is prerequisite of the measurement model. Before determining the convergent validity, the researcher examined loading and cross loadings of all items of the study variables to point out any problem which serve as a pre-requisite for measurement model. As argues by Hair et al. (2010) CV is checked when all the items have factors loading higher than 0.5.

Table 2: Construct reliability, Cronbach’s alpha, composite reliability and AVE of all the latent variables

Construct	Items	Loadings	Cronbach's Alpha	Composite reliability	Average variance extracted
Emotional Intelligence	EI1	0.931397	0.930569	0.945962	0.693472
	EI2	0.592712			
	EI3	0.931397			
	EI4	0.931397			
Charismatic leadership	CL1	0.871119	0.732245	0.811705	0.522908
	CL2	0.637438			
	CL3	0.71245			
	CL4	0.647204			
	CL5	0.90959			
	CL6	0.970305			
	CL7	0.966695			
	CL8	0.981152			
Leader Members Exchange	LMX1	0.933773	0.965669	0.968612	0.794647

LMX2	0.921063
LMX3	0.902468
LMX4	0.804122
LMX5	0.905044
LMX6	0.950942
LMX7	0.888949

1.2 Correlation Matrix

Correlation matrix was directed to assure the external consistency of the model, based on the correlation between the latent variables the constructs were compared with square root of AVEs. As shown in Table 3 all the correlations between the constructs are lower than square root averages (AVEs) .

Table 3: Correlation Matrix

	EI	CL	LMX
EI	1		
CL	0.857325	1	
LMX	-0.29761	-0.15805	1

1.3 Structural Model for Direct Relationships

After retrieving the measurement model, the structural model was assessed by using SmartPLS 3.0. To assess the structural model hypothesis testing with path coefficient and T-value, effect size and predictive relevance of the model were examined.

1.4 Direct Hypothesis Testing

In PLS, structure model gives internal analysis of the immediate relationship among the variables of the research study and their t-values with respect to as path coefficients. As contended by Henseler et al. (2009), the way coefficient is a similar like beta coefficient. Where beta estimations of the coefficient t-values are analyzed to settle on the significance. Following the standard guideline by Hair et al., (2014), Bootstrapping technique was performed (with 500 testing emphasess for 209 cases/perceptions) to get beta estimations of the coefficient and t-values which more than 1.64 is viewed as significant, which is additionally utilized for deciding on the purposed hypothesis. The fundamental reason for this investigation is to concentrate on model assessment with examination of direct connections and also to test the hypothesized connections among the variables through basic model.

Table 4: Results of Hypothesis Testing (Direct Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	Findings
CL -> EI	0.823113	0.821205	0.020067	0.020267	27.99036	Supported

1.5 Structural Model with Moderation

In the meantime, the R2 value is increased by introducing the moderating variable which is Leader-member exchange between IV's and DV.

Table 5: Moderation Analysis

Path	O	M	SD	S.E	t-Stat	Result
CL*LMX → EL	1.39	1.02	1.11	1.11	1.65	Supported

Discussion and Conclusion

This examination explored whether there is connection between charismatic leadership and emotional intelligence. According to Ashkanasy et al. (2002) the guideline of feelings of others and self and the viable utilization of feeling in dynamic could be encouraged when sincerely wise pioneers utilize charismatic leadership skills. Brown and Moshavi (2005) propose another chance. They recommend that EI might be a forerunner of transformational leadership. Meaning that higher emotional intelligence causes a leader to engage in behaviors that are distinctive for transformational/charismatic leadership, which seems logical. This causal connection between these two develops was not explored in this investigation, and gives an intriguing point to future examination.

Theoretical Implication and Further Direction

In this examination regression analysis to test the proposed hypotheses was performed, using both aggregated and de-aggregated data investigation to test the proposed theories, utilizing both accumulated and de-collected information. Thinking about the structure of the information, it very well might be more fitting to utilize staggered investigation, which is particularly reasonable for information with a hierarchical or multilevel structure. The basic idea of multilevel analysis is that data sets with unexplained variability at each level included in the analysis, such as leaders and their subordinates in organizations, are usually not adequately represented by the probability model of multiple linear regression analysis, but are often adequately represented by the hierarchical linear model. With regard to moderation testing, structural equation modeling may be an appropriate analysis to test hypotheses such as the ones in this study (Baron & Kenny, 1986; Preacher & Hayes, 2004). One of the advantages is that it has a reasonable way to control for measurement errors, which increases the chance that existing indirect effects are found. Of course, the choice for statistical analyses in future research depends on the design. Another possible explanation for the fact that the relation between EI, charismatic leadership and LMX did not become evident in this study is that more variables than leadership style contribute to the way people experience organizational culture, which may be of stronger influence. How much leaders contribute to the organizational culture may differ per department and per organization. Since the

data for this research was collected in one company, it may be that in this particular organization, other factors played a larger role in shaping Leader-member exchange. Future research may take these external influences into account when assessing the relationship between leadership and culture. The aim of this study was to investigate whether Emotional Intelligence is the active ingredient for charismatic leaders in transferring organizational values to their subordinates. Some interesting conclusions can be drawn from the results. The outcomes certainly hand us many suggestions for future research.

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