



EMOTIONAL INTELLIGENCE PREDICT THE MANAGERIAL EFFECTIVENESS OF MANAGERS IN PUBLIC SECTOR BANKS

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ABSTRACT

This study made an attempt to find out the relationship between managerial effectiveness and emotional intelligence of branch managers of public sector banks like state Bank of India, Punjab National bank and Indian Bank in the district of Kolkata, West Bengal. The sample consists of 174 branch managers. Stratified random sampling method is used. The data collected through standard structure questionnaire named as "Managerial Effectiveness Scale" developed by Prof. S. Gupta (1996) and "Emotional Intelligence Test Scale" developed by Dr. N. K. Chadha and Dr. D. Singh (2001) was administered. The five hypotheses formulated in the study are tested using appropriate statistical tests like Mean, S. D., 't' test, ANOVA, correlation and regression analysis to assess the managerial effectiveness of public bank's branch managers with respect to emotional intelligence. The results revealed that there is no significance mean difference within the public banks (SBI, PNB, and IB). The result also exhibits that managerial effectiveness is positively correlated with the emotional intelligence and managers having high level of emotional intelligence are more effective than managers having low level of emotional intelligence. It is conclude from the results that emotional intelligence is a significant predictor of managerial effectiveness of branch managers in public sector banks.

KEYWORDS: *Managerial Effectiveness, Emotional Intelligence, Branch Managers, Public Banks. Kolkata.*

INTRODUCTION

The bank manager has to be not only effective leader but also an effective manager. Manager has to try the best of his level for managerial effectiveness, that will lead to organizational effectiveness and excellence. Today's, the attitude and behaviour of nationalized banks managers have been changed drastically to compete with the private banks. Nationalized bank managers are trying to enrich their business more and offering better services, good behaviour, good response and good product profile. They are opting dynamic decisions in different cases. Generally, managerial effectiveness of a bank manager requires the following:

- Ability to dealing with complaints over issues such as charges, discrepancies inaccounts or services at the bank.
- Ability to resolve conflicts calmly between employees and customers.
- Developing incentive programs for customers benefit.

Managerial effectiveness is defined in terms of output which measured in terms of results and three factors are responsible for the results that an organization achieves through its managers. These are:

1. The efforts and ability of the managers.
2. The environment in which the manager and the organization operates.
3. The effort and ability of the subordinates.

Emotional intelligence and its relevance for organizations are of utmost importance to modern day managers. The emotional intelligence of an organization can be judge from the way it deals with issues of leadership, interpersonal relations, communication and relations with other organizations. How do managers counter stressful and conflicting situations? How do managers handle frustrations? The emotional intelligence of a manager could be reflected to answers some of these questions. The present study is carried out among the branch managers of



the public sector banks to identify the relationship between their managerial effectiveness and emotional intelligence.

REVIEW OF LITERATURE

Emotional intelligence is very important in leadership roles, as leaders need everyone to do their jobs as effectively as possible and this requires a high degree of interpersonal effectiveness. H. Samuel Thavaraj (2012) conducted a study to identify the level of emotional intelligence among the bank branch managers and found various determinants of emotional intelligence required for balanced state of emotion in a demanding, complex and ambiguous place of work.

Mandell and Pherwani (2003) found the predictive relationship between emotional intelligence and transformational leadership style, and established that emotional intelligence significantly predicts transformational leadership style. Elias, Arnold and Hussey (2003) claimed effective leadership is a combination of traditional intelligence and emotional intelligence. Dearborn (2002) suggests managers with high emotional intelligence may be more capable of getting more output from less people and recognizing the nuances of dynamic situations while creating positive outcomes. Feldman, 1999; Noyes, 2001; Chastukhina, (2002) pointed out that the leaders with high levels of emotional intelligence positively apply social skills to influence others, create strong relationships with clients and employees, and are effective motivators by controlling their emotions and understanding their weakness. Srivastva and Bharamanaikar (2004) examined the relationship of emotional intelligence with leadership excellence, success and job satisfaction. Punia (2005) conducting a study on 250 executives in the National Capital Region Delhi found that leaders with higher emotional intelligence see changes as opportunities for betterment, and they cherish not stability but ongoing development of individual workers and of the organization itself. Rosete and Ciarrochi (2005) found a link between emotional intelligence and workplace measures of leadership effectiveness, using an objective measure of performance and a 360 degree assessment tool. Alon and Higgins (2005) opined that with the current rise of globalization, both emotional and cultural intelligence has become important for cross-culture leaders to excel. Mayer and Salovey (1997) opined that the components of the emotional intelligence such as self-awareness, self-regulation, self-motivation, social skills and empathy seem to be matching with the required skills of a manager to make understand, regulate and harness emotions in the self and others to enhance their personal effectiveness in interacting and relate with others. Mayer, Earuso and Salovey (1999) found that individuals with high scores for emotional intelligence had higher score for empathy. Empirical studies also showed that when leaders experience positive emotions at work, this can contribute to several potential beneficial impacts, which in turn contribute towards the effectiveness of leadership (George and Bettenhausen, 1990; George, 1995). Cherulnik et al., (2001) pointed out that a leader's behaviour has an impact on the subordinates' affective state. Constantine and Gainor (2001) showed that people low in emotional intelligence had a lack of empathy. Wong & Law (2002) conducted a study using a sample of supervisor-subordinate dyads, and found a significant relationship between both leaders' and subordinates' emotional intelligence with job satisfaction. Sayeed et al., (2006) conducted study which involved workers and managers in the food service industry and found a positive correlation between employees' emotional intelligence and job satisfaction. Shimazu, Shimazu and Odahara, (2004) suggested that leaders with high emotional intelligence use this advantage to ignite positive interactions that helping to boost both their own morale as well that of the subordinates under their supervision. This study also suggests that individuals with high emotional intelligence are also likely to experience high levels of job satisfaction because they can utilize their ability to appraise and manage emotions in others. Hence all these empirical studies confirm the findings of the study.

OBJECTIVES OF THE STUDY

1. To examine the relationship between ME and EI among branch managers in public banks (SBI, PNB and IB).
2. To find out the managerial effectiveness of different public sector banks like SBI, PNB and IB,
3. To understand managerial effectiveness of managers having high vs. low emotional intelligence in the sample.
4. To predict managerial effectiveness from emotional intelligence.

HYPOTHESES OF THE STUDY

H₁: The Managerial Effectiveness are different within various public banks such as SBI, PNB, and IB.

H₂: Managerial Effectiveness will be positively correlated with Emotional Intelligence.

H₃: The Managerial Effectiveness of High EI managers will be significantly



different from Low EI managers.

H4: Emotional Intelligence will be significant predictor of Managerial Effectiveness.

METHODOLOGY OF THE STUDY

Methodology includes sample, measures / test or adaptation of tools, and administration of tests for collection of data.

Population and Sample

The population of the study consists of branch managers of three public sector banks such as State Bank of India (SBI), Punjab National Bank (PNB), Indian Bank (IB) located in the district of Kolkata, West Bengal. The sampling procedure used is stratified random sampling under probability sampling technique. The sample consisted of 174 branch managers (SBI = 58, PNB = 58 and IB = 58) working as branch manager in various location of Kolkata district. The managers were chosen from Kolkata districts keeping the representativeness of branches of all three banks operating their works in the district of Kolkata. The public sector banks including SBI, PNB, and IB have been considered having highest number of branches in Kolkata as well as in West Bengal, according to the sources of RBI Kolkata.

Measures / Tests

The study attempted to find out the relationship between managerial effectiveness as the dependent variable and emotional intelligence as the independent variables. The data has been collected with the help of standardized tests such as Managerial Effectiveness test developed by Prof. S. Gupta (1996). Managerial Effectiveness scale is a 45 items scale consisting of nineteen culturally relevant characteristic of managers. 35 items are positive statements and 10 items are negative statements. 1 - 5 Likert rating scale (where 1 = Never, 2 = Sometimes, 3 = Undecided, 4 = Usually, and 5 = Always) was used to anchor all managerial effectiveness items. A high score indicates high managerial effectiveness. The test-retest reliability and split-half reliability was found to be .73 which is high. Reliability of the test 0.73.

Emotional Intelligence test developed by Dr. N. K. Chadha & Dr. D. Singh (2001). Emotional Intelligence is a set of 22 questions which measure emotional reactions to different situations. The situations were divided into three dimensions of emotional intelligence namely, sensitivity, maturity, and competency. Each situation has four sets of options to choose from. Scores ranges from 5 - 20. The test-retest reliability for the test was found to be 0.94.

In order to measure the demographic characteristics of branch managers, a Managers' Demographic Profile Sheet was prepared.

(i) Age:

Table 1: Age Group of the Respondents

Age Group		Total
Less than 35 years	Count	44
	% of Total	25.2 %
35 – 44 years	Count	47
	% of Total	27.0 %
45 – 54 years	Count	66
	% of Total	38.0 %
Above 55 years	Count	17
	% of Total	9.8 %
Total	Count	174
	% of Total	100.0 %

Table 1 reveals the age wise frequency and percentage of managers. The age of the 174 branch managers were varying from less than 35 years to above 55 years. This table shows 44 managers, 25.2 % are below 35 years of age, 27.0 % manager falls between the age of 35 to 44 years, 38.0 % managers are in 45 to 54 years age group and only 9.8 % branch managers fall at the age above 55 years (See Figure 1)

**Table 2: Gender**

Gender		Total
Male	Count	169
	% of Total	97.2 %
Female	Count	5
	% of Total	1.4 %
Total	Count	174
	% of Total	100.0 %

Table 2 shows gender-wise distribution of the sample reveals that 169 (97.2 %) are male managers and 5 (1.4 %) are female managers.

The gender composition of the branch manager included in this study is shown in Figure 2.

Table 3: Education of Respondents

Educational Qualifications		Total
Graduate	Count	98
	% of Total	56.4 %
Post Graduate	Count	49
	% of Total	28.2 %
Professional	Count	27
	% of Total	15.4 %
Total	Count	200
	% of Total	100.0 %

In Table 3, there are 98 (56.4 %) managers who are under Graduate level and 49 (28.2 %) are Post Graduates and 27 (15.4 %) managers who are having professional qualifications (See Figure 3).

Table 4: Experience of Respondents

Experience		Total
Less than 5 years	Count	35
	% of Total	20.2 %
5 – 10 years	Count	31
	% of Total	17.8 %
11 – 20 years	Count	70
	% of Total	40.2 %
Above 20 years	Count	38
	% of Total	21.8 %
Total	Count	174
	% of Total	100.0 %

The Table 4 reveals the experience-wise frequency of branch managers varying from less than 5 years to above 20 years. This table shows that 35 (20.2 %) managers are below 5 years of experience, 31 (17.8 %) managers fall between the experience of 5 - 10 years, 70 (40.2 %) managers are within 11 - 20 years of experience group and 38 (21.8 %) managers are having above 20 years of experience (See Figure 4).

Table 5: Income of Respondents

Income		Total
Less than Rs. 55000	Count	36
	% of Total	20.6 %
55000 – 75000	Count	35
	% of Total	20.2 %
75001 – 95000	Count	65
	% of Total	37.4 %
Above 95000	Count	38
	% of Total	21.8 %
Total	Count	174
	% of Total	100.0 %

Managers belonging to various income groups were included in the sample and most of them were belonging to the Rs.75001 to Rs.95000 income group. 20.6 % (36) managers are earning less than Rs.55000 per month, 20.2 % (35) managers are there who earn more than Rs.55000 but less than Rs.75001 per month. 37.4% (65) are earning between Rs.75001 to Rs.95000 per month. There are also 21.8 % (38) managers of the sample who are earning more than Rs.95000 per month (See Figure 5).

Table 6: Marital Status

Marital Status		Total
Married	Count	129
	% of Total	74.2 %
Unmarried	Count	45
	% of Total	25.8 %
Total	Count	174
	% of Total	100.0 %

Table 6 shows out of the 174 branch managers, 129 (74.2 %) managers were married and rest of the 45 (25.8 %) managers are unmarried (See Figure 6).

Test Administration

The study is based mainly on primary data and supported by secondary data. The primary data is collected from the branch managers to assess the managerial effectiveness. There are two ways of administering of questionnaires: self-administering of questionnaires and mailing the questionnaires. This research was done by administering the questionnaires face to face in order to get a valid response on the scales like emotional intelligence and managerial effectiveness.

There were four hypotheses formulated with respect to the objectives stated above and each one of them were tested with appropriate statistical techniques through Statistical Package for Social Sciences (SPSS version 20).

RESULTS AND DISCUSSIONS

H₁: The Managerial Effectiveness is different within various public banks such as SBI, PNB, and IB.

In order to test the difference in managerial effectiveness within different public sector banks, following analysis has been done and the results are reported below.

Table 7.1: Descriptive Statistics of Managerial Effectiveness within various PublicSector Bank Managers

Groups of Managers	N	Mean	SD
SBI	58	161.98	23.39
PNB	58	160.43	25.44
IB	58	160.69	22.39
Total	174	161.03	23.65

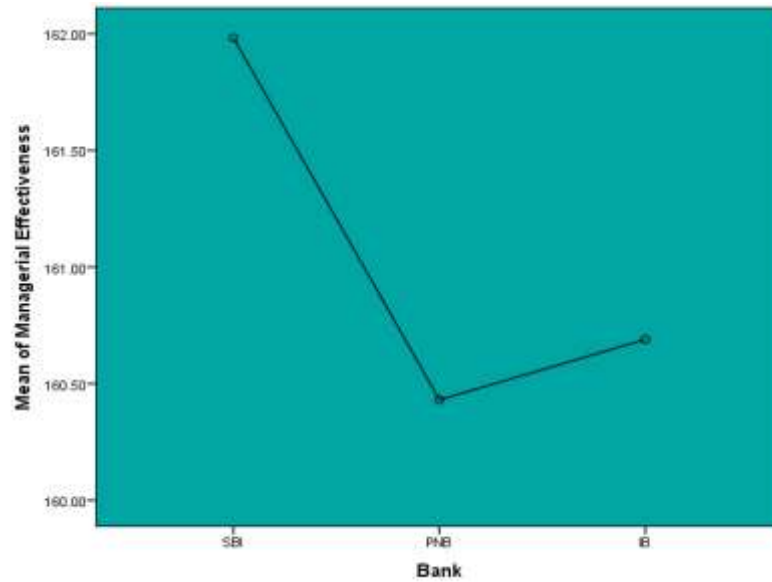


Figure 1: Graphical representation of ME of Managers within Public Sector Banks (SBI, PNB and IB)

Table 7.2: Results of ANOVA comparing Managerial Effectiveness of different Public Sector Banks

	Sum of Squares	df	Mean Square	F	Level of Significance
Between Groups	80.172	2	40.086	.071	.932
Within Groups	96643.621	171	565.167		
Total	96723.793	173			

From the above Table 7.2, it was found that the calculated value of F is .071 and the corresponding significant value is 0.932 which is greater than 0.05 ($p < 0.05$). Hence the alternative hypothesis (H_1) is rejected. Therefore, it can be concluded that, there is no significant mean difference of managerial effectiveness within these public banks.

H₂: Managerial Effectiveness will be positively correlated with Emotional Intelligence

In order to understand the relationship between ME and EI, the correlation coefficient has been calculated. The results are represented below.

Table 8: Correlation between ME and EI of Public Banks

	N	M	SD	r	Level of Significance
ME	174	161.03	23.65	.648**	0.000
EI	174	301.02	45.01		

From the above Table 8, it was found that the correlation coefficient (r) is 0.648 with a p (significance level, two-tailed) = 0.000. As the table exhibited $p < 0.05$, the alternative hypothesis is accepted.

H₃: The Managerial Effectiveness of High EI managers will be significantly different from Low EI managers.

Table 9: t-test of ME of High vs. Low EI managers of Public Banks

	EI	N	Mean	SD	t	Level of Significance
ME	High	87	175.21	23.05	9.549	0.000
	Low	87	148.01	13.20		

From the above Table 9, the observed result showed that the calculated value of $t = 9.549$, with a p (Significance level, two-tailed) = 0.000. As the Table showed $p < 0.05$, the alternative hypothesis is accepted.

H₄: Emotional Intelligence will be significant predictor of Managerial Effectiveness.

To ascertain the relationship between dependent and independent variable: Managerial Effectiveness and Emotional Intelligence for branch managers of public sector banks, Pearson’s correlation coefficient is used. The details of the correlation analysis are shown in the Table 10.1

Table 10.1: Inter Correlation Matrix between ME and EI in Public Sector Banks

		ME	EI
ME	Pearson Correlation	1	.648**
	Sig. (2-tailed)		.000
EI	Pearson Correlation	.648**	1
	Sig. (2-tailed)	.000	
N		174	174

** . Correlation is significant at the 0.01 level (2-tailed).7

Result of the above Table 10.1 indicates statistically significant inter-correlation co-efficient between the variables - Managerial Effectiveness (ME), and Emotional Intelligence (EI) and positively correlated with each other.

As the variables - Managerial Effectiveness, and Emotional Intelligence are positively correlated with each other, the researcher intends to conduct linear regression analysis between the dependent and independent variable of public sector banks to frame the prediction equation for the study.

Table 10.2: Model Summary of EI

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.420	.417	18.05514

a. Predictors: (Constant), EI

From the above Table 10.2, it was found that the correlation co-efficient (R) between ME and EI is 0.648 and the adjusted R² is 0.420 meaning that 42 % of the variance in managerial effectiveness can be predicted from the emotional intelligence. Adjusted R² is lower than the unadjusted R².

Table 10.3: Results of ANOVA^a in terms of EI

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40653.848	1	40653.848	124.710	.000 ^b
	Residual	56069.946	172	325.988		
	Total	96723.793	173			

a. Dependent Variable: ME

b. Predictors: (Constant), EI

From the Table 10.3, it was observed that $F = 124.710$ with a $p = 0.000$. Therefore, it can be concluded that emotional intelligence is a significant predictor of managerial effectiveness.

Table 10.4: Results of Coefficients of ME and EI

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	58.524	9.281		6.306	.000
	EI	.341	.030	.648	11.167	.000

a. Dependent Variable: ME

From the above Table 10.4, it was found that the $t = 11.167$ with a $p = 0.000$. Therefore, it can be concluded that emotional intelligence is a significant predictor of managerial effectiveness. The predictor equation would be as follows:



Managerial Effectiveness (ME) = 58.524 + 0.341 EI

DISCUSSIONS

The present study revealed that there is no significant mean difference of the managerial effectiveness of branch managers within the public banks SBI, PNB, and IB. The result has also confirmed the positive relationship between the emotional intelligence and the managerial effectiveness. It was found that the managers having high emotional intelligence are performing better than the managers with low emotional intelligence. The findings of the study ensure the need for the development of emotional intelligence among managers for enhancing their effectiveness.

From the above result it is observed that the independent variables - Emotional Intelligence is the significant predictor for evaluation of Managerial Effectiveness of branch managers in public sector banks.

The determinants of managerial effectiveness in public sector banks are found out using step wise regression analysis. According to Mendental and Sincich (1993), the purpose of regression analysis is to relate the dependent variable to a set of independent variables. In the correlation, the relationship between two variables is computed.

The details of the correlation analysis are shown in the Table 10.1 and it is clearly evident that positive and significant correlations co-efficient were found between Managerial Effectiveness and Emotional Intelligence (0.648) with a 'p' value of 0.01 (Table 10.1). Therefore, it can be concluded that there was a significant correlation that exist between Managerial Effectiveness and Emotional Intelligence. Table 10.1 shows that Emotional Intelligence is highly correlated with the dependent variable i.e., Managerial Effectiveness.

Table 10.2 shows that correlation co-efficient (r) between managerial effectiveness and emotional intelligence is 0.648 and the adjusted r^2 is 0.417 meaning that 42 % of the variance in ME can be predicted from the independent variable emotional intelligence. Result showed adjusted r^2 (0.417) is lower than the unadjusted r^2 (0.420).

It is observed from the Table 10.3 that the mean square of regression is 40653.848 and the value of $F = 124.710$ with a 'p' value of 0.000. As the $p < 0.05$, it is concluded that independent variable emotional intelligence is a significant predictor of Managerial effectiveness.

Table 10.4 shows $t = 11.167$ with a 'p' value of 0.000 and as $p < 0.05$, it can be concluded that emotional intelligence is a significant predictor of managerial effectiveness.

CONCLUSION

The present study revealed that there is no significant mean difference of the managerial effectiveness of branch managers within the public banks SBI, PNB, and IB. This study has confirmed the positive relationship between the emotional intelligence and the managerial effectiveness. It was found that the managers having high emotional intelligence are performing better than the managers with low emotional intelligence. The findings of the study ensure the need for the development of emotional intelligence among branch managers for enhancing their effectiveness.

The present day managers are facing enormous challenges in their working environment due to various reasons. Each and every manager is expected to possess varying interpersonal skills apart from their professional qualifications to be effective in their managerial job. Managers are playing incompatible multiple roles in a competitive market giving thrust to the customer focused strategy and promoting customer relationship management to a great extent. The findings are summarized below to conclude:

- i) Within public sector banks branch managers are statistically equally effective.
- i) The Managerial Effectiveness is positively and significantly correlated with Emotional Intelligence.
- ii) High level of Emotional Intelligence leads to high level of Managerial Effectiveness.
- iii) The Managerial Effectiveness of high Emotionally Intelligent managers are significantly different from low Emotionally Intelligent managers. High level of Emotional Intelligence leads to high level of Managerial Effectiveness.
- iv) Emotional Intelligence is a significant predictor of Managerial Effectiveness. The regression equation states that:



$$\text{Managerial Effectiveness (ME)} = 58.524 + 0.341 \text{ EI}$$

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