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## Emotional Intelligence as Correlate of Leadership Styles among Leaders and Custodians of Security in a State's Administrative Ministries

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### **Abstract:**

*This study examines the relationships between emotional intelligence and the leadership styles, Transformational, Transactional and Laissez Faire, of Permanent Secretaries, Directors and Deputy Directors in various ministries in Lagos State, Nigeria. A sample size of 60 was selected out of the 72 senior officers. The principal instruments used were the Wong and Law Emotional Intelligence Scale (WLEIS) and the Multifactor Leadership Questionnaire (MLQ) which included a section for demographic data collection. The Pearson r for correlation and descriptive statistical analysis were employed in the study. Results show a significant correlation between Emotional Intelligence and Transformational Leadership styles  $r(60) = .261, p = .044$  and between Emotional Intelligence and Laissez Faire Leadership styles  $r(60) = .309, p = .016$ , but not between Emotional Intelligence and Transactional Leadership styles. Further correlation between Emotional Intelligence and transformational leadership style sub-factors report a significant correlation between Emotional Intelligence and Intellectual Stimulation  $r(60) = .288, p = .026$ . It is concluded that there is a prevalent correlation between Emotional Intelligence and Transformational, Laissez Faire and Intellectual Stimulation leadership styles. Finding may assist in the informed decisions of recruiters and trainers of executive leadership. It is recommended that national and state administrative management should strengthen leadership initiatives that will promote emotional intelligence and transformational leadership style while channeling them in order to achieve their goals and intentions of security and sustainable development.*

**Keywords:** Emotional Intelligence, Transformational leadership, transactional leadership, Laissez Faire Leadership

### **1. Introduction**

Security concerns have taken a global position among government administrators in general. This is evident in growing concerns in the Middle East, North Korea and Africa, to say the least. Nigeria, which used to enjoy relative peace in terms of security concerns, has also been forced to take a forefront position on this apprehension. According to Robert-Okah (2014), "the freedom from danger, care intimidation, apprehension, the feeling or assurance of safety, peace of mind or absence of fear, and the certainty or assurance of the good life or welfare – constitutes one of the fundamental objectives and indeed the foremost responsibility of every government and the state." Nigeria inclusive has taken a sporadic stance in assuring that there is a guarantee of a decent life among the citizenry, just as kidnapping, terrorism, ritual murder, armed pilfering and dangerous levels of insurgency are struggling to take a front seat. Achumba, Ighomereho & Akpo-Robaro (2013) refer to security as a "situation that exists as a result of the establishment of measure for the protecting of persons, information and property against hostile persons, influences and actions". Security is therefore catalyst to sustainable development and general polity progress. In line with this, a lot of emphasis has been focused on the style of leadership exhibited by those in administrative and governing positions. Leadership style has therefore been identified as one of the numerous factors that can enhance or impede organisational performance; in other words, the importance of leadership in achieving optimum organisational performance cannot be overemphasized (Abasilim, 2014). Identifying the right type of leadership style required for every unique situation is very catalytic in effective and result oriented governance. Other cogent factors have been identified as complimenting whatever leadership style is being implemented at the particular point in time.

Emotional Intelligence (EI) has been identified as the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth (Mayer & Salovey, 1997). Owing to the fact that transaction in human contact is inevitable, emotional intelligence is paramount for successful human transaction. This is true of whatever level of dealing is in play. Individuals in the top echelon of the polity are expected to understand their own emotions and especially the emotions of the citizenry; express correlating emotion that compensates that of the citizenry and react meritoriously to their emotions while effectively regulating their own individual emotions. Ramchunder and Martins (2014) found a strong correlation between emotional intelligence and leadership effectiveness. A person with high EI is able to correctly interpret theirs and other people's mood and has a higher chance of getting along and ahead (Law, Wong and Song, 2004). The security and welfare of the Nigerian people,

like the people of other nations, must be the primary concern of administrators on the administrative levels of Nigerian government. Lagos State, which was formally the Federal Capital of Nigeria, still stands strong as the commercial capital of the nation. Holding a very strategic position therefore, the leaders of Lagos State take focus on this study which is considering their Emotional Intelligence and its sub-factors as correlates of their Leadership Styles.

### *1.1. Statement of the Problem*

Leadership has been identified as one of the most complex and multifaceted phenomena to which organizational and psychological research has been applied (Stogdill, 1974; Abasolim, 2014). Leadership effectiveness is crucial to the successful sustenance of any organization. This is particularly true of a polity for the protection of citizenry. Effective leadership typically borders on the leadership style(s) manifested by the custodians of governance and administration in a state. Security of lives cannot be overemphasized considering that this is a foremost responsibility of any government in the first place. Security is also foundational for sustainable development as the human capital is preserved. Emotional intelligence is seen as complimenting to leadership style because a strong correlation between emotional intelligence and leadership effectiveness has been reported as evident (Ramchunder and Martins, 2014). This important but complex phenomenon known as leadership, however lacking in adequate understanding, remains crucial to the survival of Lagos State and Nigeria. Imperative also is the fact that research has pointed to emotional intelligence as a complementing variable of leadership style, particularly transformational leadership. The interaction of these two variables is lacking in literature emanating from the part of the globe where the study takes place. This study therefore focuses on examining the relationships between emotional intelligence and the leadership styles, Transformational, Transactional and Laissez Faire, of Permanent Secretaries, Directors and Deputy Directors in various ministries in Lagos State, Nigeria.

### *1.2. Objectives*

- To investigate the relationship between Emotional Intelligence and the different Leadership Styles among these custodians of security in Lagos State.
- To further investigate the relationship between Emotional Intelligence and the sub factors of the Leadership Styles these administrators.

### *1.3. Justification*

The continued progress of Lagos state and therefore its strategic importance to that of the economy of the nation Nigeria cannot be undermined. This is the case regarding most polities around the globe. Despite corruption, under-funding and other inadequacies, the level of security provision of Lagos administrators is of utmost importance and therefore concern. The one thing security, emotional intelligence and leadership have in come is people. An emotionally balanced professional has the ability to cope up with uncertainty and imperfection. They are not very judgmental and believe in win-win situation (Mittal and Sindhu, 2012). There are major security gaps identified in Nigeria as a whole and so emotionally balanced leaders are needed to close these gaps. This study is aimed at providing information to close these gaps by providing further understanding of the relationships between emotional intelligence and the leadership styles, Transformational, Transactional and Laissez Faire, of Permanent Secretaries, Directors and Deputy Directors in various ministries in Lagos State, Nigeria, who are also the custodians of security in the polity.

## **2. Literature Review**

### *2.1. Emotional Intelligence*

According to Mayer & Salovey (1997), Emotional intelligence (EI) is the “ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth” (p. 10). Mayer & Salovey (1990) had previously defined emotional intelligence as the “ability to process information, i.e. the ability to perceive, absorb, analyze, understand, and regulate emotions in order to promote personal growth”. Similarly, Salovey et al (2007) reports Emotional Intelligence as the “ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional meanings, and to reflectively regulate emotions so as to promote both better emotion and thought” (p. 46). In an insecure national environment, it is important that the leadership is able to access the emotional state of the nation in embarking on a full scale frontal assault on this menace. Leaders as custodians of security and sustainable development are laden with information from the people they lead. These are information concerning citizenry welfare, their general security and the availability of facilities and infrastructure. The same information can either be properly processed and absorbed, processed, understood and regulated as needed in order to position themselves as leaders to better serve the citizenry or discarded entirely. Providing security and sustainable development is a crucial aspect of leadership functionality and is regulated by their levels of emotional intelligent attachments. Goleman (1995) saw emotional intelligence as an individual’s ability to recognize their own emotions and emotions of others, to motivate themselves and to manage properly their emotions and relationships, accepting essentially emotions as prompts for action. The function of providing security and sustainable development is not an easy one and so requires self-motivation and also management of emotions and relationships with the people being led. Goleman (1995) further stated that emotional intelligence can be categorized into five domains; Self-awareness (being observant of oneself and recognizing one’s own feelings as they occur); managing emotions (handling feelings in more appropriate ways); motivating oneself (channeling one’s emotions in the direction of a goal); empathy (being sensitive to the concerns and feelings of others) and handling relationships (managing the emotions of others).

A study by Mandell and Pherwani (2003) examined the predictive relationship between EI and transformational leadership style, the gender differences within each construct, and any interaction effects between gender and EI. EI was found to significantly predict transformational leadership style.

McCleskey (2014) opines that the extreme views about the construct of EI, both for and against, are incorrect and that the truth about EI is more complex (Cherniss, 2010, p. 111). Cherniss (2010) also noted that "there are many conflicting definitions and models of EI" (p. 111). Indeed, EI seems to suffer from an acute form of the theoretical pluralism that the leadership field often exhibits (Glynn and Rafelli, 2010). Mayer and Salovey (1997) stated that one of the main advantages of regulating emotions is to improve negative emotions and nurture pleasant and positive emotions. Bradberry and Greaves (2005) described emotional intelligence as a method to achieve positive outcomes by managing our behaviors and those around us. Wong and Law (2002) suggest therefore "that EI plays a critical role in organizational activities like administrative leadership". Wong and Law developed a self-report scale with four dimensions comprising: appraisal and expression of emotion in the self (self-emotion appraisal, SEA), appraisal and recognition of emotion in others (others' emotion appraisal, OEA), regulation of emotion in the self (regulation of emotion, ROE), and use of emotion to facilitate performance (use of emotion, UOE).

## 2.2. Leadership Styles

Leadership style has been identified as one of the numerous factors that can enhance or impede organisational performance in terms of providing national all round security for citizenry. In other words, the importance of leadership in achieving optimum organisational performance cannot be overemphasized (Abasilim, 2014). The leadership styles of custodians of security and sustainable development is therefore a factor that can augment optimum performance or hamper it. According to James M. Burns (1978), who first introduced the concept of transforming leadership, it is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation". Burns (1978) related to the difficulty in differentiation between management and leadership and claimed that the differences are in characteristics and behaviors. The two concepts: "transforming leadership" and "transactional leadership" were then established (Burns, 1978). According to Burns (1978), the transforming approach creates significant change in the life of people and organizations, while it also redesigns perceptions and values, and changes expectations and aspirations of employees which is unlike the transactional approach that is based on a "give and take" relationship. It is however based on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals (Burns, 1978). Another researcher, Bernard M. Bass (1985), extended the work of Burns (1978) by explaining the psychological mechanisms that underlie transforming and transactional leadership. Bass however used the term "transformational" instead of "transforming." Bass also added to the initial concepts of Burns (1978) to help explain how transformational leadership could be considered, as well as how it affects follower impetus and performance.

The model of Leadership style was functionalized by Bass (1985), which comprises *laissez-faire* (lack of leadership), transactional and transformational leadership behaviors. Transactional leadership is characterized as management by exception (corrective actions) and contingent rewards (tangible exchanges) (Barbuto Jr, Fritz, Matkin and Marx, 2007). Transformational leadership is characterized as idealized influence (symbol of the vision), individualized consideration (strong one-on-one relationship, developmental growth), intellectual stimulation (encouragement of new thinking patterns), and inspirational motivation (creation of a new sense of vision and purpose) (Barbuto Jr. et al, 2007). The extent to which a leader is transformational, is measured first, in terms of his influence on the followers. Abasalim (2014) reports that the goal of transformational leadership is to transform people and organizations in a literal sense to change them in mind and heart: enlarge vision, insight, and understanding; clarify purposes; make behavior congruent with beliefs, principles, or values; and bring about changes that are permanent, self-perpetuating, and momentum building (Masi and Cooke, 2000).

According to Bass and Avolio (1993), "*laissez-faire* leadership is the negation of or a no leadership factor". This is a situation where leadership is "absent and intervention by the nominal leaders is avoided; decisions are often delayed; feedback, rewards, and involvement are absent; and there is not attempt to motivate followers or recognize and satisfy their needs" (Bass & Avolio, 1993, p.53). This is corroborated by a test item that reads "avoids getting involved when important issues arise" (Bass and Avolio, 1993).

## 2.3. Leadership Styles and Emotional Intelligence

Some studies have concluded that leaders with high emotional intelligence are associated with transformational leadership (Barbuto and Burbach, 2006; Riggio and Riechard, 2008). Although the empirical evidence for the necessity of EI in leadership effectiveness has been questioned by researchers, it has been found that superior leaders demonstrating higher levels of emotional intelligence lead more effectively than those with lower levels of emotional intelligence (Watkin, 2000). Investigating the link between emotional intelligence and leadership style, Palmer *et al.* (2001) administered a self-report emotional intelligence measure to 43 managers to evaluate the link between emotional intelligence and leadership style. They found significant correlations with several components of the transformational leadership model. In particular, the inspirational-motivation and individualised-consideration components of transformational leadership correlated with the ability to monitor emotions and the ability to manage emotions (Ramchunder and Martins, 2014). Inspirational motivation was moderately correlated with both the emotional-monitoring ( $r = 0.42$ ;  $p < 0.01$ ) and emotional-management ( $r = 0.37$ ;  $p < 0.05$ ) scales. Similarly, individual consideration also correlated with the emotional monitoring and management ( $r = 0.55$ ;  $p < 0.01$ ;  $r = 0.35$ ;  $p < 0.05$ ) (Ramchunder and Martins, 2014). Hughes, Ginnett & Curphy (2006) stipulated that good leadership is more than only performing calculations and planning or following a checklist, and even though rational analysis can enhance effective leadership, good leadership also involves touching the feelings of others, and emotions play a key role in leadership too (Hughes, Ginnett & Curphy, 2006). Humphrey (2002) also described the relationship between the two

variables, stating that leadership is intrinsically an emotional process whereby leaders recognize followers' emotional states, attempt to evoke emotions in followers and then seek to manage followers' emotional states accordingly (Ramchunder and Martins, 2014). According to Van der Zee and Wabeke (2004), top managers were found to obtain higher scores on EI dimensions compared with the general population. Barbuto and Burbach (2006) provided evidence to support the proposition that transformational leadership style could be predicted from trait-based emotional intelligence and ability-based emotional intelligence Hui-Wen, Mu-Shang and Darwin (2010). Hui-Wen et al. (2010) found strong correlations between the emotional intelligence and the relationship-oriented leadership practices of modeling the way, enabling others to act, and encouraging the heart among the studied respondents. George (2000) also noted that leadership is an "emotion laden process". Emotional intelligence should therefore matter for effective leadership (McCleskey, 2014). Walter et al. (2011, p. 55) stated that research evidence does suggest that emotional intelligence helps us better understand leadership emergence, specific leadership behaviors, and leader effectiveness.

#### 2.4. Security and Nigerian Government

Achumba, Ighomereho & Akpo-Robaro (2013) refer to security as a situation that exists as a result of the establishment of measure for the protecting of persons, information and property against hostile persons, influences and actions. In Achumba et al (2013)'s security management model, top on the list of identified stakeholders needed to fight against insecurity in order to achieve enduring stability and development in the country is the government. With enabling resources for sustainable development, the government holds the unvarying responsibility of ensuring that the other stakeholders like the communities, civil societies etc. are mobilized to join forces in ensuring lasting peace. It can be opined that the government of Nigeria at all levels has not done enough to aggressively protect the citizenry by confronting the situation head on and dealing with it decisively. It can also be argued that the situation has not been adequately understood, and neither has the responsibility of the governing administrators. Arising therefore is a gross sense of insecurity in the polity. This disturbing sense of insecurity exposes a discouraging challenge towards the nation's ability at achieving national economic development (Udeh and Ihezue, 2013). Statistical provision shows that 40 of the 76 chronically deprived countries in the world are in Sub-Saharan Africa, while in Nigeria, people living below poverty level increased from 68.7 million to 112.5 million between 2004 and 2010. Poverty unquestionably is catalytic to crime and insecurity (Omololu, 2006). Udeh and Ihezue (2013) emphatically recommend effective leadership and good governance as a panacea to solving problems of insecurity, unemployment, poverty, hunger, disease, etc. Effective leadership has therefore been identified as a means to good governance in security, which in a simple sense can be used to indicate the extent to which the government lives up to the expectations of the people and meets the needs of the generality of the people (Omololu, 2006)

#### 2.5. Hypothesis

The following hypotheses were drawn for the study:

1. There is a significant relationship between the Emotional Intelligence and Transformational Leadership Style of the Lagos State leaders.
2. There is a significant relationship between the Emotional Intelligence and Transactional Leadership Style of the Lagos State leaders.
3. There is a significant relationship between the Emotional Intelligence and Laissez Faire Leadership Style of the Lagos State leaders.
4. There is a significant correlation between the Emotional Intelligence and the sub-factors of transformational leadership style, Individualized Consideration, Intellectual Stimulation, Inspirational Motivation, Idealized Influence of the Lagos State leaders.

### 3. Methodology

The research was designed to examine the relationships that exist between Emotional Intelligence and the Leadership styles, Transformational, Transactional and Laissez Faire and their sub-factors of Lagos State leaders.

#### 3.1. Research Design

This study adopts a survey research design through the use of two psychological tests to determine the Emotional Intelligence and the Transformational and Transactional leadership styles of leaders in Lagos State ministries. The independent variable is Emotional Intelligence while the dependent variable is the Leadership style of the leaders in Lagos.

#### 3.2. Research Population/Sampling

The population of this study is the leaders in Lagos State, which comprise of Permanent Secretaries, Directors and Deputy Directors, of the different Ministries administering governance and regulating general security in Lagos State. An incidental sampling method was used to draw 60 samples from the 72 leaders in the Lagos State ministries. The leaders were selected and asked to volunteer to participate in the study.

#### 3.3. Research Instrument

*The multifactor leadership questionnaire, form 6-S.* For this study, the shortened form of Northouse (2001) Multifactor Leadership Questionnaire, Form 6-S (MLQ- 6S) was used as developed by Bass and Avolio (1993). This instrument is referred to as the most frequent and well researched and validated leadership instrument in the world (Tejeda et al., 2001) and is applied to a wide range of

organizational settings as well as with leaders in different cultures (Bass, 1998). It is used to measure transformational leadership style systematically (Northouse, 2001). Research has demonstrated links between transformational leadership behaviours and desired organisational outcomes such as successful change. The transformational leadership scales comprise the following factors: idealised influence, individualised consideration, intellectual stimulation, and inspirational motivation (Tejeda et al., 2001), while the transactional scales consist of contingent reward and management-by-exception (active and passive). There is also a scale dealing with laissez-faire leadership.

*Psychometric properties.* Several different approaches have been used to confirm the reliability of the MLQ by examining the resulting agreement among respondents (Bass 1998). These approaches included rate rerate consistency, subordinate-superior agreement, and peer ratings based on performance in small groups. In the same vein, various other types of evaluations such as performance ratings by supervisors and direct reports, as well as standard financial measures, have demonstrated a positive relationship between transformational behaviour and high MLQ ratings (Bass, 1995).

In addition, similar results were found in various organizational settings when the MLQ was employed (Bass, 1995). Substantive evidence from a number of studies conducted by Tejeda (2001), Avolio and Bass (1999), has showed that the MLQ is indeed a valid instrument across a number of validity types. Tejeda (2001) found firstly, that a reduced set of items from the MLQ appeared to show preliminary evidence of predictive and construct validity; secondly, the transformational subscales or items were highly inter-correlated in support of convergent validity; and thirdly, the transformational leadership scales were negatively related to both management-by-exception subscales and laissez-faire leadership, providing support for discriminant validity. Transformational leadership style was measured by Four (4) subscales which are Idealized influence, Individualized Consideration, Inspirational Motivation, and Intellectual Stimulation. Transactional leadership style was measured by two (2) subscales which are Contingent Rewards, and Management-by-Exception. Responses were recorded on 5-point Likert scale, 0 “not at all”, 1 “once in a while”, 2 “sometimes”, 3 “fairly often” and 4 “frequently, if not always”. Reliability of each subscale is shown in table 1. Correlation coefficient and multiple regressions were used to analyze data.

Scales	Items	Reliability
Idealized influence	5	.79
Individualized Consideration	4	.80
Inspirational Motivation	3	.81
Intellectual Stimulation	5	.78
Contingent Rewards	6	.80
Management-by-Exception	4	.82

Table 1

*Wong and law emotional intelligence scale.* The Wong and Law Emotional Intelligence Scale (WLEIS, Wong & Law, 2002) is a popular self-report measure of EI. The WLEIS was designed to be used for self and other ratings. This EI scale is based on Davies et al.'s (1998) four-dimensional definition of EI. The WLEIS consists of 16 items with each subscale measured with 4 items. The Self Emotion Appraisal dimension assesses individuals' ability to understand and express their own emotions. The Others' Emotion Appraisal dimension measures peoples' ability to perceive and understand the emotions of others." The Use of Emotion dimension denotes individuals' ability to use their emotions effectively by directing them toward constructive activities and personal performance. The Regulation of Emotion dimension refers to individuals' ability to manage their own emotions. The WLEIS was measured with a 5-point Likert-type scale, ranging from 1 (totally disagree) to 5 (totally agree).

*Psychometric Properties.* Previous research has found support for the underlying four-factor structure, reliability, and convergent and discriminant validity of the WLEIS scores (Law et al., 2004; Law, Wong, Huang, & Li, 2008; Shi & Wang, 2007; Wong & Law, 2002). The WLEIS scores have also shown validity for predicting life satisfaction, academic performance, job performance, and job satisfaction (Song et al., 2010; Law et al., 2008; Wong & Law, 2002).

### 3.4. Data Analysis

Descriptive and Inferential statistics was used to analyze the data as applicable. The data collected was analyzed with the aid of the Statistical Package for Social Sciences (SPSS) version 22. The statistical test of multiple correlations was utilized for testing the stated hypotheses.

### 3.5. Test of Hypothesis

This study examines the relationship between the Emotional Intelligence and the Leadership Styles of Permanent Secretaries, Directors and Deputy Directors in the ministries of Lagos State Nigeria.

Variables	Mean	SD	Prevalence
<b>Overall Leadership</b>	63.2	6.72	55.0%
<b>Transformational</b>	35.2	4.67	58.3%
<b>Intellectual Stimulation</b>	8.55	1.81	73.3%
<b>Idealized Influence</b>	8.78	1.78	46.7%
<b>Inspirational Motivation</b>	9.15	2.05	55.0%
<b>Individual Consideration</b>	8.87	1.75	71.7%
<b>Transactional</b>	18.0	2.74	55.0%
<b>Contingent Reward</b>	8.83	1.85	58.3%
<b>Management by Exp.</b>	9.13	1.68	56.7%
<b>Laissez Faire</b>	8.83	1.85	58.3%
<b>Emotional Intelligence</b>	58.5	8.41	53.3%

Table 2

The results for the four hypotheses tested for this study are presented. The statistics include the Pearson r for correlation and descriptive statistics.

### 3.5.1. Hypothesis One

There is a significant relationship between the Emotional Intelligence and Transformational Leadership Style of the Lagos State leaders.

VARIABLES	N	R	P
<b>Transformational</b>	60	.261	<.05
<b>Emotional Intelligence</b>			

Table 3: Correlation Table for Emotional Intelligence and Transformational Leadership

The test scores showed that there were 60 respondents from Lagos State Ministries and their Emotional Intelligence scores were tested to determine a statistically significant relationship with their Transformational Leadership scores. The result showed a sig two-tailed value of .044. Since .044 is less than 0.05, it was determined that there is a statistically significant correlation between the two variables. Therefore, the Emotional Intelligence scores of Lagos Leaders, (M =58.5, SD =8.41) and their Transformational Leadership style (M =35.2, SD =4.67) were significantly correlated  $r(60) = .261, p = .044$ . This means that increase or decrease of Emotional Intelligence will significantly relate to increase or decrease of Transformational Leadership and vice-versa. The r value of .261 which is closer to 0 however points to a weak but significant relationship between the Emotional Intelligence of respondents and their Transformational Leadership styles.

### 3.5.2. Hypothesis Two

There is a significant relationship between the Emotional Intelligence and Transactional Leadership Style of the Lagos State leaders.

VARIABLES	N	R	P
<b>Transactional</b>	60	.044	>.05
<b>Emotional Intelligence</b>			

Table 4: Correlation Table for Emotional Intelligence and Transactional Leadership

The test scores showed that there were 60 respondents from Lagos State Ministries and their Emotional Intelligence scores were tested to determine a statistically significant relationship with their Transactional Leadership scores. The result showed a sig two-tailed value of .738. Since .738 is greater than 0.05, it was determined that there is no statistically significant correlation between the two variables. Therefore, the Emotional Intelligence scores of Lagos Leaders, (M =58.5, SD =8.41) and their Transactional Leadership style (M =17.9, SD =2.74) were not significantly correlated  $r(60) = .044, p = .738$ . This means that increase or decrease of Emotional Intelligence will not significantly relate to increase or decrease of Transactional Leadership and vice-versa.

### 3.5.3. Hypothesis Three

There is a significant relationship between the Emotional Intelligence and Laissez Faire Leadership Style of the Lagos State leaders.

VARIABLES	N	R	P
<b>Laissez Faire</b>	60	.309	<.05
<b>Emotional Intelligence</b>			

Table 5: Correlation Table for Emotional Intelligence and Laissez Faire Leadership

The test scores showed that there were 60 respondents from Lagos State Ministries and their Emotional Intelligence scores were tested to determine a statistically significant relationship with their Laissez Faire Leadership scores. The result showed a sig two-tailed value of .016. Since .016 is less than 0.05, it was determined that there is a statistically significant correlation between the two variables. Therefore, the Emotional Intelligence scores of Lagos Leaders, (M =58.5, SD =8.41) and their Laissez Faire Leadership style (M =9.83, SD =1.85) were significantly correlated  $r(60) = .309, p = .016$ . This means that increase or decrease of Emotional Intelligence will significantly relate to increase or decrease of Laissez Faire Leadership and vice-versa. The  $r$  value of .309 which is closer to 0 however points to a weak but significant relationship between the Emotional Intelligence of respondents and their Transformational Leadership styles.

#### 3.5.4. Hypothesis Four

There is a significant correlation between the Emotional Intelligence and the sub-factors of transformational leadership style, Individualized Consideration, Intellectual Stimulation, Inspirational Motivation, Idealized Influence of the Lagos State leaders.

	Emotional Intelligence
Idealized Influence	.295
Inspirational Motivation	.381
Intellectual Stimulation	.026*
Individual Consideration	.825

Table 6: Correlation table for emotional intelligence and sub-factors of transformational style

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

Leadership scores sub-factors were tested to determine a statistically significant relationship between the sub-factors of transformational leadership and emotional intelligence scores. The results show a significant two-tailed value of .295 between Idealized Influence and Emotional intelligence, .381 between Inspirational Motivation and Emotional Intelligence, .026 between Intellectual Stimulation and Emotional Intelligence and .825 between Individual Consideration and Emotional Intelligence. Since .026 is less than 0.05, it was determined that there is a statistically significant correlation between Intellectual Stimulation and Emotional Intelligence only. Therefore, the Intellectual Stimulation of Lagos Leaders, (M =8.55, SD =1.81) and their Emotional Intelligence (M =58.5, SD =8.41) were significantly correlated,  $r(60) = .288, p = .026$ . This means that increase or decrease of Intellectual Stimulation will significantly relate to increase or decrease of Emotional Intelligence and vice-versa. The  $r$  value of .288 which is closer to 0 however points to a weak but significant relationship between the Intellectual Stimulation of the respondents and their Emotional Intelligence.

#### 4. Discussion

The analyses of the result from this study show a significant relationship between the Transformational Leadership of respondents and their Emotional Intelligence, between their Laissez Faire Leadership and Emotional Intelligence and also between the Intellectual Stimulation of the respondents and their Emotional Intelligence. Neither Transactional Leadership nor the other sub-factors of Transformational Leadership style revealed any relationships with Emotional Intelligence. By implication, the results again point to Transformational leadership as an effective leadership style for the administration of governmental organizations and organizations that work with people generally. This is because leading is about people; having an understanding of people and how they react emotionally is key to effective leadership (McCleskey, 2014). Effective leaders however were identified by Gardner and Stough (2002) as “those who reported transformational rather than transactional behaviours”. The results of this study confirm the results of other studies which have concluded that leaders with high emotional intelligence are associated with transformational leadership (Barbuto and Burbach, 2006; Riggio and Riechard, 2008). The critical role that Emotional Intelligence plays in organizational activities like administrative leadership has been established by several studies (Wong and Law, 2002; Riggio and Riechard, 2008). Considering the significant relationship between Emotional Intelligence and Transformational Leadership style, it is important that leaders should possess traits of both variables, in order to ensure effectiveness. Pillay, Viviers & Mayer (2013)’s study resulted in significant positive relationships demonstrated between EI and transformational leadership, revealing that the ability to perceive and adapt emotions effectively has a strong relationship with transformational leadership style. The transforming approach, as we already know, creates significant change in the life of people and organizations, while it also redesigns perceptions and values, and changes expectations and aspirations of employees (Burns, 1978). It is however salient that the transforming leader possesses the ability to perceive accurately, appraise, and express emotion while transforming (Mayer & Salovey, 1997). The transforming leader must also possess the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth (Mayer & Salovey, 1997). Emotional intelligence in Gardner and Stough (2002)’s study, correlated highly with all components of transformational leadership, with the components of understanding of emotions (external) and emotional management the best predictors of this type of leadership style.

In direct contrast to transformational leadership, this study found no significant relationship between transactional leadership style and emotional intelligence. This result is also confirmed by other studies like Pillay, Viviers & Mayer (2013)’s which found no significant relationship between EI and transactional leadership. Some other studies have reported a weak but significant relationship between transactional leadership style and emotional intelligence (Gardner and Stough, 2002; Harms, 2010). The findings from the results of this study can therefore not be said to be conclusive.

A positive significant relationship was found between the Laissez Faire leadership style of the custodians of security and their emotional intelligence. In slight contrast to these results, Pillay, Viviers & Mayer (2013) report that a negative relationship was found between laissez-faire leadership and overall emotional intelligence. Keeping in mind that laissez-faire leadership style has been described as non-leadership or the avoidance of leadership responsibilities (Bass, 1997), the decision by some individuals in positions of leadership to avoid certain leadership responsibilities may be as a result emotional understanding of their feelings and/or that of others. Palmer et al. (2001) and Harms (2010) both reported correlation between the two variables however. While laissez-faire leadership style fails to enjoy the position of effective leadership as the case is associated with transformational leadership style, it still correlates with emotional intelligence. This should be of more interest to researchers who may not consider avoidance of certain leadership responsibilities as strength of effectiveness rather than weakness.

## 5. Conclusions and Recommendations

A significant relationship was found between the Transformational Leadership of respondents and their Emotional Intelligence. The same was found between their Laissez Faire Leadership and Emotional Intelligence and also between the Intellectual Stimulation of the respondents and their Emotional Intelligence. Neither Transactional Leadership nor the other sub-factors of Transformational Leadership style revealed any relationships with Emotional Intelligence.

It is therefore recommended that effective leadership in the form of transformational leadership style should be considered strongly in leadership training seminars for executive leaders in Nigeria and beyond. Emotional Intelligence and the components that have been identified by the different existing models should be represented as part of effective leadership curriculum during executive conferences and related training. Industrial/Organisational Psychologists, Executive Management Personnel and such as these who engage in leadership training should consider laying focus on transformational leadership and emotional intelligence as major aspects of successful leadership components. Laissez-faire type of leadership should be better understood by these leadership training experts as a leadership type that has the potential of effectiveness as the situation allows.

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