

**Research Article****EMOTIONAL INTELLIGENCE AS A MODERATOR: THE IMPACT OF TRANSFORMATIONAL LEADER ON EMPLOYEE PERFORMANCE****\*Nada Nasser Alsubhi, Vaidehi Pandureangan and Adil Khamis Al Balushi**

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**Abstract**

This study has observed the intricate correlation between Transformational Leadership (TL) and Employee Performance, using a particular focus on the moderating influence of emotional intelligence. Utilising an interactive test, the study was focused on enhancing the effectiveness of transformational leaders by elucidating the nuanced dynamics of emotional intelligence in fostering elevated employee performance. Utilising the well-established foundation of TL on EP in the existing literature, this study extends its scope by introducing emotional intelligence as an effective variable in this subject. Methodologically, a convenience sampling approach and sophisticated frameworks such as structural equation modelling and moderation analysis were employed in examining a sample of 206 respondents from the telecommunications sectors in Oman. The findings of the study have emphasised the importance of understanding the four dimensions of TL and the pivotal role of Emotional Intelligence (EI) across these dimensions. The study underscores the symbiotic integration of transformational leadership and emotional intelligence to fortify employee performance, urging organisations to identify and cultivate leaders capable of emotional transformation. The study makes a significant contribution to existing literature, highlighting the significance of heightened emotional intelligence for transformational leaders and the need to comprehend non-relevant aspects to optimise employee performance. The outcomes stress emotional intelligence as a strategic lever for transformational leaders in building a results-oriented team, delineating the nuanced intensities requisite for each dimension.

**Keywords:** Transformational leadership, Emotional intelligence, Employee performance, Idealised influence, Intellectual stimulation.

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**INTRODUCTION**

The telecommunications sector in Oman has undergone significant change in recent years, propelling the country to become a leader in digital transformation across the Middle East (Dhungana & Kautish, 2020). As one of the fastest-growing industries, the telecommunication sector has faced intense pressures to continually adapt and innovate its offerings to satisfy evolving customer demands. In such a dynamic, disruptive environment, effective leadership is paramount for organisations to successfully navigate change and maintain a competitive edge (Moradi *et al.*, 2016). However, studies have highlighted that Leadership competencies are required across all levels of management within telecommunications firms. Top executives must demonstrate visionary, strategic capabilities to set the overall direction of the company and ensure goals are properly cascaded down (Malik *et al.*, 2016). However, frontline supervisors also play a critical role in fostering collaboration, inspiring teams, and driving performance outcomes each day (Dhungana & Kautish, 2020). As the pace of innovation accelerates, assessing leadership skills throughout an organisation allows companies to identify development areas and cultivate the right leaders to support future growth (Maurer & London, 2018). Moreover, research has shown transformational leadership to be the most impactful approach for guiding teams through challenges in volatile industries like telecom (Kariuki, 2021). Transformational leaders are visionary thinkers who motivate employees with their compelling vision of future possibilities. They stimulate innovation by intellectually challenging assumptions and pushing people beyond their comfort zones (Moradi *et al.*, 2016). Transformational Leaders develop a strong emotional connection that empowers workers and elicits exemplary behaviours that exceed typical job expectations by accompanying these leadership traits idealised influence, individualised consideration, inspirational Motivation, and intellectual stimulation. Furthermore, studying the individual dimensions of transformational leadership provides further nuance into how this style positively shapes organisational cultures and climate. For example, inspirational Motivation likely cultivates enthusiasm and optimism, while intellectual stimulation fosters more creative problem-solving (Streimikiene *et al.*, 2021). Personalised consideration builds trust and loyalty as leaders demonstrate care for each person's unique needs (Singh & Modassir, 2007). Furthermore, a leader's level of emotional intelligence influences their transformational capabilities, as high EQ enables self and social awareness that facilitates inspirational influence (Kariuki, 2021).

In essence, with periodic assessments of transformational leadership competencies and the role of emotional intelligence, telecommunications firms can ensure they develop and retain the right managers at all levels. In Oman's technological frontier, such visionary, motivational leadership is pivotal for guiding strategic initiatives, empowering teams through change, and sustaining competitive differentiation in an exponentially disruptive industry. Overall, a focus on transformational practices will be key to propelling the country's telecommunications sector forward in years to come (Pandureangan *et al.*, 2022).

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## THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

According to Lin et al. (2019), transformational leadership and cognitive trust influence collective efficacy, thereby improving team performance (Lin et al., 2019). Yücel (2021) confirms that transformational leaders can improve employee performance, thereby reducing the likelihood of employee turnover (Yücel, 2021).

### 2.1. Transformational Leadership and Employee Performance

Transformational leaders can influence employee performance through general self-efficacy in public sector organisations, with normative commitment being a proven link (Donkor, 2022). Furthermore, vague associations between four different elements of TL, that is II, IM, IS, and IC conceptual models used by researchers to conduct empirical studies to resolve incoherence in posing challenges (Thapa et al., 2023). In terms of knowledge development in the field of leadership, there remain issues that require further research (Pellegrini et al., 2020). These themes include the ambiguous interrelationships between the “four selves” of transformational leadership and the clarity of how the “four selves” fulfil their stated roles (Al-Shehri, 2018).

#### 2.1.1. Idealised Influence Style

The true leaders exert this influence by prioritising the needs of their employees over their own. In this regard, leaders must represent the ethical context and consider the values of their followers (Nidadhavolu, 2018). It is this leadership style that encourages employees to follow the leader's example, embrace their ideals, and commit to achieving their goals, thereby maximising their confidence and pride in working with the leader (Nuel et al., 2021). This component of a transformational leader has more qualities that drive the entire team towards organisational goals. Superiors put the needs of their subordinates first.

#### 2.1.2. Inspirational Motivation Style

The inspirational leadership style encourages followers to follow the leader's example, embrace their ideals, and work hard to achieve their goals, thereby maximising confidence and pride in working with the leader (Nidadhavolu, 2018). Leaders' behaviours and communications motivate team members and help them understand the importance and difficulty of their work (Muthén & Muthén, 2002). Leaders inspire others and convey a sense of community through their words and actions (Newman & Ford, 2021). The vision of a leader doesn't deceive people but gives them the freedom to act on it.

#### 2.1.3. Intellectual Stimulation Style

Bass & Riggio (2006) stated that leaders who use intellectual stimulation to motivate followers to use their imagination and creativity, test hypotheses, rethink challenges, and approach familiar situations in novel ways called intellectual stimulation. Their vision doesn't deceive others but enables them to achieve their goals. This takes into account the dimension of transformation, which inspires us to think creatively while solving problems (Bass & Riggio, 2006).

#### 2.1.4. Individual Consideration Style

Individual consideration style focuses on the individual enables leaders to coach and coach their team members to reach their full potential and perform better at work. Place a high priority on each entity's need for success and development and train employees who lack confidence and problem-solving skills (Nidadhavolu, 2018). Leaders provide support and personal attention to the growth of their followers (Chebon et al., 2019).

### 2.2. Transformational Leadership with Emotional Intelligence

In recent years, scholars have attempted to answer several questions regarding the role of leader-dominated competitive environments. Most of these studies focus on how to examine the role of leadership in leading an organisation to achieve its goals. The Power of Emotional Intelligence was first explored by Daniel Goleman (2002), emphasising that leadership is as much a skill which needs to be learned (Goleman, 2021). Goleman also said that intellect and technical skills remain critical to operating effectively. According to Du Plessis et al. (2020), the most important qualification for any leader is emotional intelligence (Du Plessis et al., 2020).

This transformational leader focuses more on the future and development of the work team, less on tasks and more on relationships. TLs are emotionally strong and can easily adjust to organisational ups and downs. These managers can also monitor the psychological impact of transformation on employees and encourage them appropriately to avoid high costs for the company (Jimnez, 2018). Furthermore, Fayyaz et al. (2022) observed that the relationship between TL and project accomplishment showed a very high moderating effect on emotional intelligence (Fayyaz et al., 2022). The Moderating Role of Emotional Intelligence" points out that emotional intelligence is relevant as a moderator of TL and the performance of organisations.

The current study is an extension of previous research that seeks to elaborate on the role of EI in influencing the performance of Transformational Leaders and analysing the impact on EP (Pandurengan et al., 2022). Additionally, the study tested the moderating role of emotional intelligence in the personal dimensions of TLs and its impact on EP, constructed on the following hypothesis mentioned in Table 1 below yield from the presented literature Analysis.

Table I. Hypothesis Development

Direct Relation	Moderated Effect -Emotional Intelligence
H1: Transformational Leadership has a positive impact on Employee performance	H7: Individual consideration (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence
H2: Idealised influence (Transformational Leadership) has a positive impact on Employee performance.	H8: Intellectual stimulation (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence
H3: Influential Motivation (Transformational Leadership) has a positive impact on Employee performance.	H9: Inspirational Motivation (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence
H4: Intellectual Stimulation (Transformational Leadership) has a positive impact on Employee performance.	H10: Idealised emotion (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence
H5: Individualized consideration (Transformational Leadership) has a positive impact on Employee performance	H11: Transformational leader impact on Employee performance Moderated by Emotional Intelligence
H6: Emotional Intelligence has a positive impact on Employee performance	

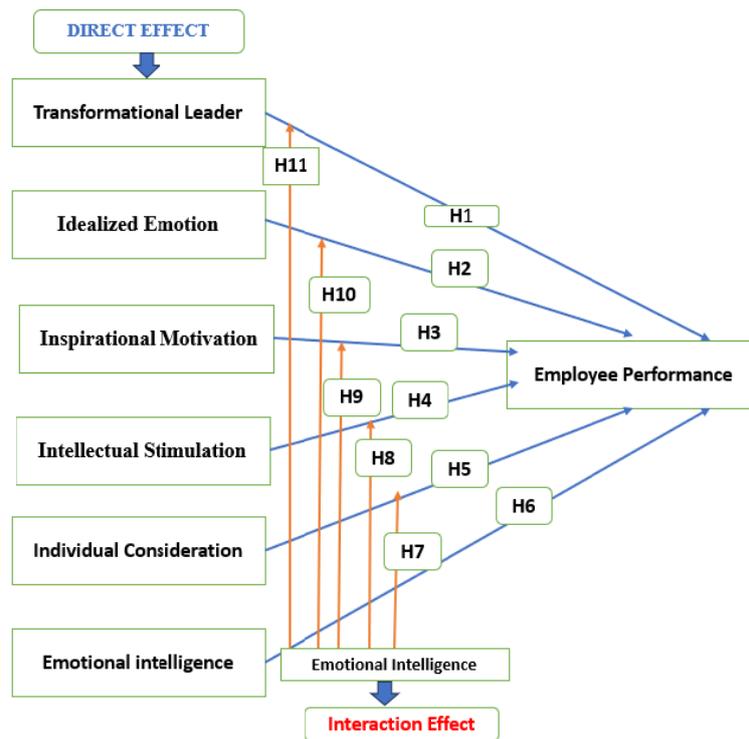


Figure 1. Conceptual Framework

### 3. RESEARCH METHOD

#### 3.1 Participants and Procedures

In this study, the quantitative research method is used to collect data from a group of respondents using a sampling technique and through a structured questionnaire based on the questions designed from theoretical and practical experiences (Håkansson, Wagman & Hagell, 2020). The people who participated in this survey belong to a Telecom sector organisation. Out of the total 510 employees, the available sample size of this survey is 206. To conduct the survey from the targeted population, a total of two hundred twenty-seven self-administered questionnaires were sent through Google Survey to get the response from the employees of the Telecom sector organisation out of which 211 responded. From these 211 received responses five were eliminated due to unengaged and incomplete responses. The total sample size which is available to test the hypothesis was 206.

#### 3.2 Measures

To analyse and compare the effect of TL on the overall performance of employees, the simulation experiment method is used to identify constant working probability and dynamic working probability on the performance of employees (Sanchez, Sanchez & Wan, 2020). According to simulation experiments, a simple statistical technique, the CFA model, is used to analyse and verify the factors structure of observed variables. Simulation studies recommended that the normal distribution of indicated variables, which has no missing data, and rational sample size to apply a simple CFA model is about N=150. (Sari *et al.*, 2021). The statistical technique (CFA) was used to estimate the variance between observed data and the data on which the model was implemented by using correlation and covariance matrices. Path Analysis Direct and Interaction Effect was used to analyse the closed nested relationship between variables statistically represented by structured linear regressions (Mitchell, 2020).

### 3.3 Strategy of Analysis

This study examines the three variables, followed by different latent variables. The first variable, Transformational leadership, has four latent variables: Idealised Influence (II), which has 3 items; Individualised Consideration (IC) has 3 substances; Intellectual Stimulation (IS) has 3 substances; and Inspirational Motivation (IM) also has 3 substances (Batista-Foguet, Esteve & van Witteloostuijn, 2021). The second variable of this survey instrument was Employee Performance, which includes three underlying dimensions with multiple pointers: Task Performance (TP) has 12 pointers, Adaptive Performance (AP) has 12 pointers, and Contextual Performance has 12 pointers (Eliyana & Ma'arif, 2019). Emotional intelligence is the third indicator of this survey, which has four latent variables with 33 different items. The four latent variables were the Perception of Emotions, which has 10 substances. Handling Emotions in self has 9 substances, social skills and dealing with other's emotions has 8 substances, and Utilising Emotions has 6 substances (Dåderman & Kajonius, 2022).

## 4. RESEARCH ANALYSIS

### 4.1 First Phase (Filtration of Data)

This stage includes the compilation of data and identifying the outliers and out-of-range responses with the help of descriptive statistics. To examine the data and analyse the responses. First, incomplete responses were excluded from the calculation of the standard deviation score. Those participants having a standard deviation, which is slightly near zero, were removed from the analysis after the elimination of 5 incomplete responses out of 211 respondents. The demographic profile of the respondents belongs to the Telecom sector, who are working in the leading two telecom sectors in OMAN (Alberts *et al.*, 2020).

### 4.2 Second Phase

Cronbach alpha is a statistical tool that is used to measure internal consistency and scale reliability. The writers frequently use Cronbach alpha to demonstrate tests and measures that have been formed for research projects were suitable. Primary values were labelled as relatively high, and if the value is between (0.70– 0.77). The Cronbach value mentioned in Table 2 of all the variables used is moderately high, which is suitable to be verified for Direct and Indirect properties (Taber, 2018).

Table II. Cronbach's Alpha

Constructs		Cronbach's Alpha	Units
Emotions Intelligence	EI	0.897	33
Perceived Emotions	PE	0.678	10
Managing Emotions by Self	ME	0.746	9
Social Skills to Manage other's emotions	SS	0.726	8
Utilising emotions	USE	0.748	6
Transformational Leadership	TL	0.892	12
Idealised Emotion	TLIE	0.754	3
Inspirational Motivation	TIM	0.784	3
Intellectual Simulation	TAGS	0.743	3
Individual Consideration	TLIC	0.764	3
Employee performance	EP	0.844	7

### 4.3 Third Phase

The goodness of fit test is used to estimate how well the perceived data match to the fitted (assumed) mode. The goodness-of-fit test gaps the actual values with the predicted or fitted values (Chauhan, Ali & Munawar, 2019)

- 1- CFA- Employee Performance (EP) and Transformation Leader (TL)
  - 2- Path analysis - Transformation Leader (TL) as the independent Variable and Employee performance as a dependent variable.
  - 3- Path analysis- Dimensions of Transformation Leader (TL) as the independent Variable and Employee performance as the dependent variable
  - 4- Path analysis- Dimensions of Emotional Intelligence (EI) as the independent Variable and Employee performance as the dependent variable
- Interaction Path- interaction effect of TL\*EI on employee performance.

Table III. Model Fit

Acronym	Accepted fit	CFA LEADERSHIP (Fig 2)	CFA Employee Performance (PE) (Fig 3)	Path Analysis - EI-dimensions of TL (Fig4)	Path Analysis - EI- TL (Fig-5)	Path Analysis - TL- Employee Performance (Fig-7)	Path Analysis Dimensions of TL and Employee Performance (Fig-8)	Path Analysis Emotional intelligence and Employee performance (Fig-6)	Emotional Intelligences Moderator (Fig-11)
Likelihood Ratio	≤ 3 = acceptable fit	0.006	0.447	0.008	0.001	0	0.001	0.147	0.633
CMIN/DF	≥ 0.95 = excellent	1.626	1	2.054	2.463	1.76	1.87	1.235	0.222
GFI	≥ 0.9 = acceptable fit	0.948	0.984	0.963	0.956	0.911	0.945	0.959	1
AGFI	≥ 0.90 = acceptable fit	0.906	0.964	0.916	0.895	0.873	0.897	0.932	0.988
CFI	≥ 0.95 = excellent fit	0.973	0.1	0.982	0.976	0.959	0.968	0.99	1
RMSEA	≤ 0.05 = reasonable fit	0.055	0.002	0.072	0.084	0.061	0.065	0.034	0
RMR	≤ 0.05 = acceptable fit	0.032	0.022	0.014	0.015	0.033	0.033	0.022	0.033
SRMR	≤ 0.05 = acceptable fit	0.034	0.025	0.031	0.0317	0.0477	0.0436	0.036	0.0005

Goodness of Fit results are given in the Table-3. Through modification indices nine items were dropped from different constructs. The inclusive goodness of the model was assessed by using the model-fit metrics (CMIN/df, GFI, CFI, TLI, SRMR, and RMSEA), and all other standards within their respective common acceptability ranges.

4.4 Direct Effect- Path Analysis

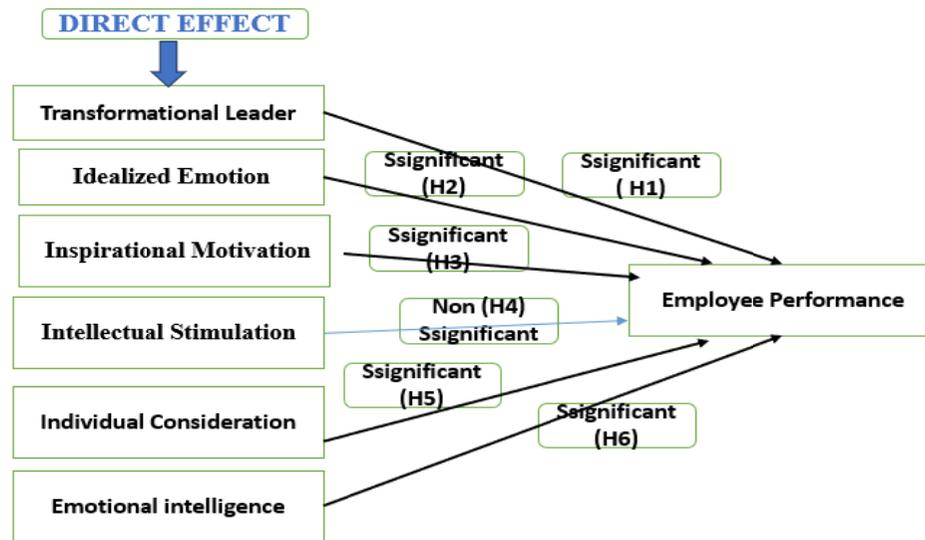


Figure 2. Direct Effect Path Analysis

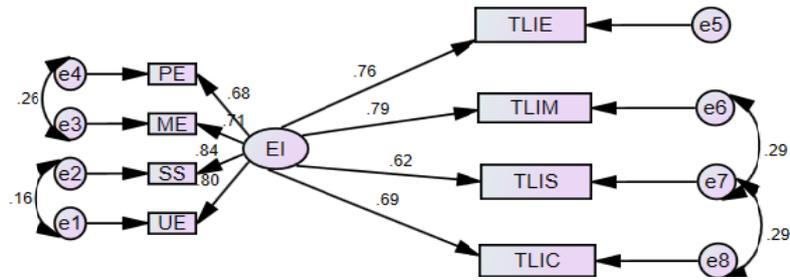


Figure 3. Path Analysis, EI Dimensions of Transformation Leader

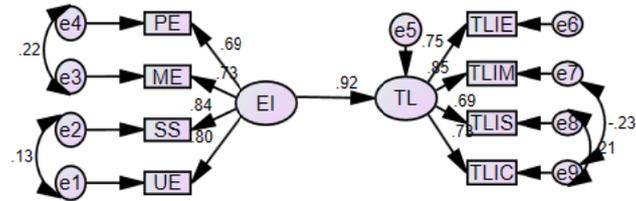


Figure 4 Path Analysis, EI Transformation Leader

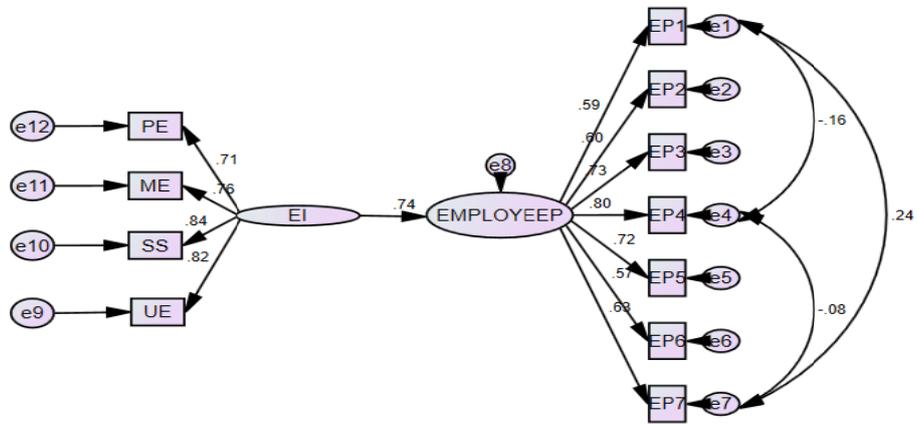


Figure 5 Path Analysis, EI Employee Performance

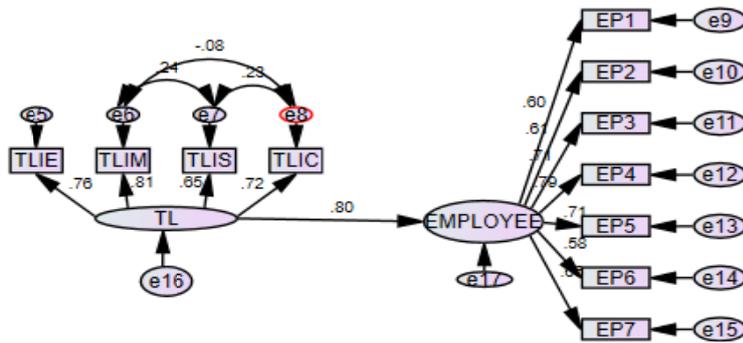


Figure 6 Path Analysis, TL Employee Performance

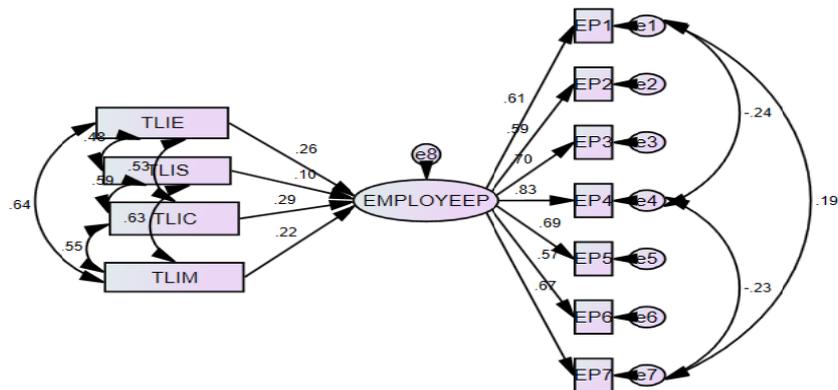


Figure 7 Path Analysis, Dimensions of TL Employee Performance

Table IV. Direct Effect\_ Results

Hypothesis	DV	ID	Estimate	P	Conclusion
Hypothesis 1: Transformational Leadership has a positive impact on Employee performance.	EP	TL	0.797	***	Significant
Hypothesis 2: Idealised influence (Transformational Leadership) has a positive impact on Employee performance.	EP	TLIE	0.26	***	Significant
Hypothesis 3: Inspirational Motivation (Transformational Leadership) has a positive impact on Employee performance	EP	TLIM	0.225	0	Significant
Hypothesis 4: Intellectual Stimulation (Transformational Leadership) has a positive impact on Employee performance	EP	TLIS	0.104	0.7	Non-Significant
Hypothesis 5: Individualised consideration (Transformational Leadership) has a positive impact on Employee performance	EP	TLIC	0.228	***	Significant
Hypothesis 6: Emotional Intelligence has a positive impact on Employee performance	EP	EI	0.738	***	Significant
EI effect on TLIE	TLIE	EI	0.756	***	Significant
EI effect on TLIM	TLIM	EI	0.792	***	Significant
EI effect on TLIS	TLIS	EI	0.619	***	Significant
EI effect on TLIC	TLIC	EI	0.693	***	Significant
EI effect on TL	TL	EI	0.922	***	Significant

Test Results – Path Analysis, H1, H2, H3, H4, H5, H6

**H1**-Fig 7- Transformational leader has a vital positive effect on the overall performance of employees (H1).

**H6**- Fig 6- EI has a significantly positive impact on the overall performance of employees (H6).

**H2, H3, H4, H5**- Fig 8- The three dimensions of TL Individual Consideration, inspirational Motivation and idealised influence have a major positive impact on the performance of employees. Intellectual stimulation has no significant and direct effect on the performance of employees. (H2, H3, H4, H5).

#### 4.5 Interaction Effect- Emotional intelligence

Moderation test was run with Dimensions of transformational leader as a predictor, Employee Performance as a Dependent variable and Emotional intelligence as a Moderator. The steps in examining moderating impact are based on the statistical suite and the method used.

1. Tested the significant effect of moderating variable on IV.
2. Estimating the effect size ( $f^2$ ) and how much it subsidises  $R^2$  as a function of the arbiter.
3. Reported a simple incline plot for the graphical examination of the direction and strength of the moderating effect.

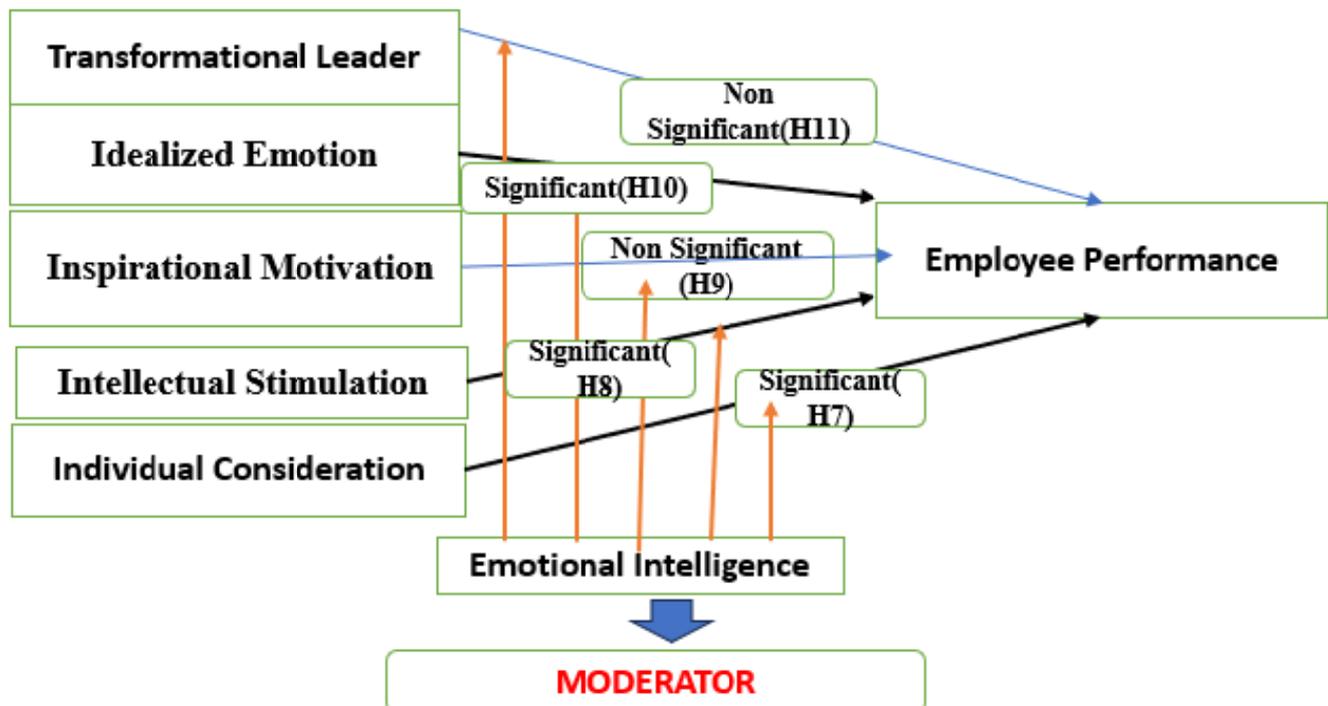


Figure 8 Test of Interaction effect- Emotional Intelligence as Moderator

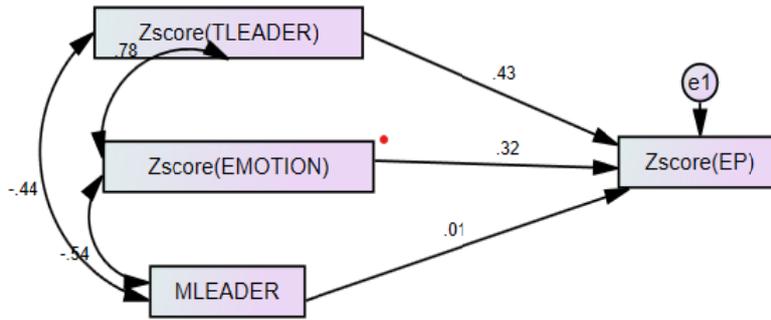


Figure 9. Interaction of TL x Emotions\_ Employee Performance

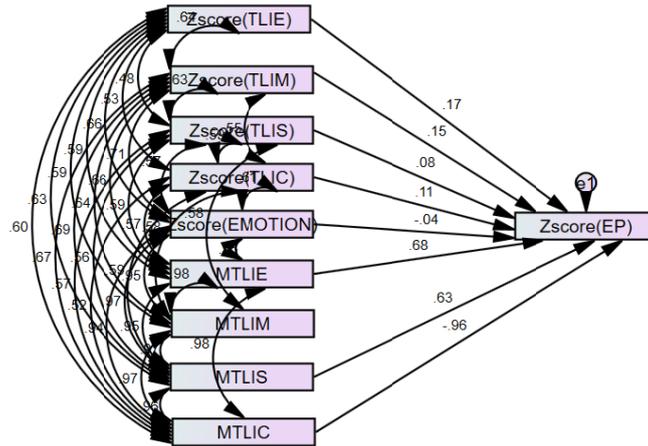


Figure 10. Interaction dimensions of TL x Emotions\_ Employee Performance

Table V. Interaction Effect- Emotional Intelligence

Hypothesis	DV	IV	Estimate	P value	Conclusion
Hypothesis 10: Idealised emotion (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence	ZEP	MTLIE	0.679	0.015	Significant
Hypothesis 8: Intellectual stimulation (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence	ZEP	MTLIS	0.633	0.015	Significant
Hypothesis 7: Individual consideration (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence	ZEP	MTLIC	-0.96	0.001	Significant
Hypothesis 9: Inspirational Motivation (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence	ZEP	MTLIM	0.633		Non-Significant
Hypothesis 11: Transformational leader impact on Employee performance is Moderated by Emotional Intelligence	ZEP	Mleader	0.006	0.961	Non-Significant

Table VI Test Result- Interaction Effect

Hypothesis 11: Transformational leader's impact on Employee performance is Moderated by Emotional Intelligence

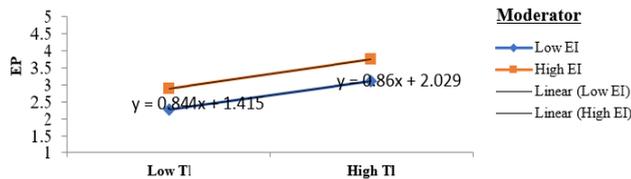


Fig-13. The study assessed the moderating effect of Emotional intelligence on the relationship between Transformational leader and Employee Performance. The result revealed a positive but insignificant moderator effect in the relationship between the Predictor and dependent variable ( $b=0.006$ ,  $P$  value = 0.961). The slope indicates the mean difference at the various levels of moderator. The slope of the regression line is different at various levels of moderator. The slope indicates a proportionate increase in the positive effect of transformational leadership on employee performance with an increase in the moderation effect of Emotional intelligence. The result is presented in Table 5,

Hypothesis 10: Idealised emotion (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence

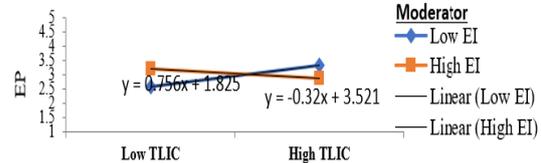


Fig-14. There was a significant interaction impact of Emotional Intelligence on the relationship between Individual consideration (dimension of Transformational Leadership) and Employee Performance. The slope indicates that a higher level of emotional intelligence reduces the positive effect of Individual consideration on employee performance. Transformational leaders with higher levels of emotional intelligence were less effective in coaching and mentoring the team to achieve the organizational goal through better performance. Results are presented in Table 5.

**Hypothesis 7:** Individual consideration (Transformational Leadership) impact on Employee Performance Moderated by Emotional Intelligence

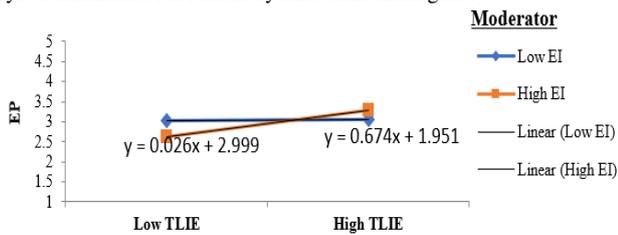


Fig 15 There was a significant interaction impact of Emotional Intelligence on relationship between Idealised Influence (dimension of Transformational Leadership) effect on Employee Performance. Slope indicates the higher level of emotional intelligence leads leadership with higher levels of emotional intelligence to be more effective in encouraging their team to follow and embrace the ideals and commit to achieving their goals, which maximises self-confidence and the pride of working alongside the leader. Results are presented in Table 5.

**Hypothesis 8:** Intellectual stimulation (Transformational Leadership) impact on Employee performance is Moderated by Emotional Intelligence

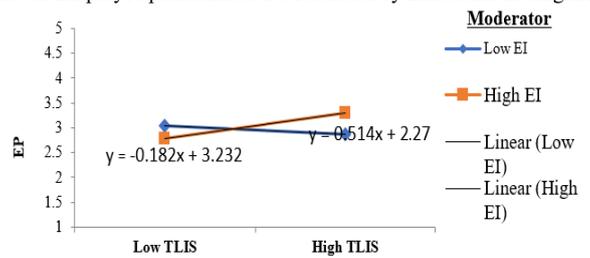


Fig 16 There was a significant interaction effect of Emotional Intelligence on the relationship between Intellectual Stimulation (dimension of Transformational Leadership) and Employee Performance. The slope of the graph indicates the higher the role moderator, the higher the positive effect of a Transformational Leader on employee performance. Leadership with higher levels of emotional intelligence was more effective in inspiring their followers to be imaginative and creative, testing presumptions, rethinking challenges, and tackling familiar circumstances in novel ways. Results are presented in Table 5.

## 5. DISCUSSION

Theoretical support was found for all eleven hypotheses. The relevance of all four dimensions of transformational leader and the interaction effect of emotional intelligence is tested, verified and summarised in Table 6 given below:

**Table VII. Summary of Direct and interaction Effect**

Summary of Direct and interaction Effect		
Independent Variable	Direct Effect on Employee Performance (EP)	Effect of the moderator (Interaction effect of EI) on Employee Performance
Transformational Leadership	Positive significant impact on EP	No significant interaction effect on EP
Idealised influence (Dimension of Transformational Leadership)	Positive significant impact on EP	Significant interaction effect on EP
Inspirational Motivation (Dimension of Transformational Leadership)	Positive significant impact on EP	No significant interaction effect on EP
Intellectual Stimulation (Dimension of Transformational Leadership)	No significant effect on EP	Significant interaction effect on EP
Individualised consideration (Dimension of Transformational Leadership)	Positive significant impact on EP	Significant interaction effect on EP
Emotional Intelligence	Positive significant impact on EP	

According to Yadav & Lata (2019), IQ and technical skills are crucial for a leader to function effectively (Yadav & Lata, 2019). Kay (2023) reiterates this point and considers emotional intelligence as a major ingredient for leaders to function effectively. This study restored the positive relationship between TL dimensions and emotional intelligence (Kay, 2023). As mentioned by (Raman *et al.*, 2021), researchers have well established the idealised influence dimensions of the relationship between TL and EI. Idealised influence, whereby emotionally intelligent leaders demonstrate high levels of responsiveness in understanding, is positively correlated to EI. Be a competent, proud and compassionate leader by considering the feelings of your followers. The current study also supports this, with a positive interaction between emotional intelligence and the impact of idealisation on employee performance (Raman *et al.*, 2021). Research on “Emotional Intelligence and Effective Leadership” positively correlates inspirational Motivation and personal consideration with EI (Al-Zoubi, 2012). Leaders who believe they can motivate and inspire followers to work toward common goals (inspirational) report that they monitor and control their own and others' emotions, as tested in H11. Likewise, leaders believe they pay close attention to the academic and professional needs of their followers (personal attention) and are more likely to keep their own and others' pride and caring emotions in mind and control them, as tested in H7. Current research shows that EI has a major and direct constructive impact on the overall performance of employees. The interactive effect of EI and inspirational Motivation on the overall performance of employees is not significant.

The direct effect of individual consideration on emotional intelligence is positive and significant, as the results of H7 showed, and the interaction effect of individual consideration and emotional intelligence on employee performance is negative. Emotional intelligence serves as a moderator that reduces the positive impact of personal considerations and employee performance. Managers with higher emotional intelligence become better leaders. However, the collaboration of emotional and intellectual intelligence reflects the success of the project more than the collaboration of each individual. (Gorman *et al.*, 2013). Test results from a current study show that EI has a positive direct impact on intellectual stimulation. The interaction between intellectual stimulation and EI has a direct and positive impact on the performance of employees. The intellectual stimulation dimension of transformational leaders affects the performance of employees only when intervened by EI.

## 6. MANAGERIAL IMPLICATIONS

Preceding studies have highlighted the significance of emotionally intelligent TLs in improving the performance of employee and overall organisational performance (Fareed *et al.*, 2021). The current study confirms the importance of TLs, EI in improving the overall performance of the employees. Organisations must look for transformational leaders with high EI; existing managers can be trained to improve their emotional intelligence. It is also significant to understand the extents of TLs and the intensity of emotional intelligence required to make them individually effective and contribute to the whole (Pandurengan *et al.*, 2022).

## 7. LIMITATIONS

Due to a limited time constraint this study uses a convenience sampling method which report bias responses, the random sampling method provide better results. This study cannot be generalized to the entire population of the telecommunication sector in Oman because the sample size was very limited and only consider a single industry. This study has the potential to further elaborate the findings.

## 8. CONCLUSION

The aim of this research is to provide insights into the importance of emotionally intelligent TL to handle the competitive environment in the telecommunications industry. Additionally, you should look at other research in similar areas to understand the importance of emotionally trained managers so they can work effectively. The researchers concluded that organisations need to place more emphasis on understanding the four dimensions of TL and their contribution in the overall effectiveness of employee performance. This study highlights the need to understand the contribution of emotional intelligence in each dimension of transformational leadership and the intensity of emotional intelligence required to make each dimension effective. Since the current study is based on Oman's leading telecommunications sector, there is scope for further research in other sectors considering alternative leadership models.

### Disclosure statement

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### Data Availability Statement

The authors confirm that the data supporting the findings of this study are available within the article

### Ethical Approval

Informed Consent was obtained from participants

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