

THE IMPACT OF MANAGERS' EMOTIONAL INTELLIGENCE ON TRANSFORMATIONAL LEADERSHIP STYLES IN FIRMS

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Abstract

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The effectiveness of an organization is significantly influenced by the leadership styles used (Almahasneh et al., 2023). This study aims to investigate how the emotional intelligence (EI) of managers affects transformational leadership styles in North Central Vietnamese enterprises. With data from 632 samples — managers — exploratory factor analysis (EFA) and structural equation modeling (SEM) were used to define the study problem using the quantitative approach. The findings demonstrate that through the intermediary components of employee knowledge sharing at work and corporate social responsibility, managers' EI has both direct and indirect impacts on transformational leadership style. Furthermore, information sharing has been shown to have a positive impact on corporate social responsibility toward employees and a negative impact on opportunistic behavior. Based on the findings, several recommendations are proposed to enhance and promote the effectiveness of transformational leadership styles for managers. Considering the social implications and the practicality of the research, stakeholders should push for solutions that would ensure transformational leadership styles for managers. The study's findings contribute to our understanding of leadership and are particularly useful for teams working in Vietnamese and other Asian firms.

Keywords: Managers Emotional Intelligence, Sharing of Knowledge, Employees' Corporate Social Responsibility, Opportunistic Conduct, Transformational Leadership Style

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1. INTRODUCTION

Transformational leadership style is a leadership style of typical vertical direction. Dvir et al. (2002) define transformational leadership as a style of leadership marked by charismatic behaviors, inspiring motivation, intellectual stimulation, and individual attention for followers. These actions change those who follow them, enabling them to realize their greatest potential and achieve at the best levels. A transformational leadership style transforms the attitudes and perceptions of all individuals within the company as well as the way they work. It also starts new trends.

Managers are crucial to the business world; their innate skill and style govern how they behave. Managers must possess the requisite sensitivity, or the capacity to recognize and regulate their own and their subordinates' emotions, in order to encourage productivity. As a result, emotional intelligence (EI) has an impact on how well they work. EI indicators and their application have important meanings for managers because they govern management decisions, impact aspects of aptitude in the workplace, and the process of establishing, preserving, and growing relationships within the company, affecting trust, engagement, and performance. The capacity to identify, regulate, and steer emotions in both oneself and other people is known as EI (Bui et al., 2022).

Several research studies have examined the relationship between transformational leadership theories and managers' EI. Nonetheless, the majority of research indicates that EI influences transformational leadership styles indirectly via a variety of mediating variables. According to Zhou and George (2003), leaders with high EI are better at cognitive tasks, can recognize underlying issues, see possibilities, foster psychological comfort, encourage transformative behavior, and enhance work output. One of the elements that enables managers to comprehend the ideas, attitudes, and feelings of others is EI, which improves both managers' and employees' performance at work. An emotionally intelligent boss is frequently more eager to give back to the company (Abraham, 2000). Research by Slaski and Cartwright (2002) showed that EI and mental competency, along with a manager's performance level, are positively correlated.

In Vietnam, the topic of leadership styles in general and transformational leadership styles in particular has been studied by researchers such as Le (2023), Bui (2022), Nguyen and Nguyen (2022), Cao et al. (2021), T. M. Nguyen et al. (2020), and Tran et al. (2018).

Change management is crucial in the contemporary environment of globalization and worldwide competition. To make the right choices and actions, managers must understand the real-world context and foresee future development patterns. As a result, it is thought that embracing and encouraging transformational leadership is currently essential.

The economies of Vietnam overall and the North Central area in particular now heavily rely on small and medium-sized businesses. Even now, a great deal of North Central enterprises, especially small and medium-sized ones, suffer from a fear of

change. Due to their habit of sticking to their comfort zones, businesses and managers are hesitant to use creativity to change their antiquated working practices, behaviors, or even themselves. Furthermore, managerial labor's true emotional index is still quite low, as many of them lack workplace sensibility, which can reduce individual work efficiency as well as greatly affect the overall development of the whole firm.

The upper echelon theory is a line of a theory that was born to supplement the above gaps (Hambrick & Mason, 1984). According to this theory, business performance is determined by the experience, understanding, qualifications, and style of leaders (Hambrick, 2007). When managers have a high level of education, they will make decisions to solve problems affecting the external environment, operate businesses, and manage organizational issues more easily. In every organization, the leader always plays an extremely important role — a decisive factor in the success or failure, prestige, status, and ability to sustainably develop the organization.

Leadership is one of the four functions of management, and a leader is someone who can influence others to achieve organizational goals (Northouse, 2021). There are many levels of leadership, the lowest of which are grassroots leaders such as team leaders and department heads. The difference between leadership and management is quite clear. The process of planning, organizing, coordinating, and regulating an organization's resources and operations in order to meet predetermined objectives is known as management. Management involves defining goals, gathering and analyzing information, communicating, making decisions, assigning tasks, directing and monitoring activities, and evaluating and improving performance. A manager is a person responsible for leading and operating the activities of an organization or part of an organization. A manager's work includes strategy building, resource management, direction, motivation, monitoring, and evaluation of organizational performance.

The study intends to develop a model and investigate how the EI of managers affects transformational leadership styles in companies in the North Central region, both directly and indirectly. The research poses and resolves the question of whether the EI of managers directly influences transformational leadership style. How does the relationship above represent social responsibility, the opportunistic behavior of managers, and the intermediary role that information-sharing variables play in the workplace? We propose a research model based on the literature review and validate it using structural equation modeling (SEM) linear structural model analysis. The study's findings provide new insights into theory and practice while also highlighting the significance of managers' EI in the connection that directly influences transformational leadership style. In particular, the study has shown how employee corporate social responsibility and information sharing among coworkers buffer the relationship between the aforementioned components. As a result, the study makes several suggestions for improving and encouraging current managers to use transformational leadership approaches.

This document is divided into five sections that provide the following information. In Section 1, the topic under examination is presented. The research hypotheses to be examined in this study are described in Section 2 along with a theoretical framework and literature evaluation. Section 3 of the research methodology goes into great length about the research design, study population, unit of analysis, sampling, validity, and reliability of the data-gathering tool, and data analysis design. The results are shown and discussed in Section 4. The paper's conclusion and recommendations are provided in Section 5.

2. REVIEW OF THE LITERATURE, THEORY, AND HYPOTHESES DEVELOPMENT

2.1. Theories

2.1.1. Theory of emotional intelligence

The term EI first officially appeared in the research of Payne (1985). Following that, the idea of EI was progressively investigated in greater detail in subsequent research. There are many different views on this concept.

According to Petrides and Furnham (2001), EI is a mixture of 15 aspects divided into four components: 1) emotionality is the degree to which a person can articulate their feelings, understand their own and other people's emotions, and establish and sustain relationships; 2) self-control is the ability to control emotions, withstand pressure, know how to regulate emotions and emotional states, and not act spontaneously; 3) sociality is diplomacy, social skills, the ability to influence the emotions of others, honesty, and willingness to fight for one's own interests; 4) well-being is confidence, joy, and satisfaction with current life, always looking at everything with a positive, optimistic perspective (Javid, 2016).

According to Mayer et al. (2008), there are four categories that make up EI: 1) perceiving emotions, 2) comprehending emotions, 3) controlling emotional contact, and 4) applying emotions to inform reasoning.

2.1.2. Theory of transformational leadership style

According to social exchange theory (Blau, 1964), when people have a good social exchange, parties tend to reciprocate by doing something good for the other person. There is much evidence that when leaders consider employees or make them feel respected through communication, those employees do things that are beneficial to the leader and the firm. With transformational leadership, leaders help followers exceed performance expectations by promoting changes that align with employees' personal values, norms, and preferences. The four pillars of transformational leadership are ideal influence, inspiring motivation, personal consideration, and intellectual stimulation.

Burns (1978) proposed the theory of transformational leadership. A leadership approach known as transformational leadership is one that brings about change in both social institutions and individuals. In an ideal world, this strategy helps followers transform into valuable, positive change agents who eventually assist others in becoming

leaders. According to Burns (1978), transformational leadership fosters follower intelligence, offers a clear future vision with followers, and recognizes and values individual differences. According to Burns (1978), transformational leadership consists of these four primary elements: 1) intellectual stimulation, 2) idealized influence, 3) individualized consideration, and 4) inspirational drive.

Transformational leaders can also serve as role models for team members. Transformational leaders share their knowledge so the team can work effectively (Aryee et al., 2012). According to Choi et al. (2017), leaders with a transformational style share personal and organizational ethics with subordinates and thus increase intrinsic motivation.

2.1.3. Theory of the emotional intelligence scale by Mayer and Salovey (1997)

These branches or abilities are not simply related in terms of psychological structure, as Mayer and Salovey (1997) have shown, but moreover, they are also related to the hierarchical formation procedure of the psychological process. The EI-97 model includes the following branches: 1) perceiving emotion, 2) use of emotions, 3) the capacity to comprehend feelings and emotional concepts, as well as 4) emotional regulation.

Apart from the primary thesis concerning the correlation between managers' EI and transformational leadership approaches, the research also highlights intermediary factors such as knowledge dissemination, followers' social responsibility, and managers' opportunistic conduct.

Knowledge sharing, as defined by Lee and Al-Hawamdeh (2002), is the deliberate process of passing knowledge from one individual to another for future use. Sharing knowledge among coworkers guarantees the smooth, efficient, and effective operation of the shared working system. Hari et al. (2005) define knowledge sharing as the act of passing on existing knowledge inside an organization from the source to the recipient, also known as the transfer of explicit and tacit information. Tsui et al. (2006) believe that knowledge sharing is the activity of exchanging knowledge and experiences across the workforce for the economical and fast completion of plans and projects. In order to create and apply new knowledge to enhance business performance, knowledge exchange is also crucial (von Krogh et al., 2000).

The term "corporate social responsibility" refers to a company's pledge to support long-term economic growth by upholding laws pertaining to fair compensation, worker rights, gender equality, environmental protection, labor safety, and community development. The significance of social responsibility has gained more attention. This is due to the fact that globalization and the interconnectedness of the world are always expanding (Činčalová & Jeřábková, 2021). Corporate social responsibility towards employees is closely related to the employees' working requirements and the ability of these organizations to meet those requirements. The majority of workers will experience motivation and job satisfaction if they perceive that both the company's and their personal expectations are met (Nguyen et al., 2021). Ali

et al. (2010) demonstrate that the company's social responsibility encompasses initiatives that benefit staff members and their families, hence enhancing their loyalty to the company.

Regardless of the kind, there are two primary behavioral kinds that have both good and bad connotations in organizations. Positive behavior instills stable principles and offers long-term development potential to the business, whereas negative behavior — such as individualism, ostentation, and formalism — will inhibit the development of enterprises. Opportunistic behaviors having negative implications, according to Morgan and Hunt (1994), are basically actions that breach agreements, violate duties, and have obligations that must be met. D. H. H. Nguyen et al. (2020) define opportunistic behavior as a kind of deception where the employee's competency, attitude, and point of view govern and direct the behavior.

2.2. Hypotheses development

2.2.1. Managers' emotional intelligence and transformational leadership styles

EI is a significant predictor of organizational performance, according to Daus and Ashkanasy (2005). Studies by Guleryuz et al. (2008) also showed that EI positively influences job satisfaction, which in turn influences managers' positive transformation behavior. The manager's ability to master and control emotions effectively often makes them more sensible in their management decisions; they tend to be more creative and innovative in their work for faster and more sustainable success. In addition, the transformational leadership style is thought to be the most effective and well-liked in use today. Typically, Schwarz's (2017) research shows a good interaction between transformational leadership style and work performance. Investigating the relationship between the EI of managers and transformational leadership techniques in the context of businesses in North Central Vietnam, the study makes the following hypothesis:

H1: In companies located in Vietnam's North Central area, transformational leadership styles are positively impacted by managers' EI.

2.2.2. Managers' emotional intelligence and knowledge sharing

Research has indicated the connection between managers' jobs and EI, trust, and information sharing. Those with strong EI will succeed more at work and feel more confident in the workplace, claim Jordan et al. (2002). Talent development has been shown to have a favorable impact on sustainability by Kafetzopoulos and Gotzamani (2022). Furthermore, it has been found that transactional and transformational leadership are most effective for promoting social and environmental sustainability, while entrepreneurial leadership is most effective for promoting economic sustainability. In addition to coming up with novel and more efficient working techniques, managers possessing high EI are also eager to impart their knowledge to colleagues in order to help them and the company as a whole do more work. After examining this claim, we postulated:

H2: In North Central Vietnam enterprises, information exchange at work is positively impacted by the EI of managers.

2.2.3. Knowledge sharing and transformational leadership styles

According to Chalkiti's (2012) research, a positive relationship exists between a person's involvement and dedication to the business and information sharing inside the company. It has also been discovered that the process of knowledge sharing is connected to shared leadership, and leaders with a sharing style are likely to promote learning at the group level in the work environment (Choi et al., 2017). Knowledge sharing promotes cohesive teamwork and togetherness in the workplace. The willingness of managers to be adaptable and quick to make changes is often associated with open knowledge sharing in the workplace. The study posited the following hypothesis in an effort to develop and evaluate a model that would explain how workplace knowledge affects transformational leadership style:

H3: Knowledge sharing in the workplace has a positive impact on transformational leadership styles in firms in the North Central region, of Vietnam.

2.2.4. Emotional intelligence of managers and their corporate social responsibility to workers

A crucial role for EI is played in management tasks. The demands of work for managers in general and senior managers in particular are never the same. Indicators of EI and their application have significant meanings for managers, governing management decisions, influencing working acumen factors, and having an impact on how connections are established, nurtured, and maintained within the company; this has an impact on trust, engagement, and business performance. The findings demonstrated that, when it comes to transactional leadership styles, contingent reward plays a role in job satisfaction. On the other hand, idealized influence, inspirational motivation, intellectual stimulation, and personalized consideration are factors that contribute to job satisfaction when transformational leadership approaches are used. Any company can benefit from this research, but human resources stand to gain the most (Skopak & Hadziahmetovic, 2022). The ability to correctly identify one's own emotions, assess and communicate those feelings, and create emotions when doing so enhances competence, and perceive emotions is referred to as EI (Mayer & Salovey, 1997). So, the hypothesis is formulated as follows:

H4: Managers' EI has a positive impact on corporate social responsibility towards employees in firms in the North Central region, Vietnam.

2.2.5. Employee-focused corporate social responsibility and transformative leadership

Thorne et al. (1993) research has demonstrated that management actions will become much less effective if businesses fail to uphold their social duty. Similar results are also concluded by other studies regarding the assessment of the positive impact that

corporate social responsibility towards employees has on management effectiveness, such as the research works of Khan et al. (2016), and Yusoff and Adamu (2016). Even though a wide range of elements contribute to corporate social responsibility, leadership is still thought to be the most significant and directly influencing aspect. Applying and practicing different leadership styles will cause managers to create different impacts on organizational performance and corporate social responsibility activities (Cho et al., 2019). The following hypothesis is put forth by the study in an examination of the relationship between transformational leadership style and corporate social responsibility for employees:

H5: Corporate social responsibility towards employees has a positive impact on transformational leadership styles in firms in the North Central region, Vietnam.

2.2.6. Emotional intelligence and opportunistic behavior of managers

According to Cote and Miners (2006), organizational behavior and EI are significantly correlated. Additionally, Solan (2008) discovered data supporting the connection between organizational behavior and managers' EI. According to Mayer et al. (2008), EI is the capacity to understand emotions and how they relate to one another, as well as to use this knowledge to reason through and resolve issues. Managers' EI is associated with more responsive making sensible choices at work without the necessity for self-serving actions meant to achieve dubious efficiency in businesses. Consequently, opportunistic behaviors in the workplace are typically minimized by supervisors who possess high EI. The hypothesis is built:

H6: Managers in North Central Vietnam region companies exhibit opportunistic conduct that is negatively impacted by EI.

2.2.7. Positivity and transformative leadership approaches

Opportunistic behavior has a detrimental effect on employees' trust, which in turn affects the performance of organizations (Katsikeas et al., 2009). Opportunistic behavior is associated with unfavorable outcomes and affects a wide range of business management functions. Long-term organizational performance and individual health are enhanced by workers who have high job satisfaction and psychological well-being (Hilton et al., 2023). Managers who perform a lot of self-interest behaviors are often less inclined to accept changes for the sake of overall operational efficiency in the organization; they frequently exhibit reluctance to exhibit transformative leadership behaviors and reject creativity in the workplace. In reference to the discussion of the North Central region's enterprises, the authors developed the following hypothesis to examine the influence of opportunistic behavior on transformational leadership style:

H7: In North Central Vietnam, the opportunistic behavior of managers has a detrimental effect on transformational leadership styles in businesses.

2.2.8. Knowledge sharing and social responsibility of corporations towards employees

Positive follow-ups from the commitment include cooperative conduct and knowledge exchange, according to Morgan and Hunt (1994). Knowledge exchange and a company's overall success are positively impacted by corporate social responsibility for its workforce, according to research by Palmer (2012), Ahmed et al. (2012), Weshah et al. (2012), Ozcelik and Findikli (2014), Monsuru and Abdulazeez (2014), Malik and Nadeem (2014), Siddiq and Javed (2014), Kakakhel et al. (2015), Khan et al. (2016), Yusoff and Adamu (2016). The following hypothesis was developed in order to investigate the effects of knowledge sharing and corporate social responsibility on employees in North Central region businesses:

H8: For businesses in Vietnam's North Central area, knowledge sharing at work has a favorable effect on corporate social responsibility for employees.

2.2.9. The opportunistic actions of managers and their corporate social responsibility towards their staff

The impact of implementing social responsibility on employees' attitudes and behaviors was elucidated by Gond et al. (2010). Viswesvaran et al. (1998) investigated the connection between corporate social responsibility and disobedient behavior by workers. Social responsibility can be a strategic resource for intangible assets such as reputation to help improve operational performance (Margolis et al., 2009). Furthermore, from an internal resource perspective, highly reputable organizations are more likely to attract a competent workforce, retain a skilled workforce, reduce recruitment costs, and improve employee engagement. Employee engagement, trust, and contentment are all significantly impacted by an individual's opportunistic behavior, which diminishes the organization's corporate social responsibility towards its workforce. Examining this connection and taking into account businesses in the North Central area, the authors hypothesized in the study:

H9: In companies in the North Central region of Vietnam, managers' opportunistic behavior has a detrimental effect on corporate social responsibility toward employees.

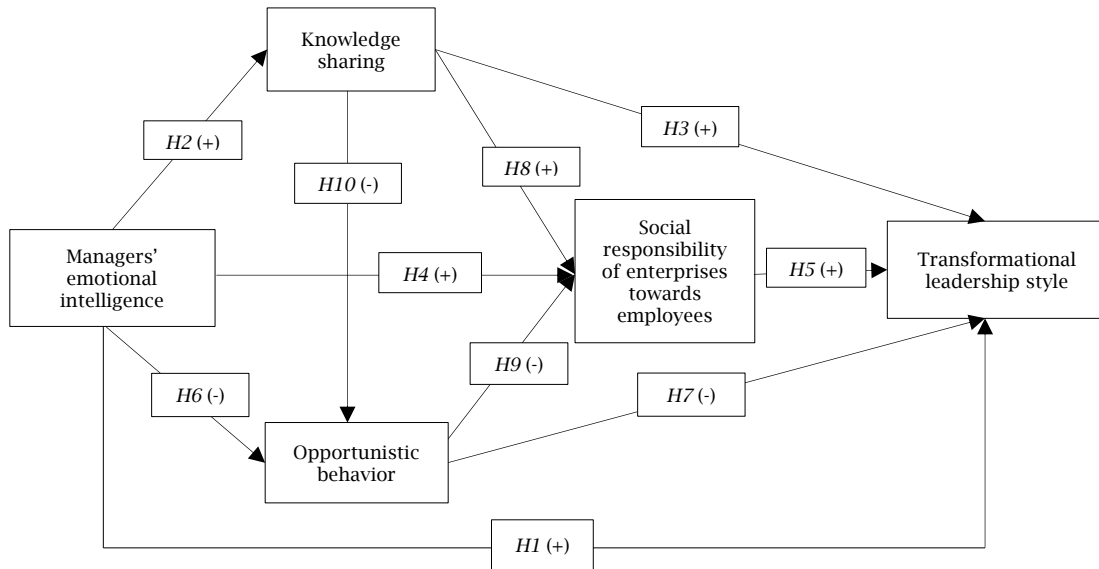
2.2.10. Sharing of knowledge and managers' opportunistic actions

Opportunistic behavior, which is viewed negatively in the working behavior system of employees, is the term used to describe the self-serving actions of persons in the workplace. As a result, workers who have a high probability of engaging in opportunistic behavior often restrict the sharing of important information with partners and colleagues (Tran et al., 2019). On the other hand, in a company with an open culture, where knowledge sharing occurs in an honest and transparent manner, employees will be more engaged, understanding, and trustworthy of one another as well as of their managers. This will decrease the opportunity-seeking behaviors of the managers in the company. The following

hypothesis was developed in order to investigate the relationship between information sharing in the workplace and managers' opportunistic actions with reference to businesses in the North Central region:

H10: Managers in North Central Vietnam region companies exhibit opportunistic conduct negatively impacted by knowledge sharing in the workplace.

Figure 1. Proposed research model



3. RESEARCH METHODOLOGY

3.1. Research scale

The article presents a research model based on an analysis of pertinent literature and research, in which managers' emotional intelligence (EI) is the independent variable, knowledge sharing, the aim variable is transformational leadership style,

and the mediating factors are opportunistic conduct and corporate social responsibility (CSR) toward employees. The Likert scale is used in the study, with five levels of scores from one to five (1 — strongly disagree; 2 — disagree; 3 — neither disagree nor agree; 4 — agree; 5 — strongly agree). Adjustments are made to indicators measuring variables based on the features of study samples from earlier studies (Table 1).

Table 1. Sources of scales

No.	Variables	Codes	No. of observations	Sources
1	Emotional intelligence	EI	33	SSRI scale by Ciarrochi et al. (2001)
	• Perceiving emotions	PoE	10	
	• Using emotions	UoE	6	
	• Understanding emotions	UdE	8	
	• Managing emotions	MoE	9	
2	Knowledge-sharing firm's	KS	5	Chennamaneni (2006)
3	Social responsibility towards employees	SR	5	Hopkins (2003), Clarkson (1995)
4	Opportunistic behavior	OB	5	Katsikeas et al. (2009)
5	Transformational leadership behavior	TLB	6	Burns (1978)

3.2. Research sample

Convenience sampling, a non-probability sampling technique, was used to choose the research sample. Stratified sampling was utilized to gather data from enterprises located in all six provinces of North Central Vietnam: Thanh Hoa, Nghe An, Ha Tinh, Quang Binh, Quang Tri, and Thua Thien Hue. Firm supervisors were designated as the study's investigating unit. Two methods are used to collect data: online surveys utilizing the Google Form tool and survey papers that are distributed in person. In reference to the direct survey, there were 500 sheets distributed in total, 351 sheets collected in total, and 318 sheets that could be used. With respect to the online survey, there were 450 survey sheets issued, 329 survey sheets received, and 314 survey sheets that were usable. As a result, 632 valid sheets

in total were used for analysis. As per the findings of Hair et al. (1998) on anticipated sample size, a sample size that is at least five times the total number of variables observed is necessary. The research scale, which contains 632 samples to satisfy the analytical requirements, is in line with the study results of Alqaraleh et al. (2020) and includes the 54 observations indicated in the article. Out of a total of 632 observed samples used in the analysis, the number of observation samples from men was 337, accounting for 53.32%; the number of observation samples from women was 295, accounting for 46.68%. There are 415 samples from managers in the public sector (representing 65.66%) and 217 samples from managers in the private sector (representing 34.34%), respectively (Table 2). The period of implementation for data collecting is April 2022–September 2022.

Table 2. Sample demographics

No.	Province	Expected sample size	Collected sample size	Valid responses used in the analysis	Percentage (%)
1	Thanh Hoa	150	126	115	18.20
2	Nghe An	200	153	146	23.10
3	Ha Tinh	150	118	111	17.56
4	Quang Binh	150	109	99	15.66
5	Quang Tri	150	98	87	13.77
6	Thua Thien Hue	150	76	74	11.71
Total		950	680	632	100

3.3. Analysis tools

Qualitative methods are carried out based on a review of relevant empirical studies, allowing measurement of the structure of independent and dependent variables.

Through SEM and EFA, the study uses quantitative methodologies. Following collection and cleaning, data are processed using AMOS and SPSS. First, the study evaluates the scale's reliability according to the criteria of a Cronbach's alpha coefficient > 0.7 and a corrected item-total correlation > 0.3 . If an indicator type's Cronbach's alpha coefficient for the deleted item is higher than the Cronbach's alpha coefficient for the entire variable, it should be taken into account simultaneously. After that, the EFA is used to determine the "convergent validity" and "discriminant validity of the scale", provided that the following criteria are met: factor loading > 0.5 , the Kaiser-Meyer-Olkin (KMO) coefficient ≥ 0.5 , and ≤ 1 ; Sig. value < 0.05 , 50% of variance recovered. The Varimax factor rotation method is the factor extraction technique applied. Next, finally, the research hypotheses are tested by analyzing SEM with the requirements of chi-square/df indexes < 3 (Hair et al., 1998); GFI > 0.8 ; TLI, CFI > 0.9 ; and RMSEA < 0.05 (Taylor et al., 1993). AMOS software is used to assess the suitability of the research model through confirmatory factor analysis (CFA).

4. RESULTS AND DISCUSSION

4.1. Evaluate the scale's reliability

To assess the scale's dependability, the Cronbach's alpha test is employed. When the corrected item-total correlation is > 0.3 and for all variables, the Cronbach's alpha coefficient is greater than 0.7, the results demonstrate the validity of the scale and the data values used in the analysis. But because the *MoE5* indicator's Cronbach's alpha if item deleted coefficient of 0.842 is higher than the *MoE* variable's Cronbach's alpha of 0.840, and the *PoE2*

indicator's Cronbach's alpha if item deleted coefficient of 0.919 is higher than the *PoE* variable's Cronbach's alpha coefficient of 0.912, the study eliminated both indicators to increase the appropriateness of the scale (Table 3).

Table 3. Evaluation of the scale with Cronbach's alpha coefficient

No.	Variables	Codes	Cronbach's alpha coefficient
1	Perception of emotions	PoE	0.919
2	Use of emotions	UoE	0.828
3	Understanding of emotions	UdE	0.872
4	Management of emotions	MoE	0.842
5	Knowledge sharing	KS	0.870
6	Social responsibility	SR	0.905
7	Opportunistic behavior	OB	0.859
8	Transformational leadership style	TLB	0.938

4.2. Exploratory factor analysis

Prior to performing an EFA on the dependent, mediating, and independent variables, the study first determined whether the scale was appropriate. The analysis was done twice for the independent and mediating variables, and each time the factor loading coefficients were greater than 0.5; ≥ 0.5 and ≤ 1 for the KMO coefficient; < 0.05 for the Sig. value; $> 50\%$ for the extracted percentage of variance. However, because the variables in the first analysis did not converge on the same factor, the indicators *MoE1*, *MoE6*, and *MoE7* were eliminated. After removing those indicators, the data meets the requirements of the second analysis.

The results of the EFA test show that the data meets the analytical requirements for the dependent variable, *TLB*, with factor loading > 0.5 , KMO coefficient ≥ 0.5 , and ≤ 1 , Sig. value < 0.05 , percentage of variance extracted $> 50\%$, and satisfying two conditions: "Convergent validity" (observed variables converged on the same factor) and "Discriminant validity" (observed variables belonging to this factor distinguished from other factors) (Table 4).

Table 4. EFA analysis result

EFA analysis		KMO values	P-value	Extracted variance	Loading factor	Conclusions
Independent and moderating variables	1 st time	0.938	0.000	62.525	All are greater than 0.5	Indicators <i>MoE1</i> , <i>MoE6</i> , and <i>MoE7</i>
	2 nd time	0.940	0.000	62.609	All are greater than 0.5	Satisfy analysis requirements
Dependent variable		0.896	0.000	78.530	All are greater than 0.5	Satisfy analysis requirements

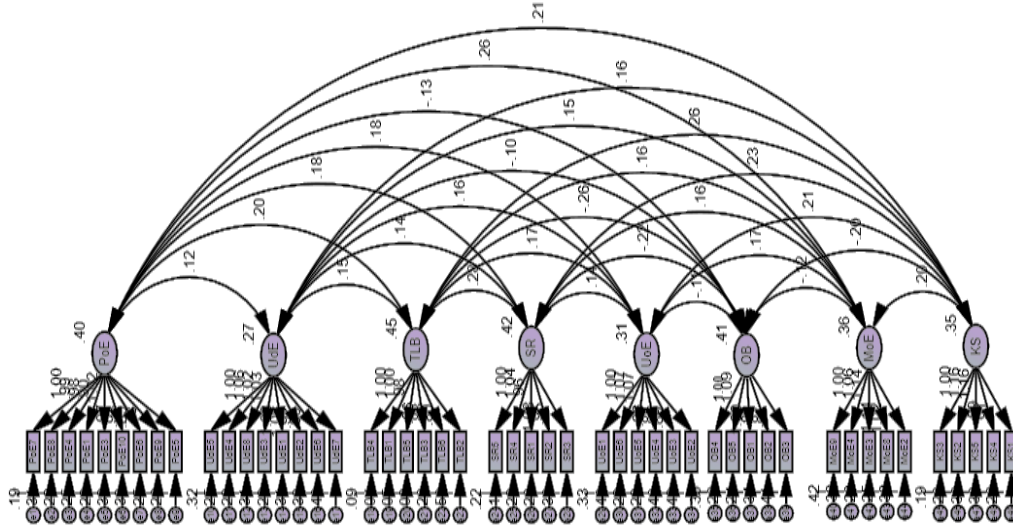
4.3. Confirmatory factor analysis

Following receipt of the EFA results and confirmation that the data utilized for the analysis is accurate, the research proceeds to the next step, which is the CFA. The next step after EFA is called

CFA, and it involves designing, testing, and adjusting measurement models on its own. Establishing suitable measurement models that may be applied to the testing of structural models is the goal of CFA. Based on the many assessment indications listed above, decide whether the model is appropriate.

Chi-square value = 2729.079; df = 1099; (> 0.9); RMSEA = 0.048 (< 0.05) are some of the analysis results that indicate the model matches the study data (Figure 2).
 Chi-square/df = 2.483 (< 3); p-value = 0.000 (< 0.05);
 GFI = 0.848 (> 0.8); TLI = 0.912 (> 0.9); CFI = 0.918

Figure 2. Confirmatory factor analysis

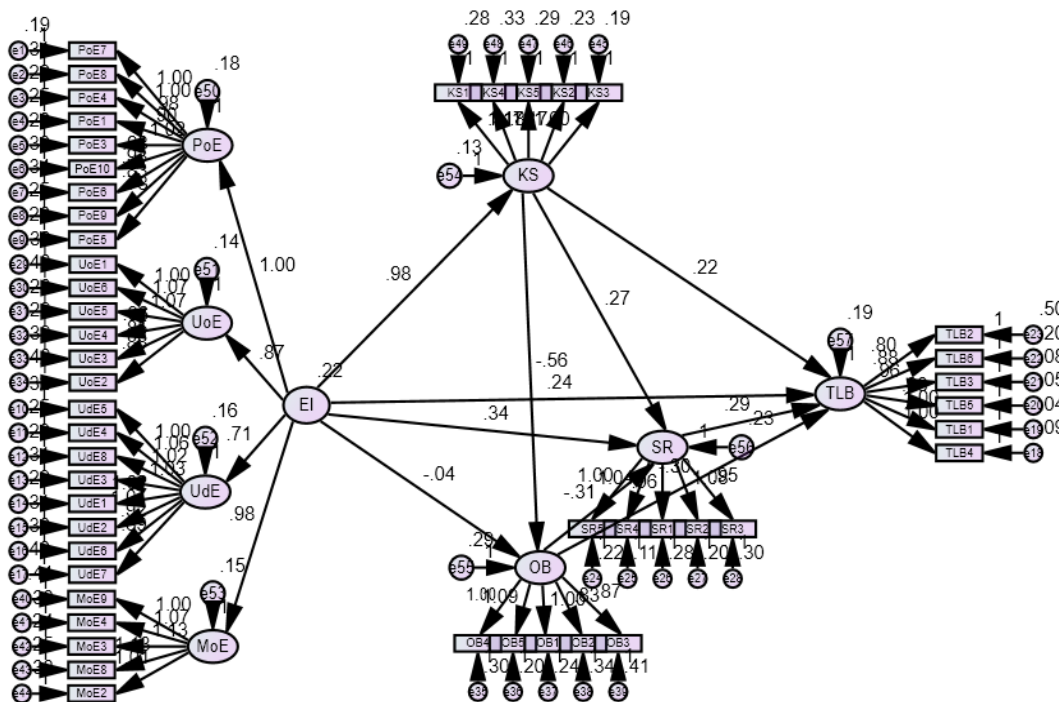


4.4. Structural equation modeling analysis

We discovered that the composite indexes satisfy the requirements by applying SEM to the research model. In particular, Figure 3 shows the following:

GFI = 0.844 (> 0.8); TLI = 0.909 (> 0.9); CFI = 0.914 (> 0.9); RMSEA = 0.049 (< 0.05); Chi-square = 2821.008; df = 1113; Chi-square/df = 2.525 (< 3); p-value = 0.000 (< 0.05).

Figure 3. Structural equation modeling analysis



The research model is suitable for implementation, as demonstrated by the estimation of the model's relationships. With the exception of hypothesis H6, all other hypotheses are accepted at a significance level of p-value < 0.05 .

In particular, the regression coefficient for hypothesis H1 is 0.239 (> 0) and the hypothesis has

a significance level in the test of 0.239. This indicates that the TLB of businesses in Vietnam's North Central region is positively impacted by the EI of the manager. This result is in line with the findings of Daus and Ashkanasy (2005), Guleryuz et al. (2008).

With positive regression coefficients (0.979 and 0.217) and statistical significance (p -value < 0.05), hypotheses $H2$ and $H3$ are accepted. The findings of this study have demonstrated that managers' EI has a favorable effect on information sharing in the workplace and that knowledge exchange in turn benefits companies in Vietnam's North Central region by fostering TLB . These findings align with the research conducted by Chalkiti (2012) and Jordan et al. (2002).

In a similar vein, hypotheses $H4$ and $H5$ are accepted with the significance level p -value < 0.05 and the regression coefficients being 0.339 and 0.295, respectively (> 0). Thus, it can be said that the EI of the manager positively affects the company's SR to its employees and that SR to employees also positively affects the TLB of companies in Vietnam's North Central region. Additionally, these findings line up with those of Mayer and Salovey (1997), Khan et al. (2016), Yusoff and Adamu (2016), and Thorne et al. (1993).

As for hypotheses $H6$ and $H7$, a p -value of 0.718 (> 0.05) led to the elimination of hypothesis $H6$, while a p -value of < 0.05 and a regression coefficient of -0.300 (< 0) led to the acceptance of hypothesis $H7$. Thus, the OB of managers is unaffected by EI . Meanwhile, $TLBs$ in businesses located in Vietnam's North Central area suffer from the opportunistic actions of managers. This outcome is also consistent with research conducted by Ahamed et al. (2014) and Katsikeas et al. (2009).

Thus, research findings have demonstrated that managers' EI has both direct and indirect impacts on TLB through the mediating factors of KS and responsibility as well as corporate SR towards employees. Hypothesis $H6$ has been eliminated, while all other hypotheses from $H1$ to $H7$ are accepted. These results have demonstrated the theoretical and practical contribution of the research in demonstrating the significance of the impact of managers' EI on $TLBs$ in firms, particularly with regard to the mediating role of knowledge-sharing factors and corporate SR towards employees (Table 5).

Furthermore, both hypotheses $H8$ and $H9$ are accepted because the test's significance level was p -value < 0.05 and the regression coefficients were 0.271 (> 0) and -0.305 (< 0), respectively, which means that KS at work positively impacts corporate SR towards employees. Meanwhile, the opportunistic acts of management negatively impact corporate SR for employees at enterprises in the North Central region of Vietnam. Concurrently, hypothesis $H10$ is also supported by a regression coefficient of -0.556 (< 0) and a significance level of < 0.05 . Thus, the research has demonstrated that managers in North Central Vietnamese enterprises exhibit opportunistic conduct negatively impacted by KS at work (Table 5). These results correspond to the works of Morgan and Hunt (1994), Gond et al. (2010), Palmer (2012), Siddiq and Javed (2014), and Kakakhel et al. (2015).

Table 5. Results of the SEM analysis for the model's relationships

Hypotheses	Relationship	Weight	S.E.	C.R.	P-value	Conclusion
H1	$TLB \rightarrow EI$	0.239	0.092	2.585	0.010	Accepted
H2	$KS \rightarrow EI$	0.979	0.072	13.578	0.000	Accepted
H3	$TLB \rightarrow KS$	0.217	0.075	2.911	0.004	Accepted
H4	$SR \rightarrow EI$	0.339	0.104	3.269	0.001	Accepted
H5	$TLB \rightarrow SR$	0.295	0.044	6.652	0.000	Accepted
H6	$OB \rightarrow EI$	-0.041	0.115	-0.361	0.718	Rejected
H7	$TLB \rightarrow OB$	-0.300	0.043	-6.989	0.000	Accepted
H8	$SR \rightarrow KS$	0.271	0.085	3.200	0.001	Accepted
H9	$SR \rightarrow OB$	-0.305	0.046	-6.606	0.000	Accepted
H10	$OB \rightarrow KS$	-0.556	0.092	-6.049	0.000	Accepted

5. CONCLUSION

The study aims to build a model and test the direct and indirect impact of managers' emotional intelligence on transformational leadership styles in firms in the North Central region of Vietnam. The study's conclusions point to both theoretical and practical applications. The importance and direct impact of managers' emotional intelligence on transformational leadership style have been theoretically shown by research, in addition to the mediating function of knowledge sharing in the workplace and the obligation of corporations to care for their people. It has also been shown that knowledge sharing has a positive impact on corporate social responsibility toward employees and a negative impact on opportunistic conduct. At the same time, corporate social responsibility to employees is negatively impacted by managers' opportunistic behavior. Practically, the research results introduce supportive solutions for managers to enhance and promote the effectiveness of transformational leadership styles in the current context.

Firstly, regarding emotional intelligence, a leader with high emotional intelligence helps boost overall

performance for many different reasons, but perhaps the most important factor is the ability to inspire others. In essence, leaders create a harmonious working environment and thereby motivate and stimulate employee productivity. It is imperative for managers to proactively hone their capacity to regulate their own and their followers' emotions. It is imperative for managers to establish a lively and productive work atmosphere within the company. The leader of the company is in charge of the office atmosphere at all times, communicates clearly, organizes work well, and is skilled at getting permission from coworkers. Authorization and communication are two essential management abilities for fostering a happy workplace. Simultaneously, it is critical for managers to demonstrate their concern for their staff, come up with ideas to support them and refrain from imposing their will on them at work. This is because doing so will not benefit the company and will probably drive out subordinates. Employees will be more willing to contribute if they are asked by someone who is sympathetic, someone they trust and respect. Those efforts can be further multiplied if the firm or organization has a team of leaders with high emotional intelligence.

Secondly, when it comes to knowledge sharing within the company, managers must recognize its value and promote information and knowledge sharing among team members. Additionally, businesses must promote effective authorization and teamwork, foster group work, and foster a welcoming, open, and professional atmosphere. An efficient knowledge-sharing culture empowers employees, fosters a strong sense of community, and increases team and individual productivity. Leaders will become less effective if they do not invest resources in learning about and disseminating information about their organization. Enhancing a group's knowledge and comprehension is the aim of knowledge sharing. A collective, or organization, helps them easily access new things without wasting time researching and exploring.

Thirdly, in terms of corporate social responsibility to workers, managers must take a more leadership role in the orientation process and goal-setting for the company as a whole, whereby the company's duties and responsibilities to its employees must be upheld. The company must simultaneously establish a welcoming workplace with fair and advantageous policies for staff members. Businesses that successfully establish and implement social responsibility will see notable improvements in management and improved commercial performance. For corporate social responsibility to become an urgent and long-term goal, the factor that plays a particularly crucial role is leadership. Responsible leaders will know how to flexibly apply management skills, innovate thinking, and improve vision, as well as human resource management, to truly optimize corporate social responsibility.

Fourthly, managers must be self-aware when it comes to opportunistic behavior and minimize their profiteering and individualism at work. Establishing a fair and peaceful working atmosphere for both employees and managers, as well as promoting open communication among them, is essential. Simultaneously, businesses must strengthen the supervision and inspection processes and establish particular penalties for actions that negatively impact the North Central region's businesses' entire operational framework. No one is more important than the team. Even though a leader has a lot of authority in the organization when that leader only follows his or her personal opinion and does not value his or her surroundings, he or she loses the opportunity to take advantage of collective intelligence. Building a culture that promotes teamwork will maximize the strength of all members of the organization.

In addition to those benefits, the study contains some drawbacks. First, the study's convenience sampling technique may make it harder to maintain the sample's representativeness. Secondly, the research space is restricted, and the study context is restricted to companies located in the North Central region. Lastly, there isn't a comparison of various company segments. We will keep broadening the area of research in Vietnam and other nations in the region and globally, as well as comparing various business lines, in order to produce better and more thorough results in the future. As a result, managers benefit from a thorough investigation by realizing the significance of transformational leadership approaches and emotional intelligence, which enhances business operations management.

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