Relationship between managers' emotional intelligence and their transformational leadership styles (case study universite)

Allahverdi Hosseinzadeh, Zohre Nasiri, Ali Ghanbari

Department of Education, College of Education, Miandoab Branch, Islamic Azad University, Miandoab, Iran.

ABSTRACT

Background: The emotional quotient is an issue seeking to explain and interpret the role of emotions, and feelings in human capabilities. Objective: The principals with the emotional quotient are effective leaders who obtain the objectives with maximum productivity, satisfaction and employees' commitment and this kind of intelligence can be a good predictor of transformational leadership behaviors and the relationship between these two can be an indicator for the principals' effectiveness. Results: According to Goleman's view (1998) it is considered as the inevitable and unavoidable condition in the organization. Conclusion: This study is conducted with the aim to determine the relationship between the principals' emotional quotient and their transformational leadership style in District 2 of Islamic Azad University. This research is a descriptive-analytical study. 180 principals of Islamic Azad Universities from West Azerbaijan province were selected by the simple random sampling based on a preliminary study. "Wesinger" Emotional Intelligence Questionnaire was utilized to determine the principals' level of emotional quotient dimensions at Islamic Azad University and the transformational leadership style was measured through "Warner Burke" leadership style questionnaire. The emotional quotient questionnaire was valid with Cronbach's Alpha Coefficient of 0.88 and the leadership style questionnaire with coefficient of 0.72. The descriptive statistics methods, Pearson correlation analysis and SPSS software are applied for data analysis. The mean emotional quotient was obtained equal to 104.06, the mean transformational leadership style equal to 29.44, and standard deviation equal to 4.2, the mean transactional leadership style 22.92 and the standard deviation equal to 4.4. There was a significant positive correlation between the emotional quotient and transformational leadership style. (p<0.05). From five dimensions of emotional quotient, only the empathy and social skills had the significant positive correlation with the transformational leadership style. The universities principals had high social skills, self-awareness, and empathy in emotional quotient, but no strong correlation was obtained between the emotional quotient and transformational leadership style.

INTRODUCTION

The intelligence is one of the most important theoretical structures and utilized for explaining the career success and performance since introducing by Alfred Binet in the early twentieth century. For several years, it was thought that intelligence quotient (IQ) is the representative of individuals' success rates, but the emotional quotient (EQ) was considered when Daniel Goleman (1995) published his book entitled as "Why the emotional quotient is more important than IQ?" The studies have indicated that the EQ or emotional quotient is an important factor in creating the fundamental changes in life[9].

However, the studies have shown that the managers, who can effectively communicate with their human resources, will be successful in the future. In this regard, the emotional quotient is a component which can play a great role in the managers' relationship with the organizational members and it is an inevitable and unavoidable condition in the organization according to Goleman's view (1998). Given the difference between the EQ and IQ, the importance of EQ will be manifested in the people's behavior and performance: First, IQ is largely non-acquired and inherited, while the research results indicate that the individuals' EQ can be enhanced through the proper training and providing the necessary training field.
Second, given the importance of social relationship, the role of EQ is undoubtedly high in individuals' success. Nowadays, it is argued that 80% of individual success is dependent on the EQ and only 20% depends on the high IQ; for instance, a person with high reasonable ability and high IQ, failing to control the emotions or build appropriate social relationships, will be faced with problems in the society, but the one with normal IQ and high EQ can probably achieve the better positions and high success through emotional self-management, self-motivation, empathy and proper social relationship in the organization. Thus, the emotional quotient is an important factor in making fundamental changes in individuals and managers' business and personal lives.

However, the transformational leadership is as one of the leadership paradigms in the organizational psychology studied extensively by researchers. The primary task of leadership in the new era is to build the confidence and lead the change and transformation. The leaders lead the organization through the clear expression and disseminating the sense of vision. Disseminating the sense of vision in the organization is done through the link between a set of beliefs and values and makes a great motivation in followers and changes them as the factors of change in the organization. These leaders, who are called the transformational leaders, goes beyond the interactive leadership style, which is only based on the motivation through the reward and punishment, and draw an exciting perspective of potential opportunities by building the trust and loyalty, and also make a commitment to change in followers and their high self-control through inspiring them. Thus, the transformational leaders help every employee in the organization to be changed to a transformative factor and move the organization towards the future [5].

On the other hand, the human resource is the most valuable asset of any organization because other factors such as the technology, capital, etc depend on the labor. Despite the new technical advances, nothing has been able to be replaced with the labor and the human is considered as a key factor in the organization and the management of organization should properly understand this asset, strive to develop the human power and talent and effectively mobilize it for progress of organizational aims [1]. However, the management neglects to utilize this human resource and the staff will be faced with the job burnout as the result of severe stress and stress due to the nature, type or poor conditions of job [8], [16], [23].

The results of several studies suggest that the transformational leadership leads to the acceptable results in the organizations. On the one hand, these leaders increase their subordinates' organizational commitment and on the other hand increase their followers' motivation; thus numerous researchers have focused to identify the factors which lead to the transformative practices [21], [15]. According to Burns's viewpoint, the transformational leadership occurs when a person or group of people who are involved in a job act in a way that the levels of motivation and performance are surprisingly risen [10]. People with high motivation often have better performance than other people. Therefore, the employees' needs should be met automatically; in other words the nature of work should be incentive [2].

In today organizations, the environment, which stimulates and satisfies the needs beyond just physiological and safety needs, should be made because of the changes in the staff priorities [20], [14]. Therefore, this study seeks to explain the relationship between the principals' transformational leadership styles with the emotional quotient in District 2 of Islamic Azad University considering the above necessity.

MATERIALS AND METHODS

This study is a descriptive-analytical study. The statistical population covered all managers (principals, deputies and heads of departments and educational, financial, and research managers) in District 2 of Islamic Azad University and the variance estimation was done for determining the sample size by choosing an arbitrary sample of 30 individuals. Then 180 samples were selected from 320 ones through applying the sample size formula with the confidence level of 1.96. The questionnaire was the data collection tool and its first part contained the individual characteristics, gender, age, work experience and management experience and the second covered questions for examining the transformational leadership style and emotional quotient. Wesinger Emotional Intelligence Questionnaire with 25 questions was utilized in order to measure the managers' emotional quotient and they generally measured the emotional quotient score. Each person's score was from 25 to 125 based on Likert scale (strongly agree, relatively agree, neither agree nor disagree, relatively disagree, and completely disagree). Accordingly, the score less than 50 indicates the low emotional quotient, from 50 to 100 is moderate and 100 and above indicates the high individual intelligence. The emotional quotient includes 5 dimensions, self-awareness, self-management, self-motivation, empathy and social skill, each which allocates 5 questions from the total 25, e.g. a question of each dimension is presented as follows: For self-awareness dimension (I feel different internal modes for different emotions), self-management (I stay calm under the pressure), self-motivation (I' am waiting impatiently when I want to do a task), empathy (I am aware of the effect of my behavior on others) and the social skill (I take that first step in solving the conflict with others). In addition to the total emotional quotient score, each person's status in each dimension is calculated. Warner Burke questionnaire was applied in order to determine the transformational leadership style; it had 10 questions each which contained both transformational and transactional leadership styles. The managers were asked to
consider five points and determine one style from these two. This questionnaire included a total of 50 points divided between the transformational and transactional leadership styles. The transformational leadership style included the consideration of quality, the long-term goals, and considered employees’ needs, etc. and the transactional leadership included the consideration of quantity, maintaining the organizational stability, and the role of facilitating, etc. Both tools were completed by self-reporting. The validity of questionnaire in this study was determined through the content validity according to the scientific literature, the experts’ opinion and investigation of similar questionnaires and Cronbach’s alpha coefficient was applied in order to determine the validity; the reliability of emotional intelligence questionnaire was approved with level of 0.88 and the leadership style questionnaire with level of 0.72. Data analysis was done by SPSS software and the descriptive statistics and correlation analysis. Since the questionnaire in this study has the self-report type compared with the functional questionnaire, it is likely that the respondents will avoid the accurate and real response to provide the better look. This is among the limitations of this study. (1167)

Results:
In this section, the research findings are presented in three parts. The statistical description of data, the mean variables and eventually the research results associated with the objectives. The managers’ personal characteristics are presented as the frequency distribution in Table 1. The mean emotional quotient was 104.06 and its standard deviation equal to 11.01. The mean dimensions of emotional quotient included the self-awareness equal to 23.06, self-control 20.02, empathy 22.05, self-motivation 20.66, and social skill 21.68. The mean transformational leadership style was equal to 29.44 and its standard deviation 4.2 and the mean transactional leadership style equal to 22.92 and its standard deviation 4.4. The research results indicated that there was a significant positive correlation between the emotional quotient and transformational leadership style (P=0.003, r=0.488); and also in the field of managers’ emotional quotient dimensions with the transformational leadership style, the results indicated that there was no significant relationship between the self-awareness, self-control, self-motivation and the transformational leadership style, but there was a significant relationship between the empathy and social skills with the transformational leadership style (P = 0/.000, r = 0.527)

### Table 1: Absolute and relative frequency distribution of university principals’ characteristics

<table>
<thead>
<tr>
<th>Percent</th>
<th>Number</th>
<th>Varying levels</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/10</td>
<td>166</td>
<td>30</td>
<td>39-25</td>
</tr>
<tr>
<td>1/10</td>
<td>7/77</td>
<td>140</td>
<td>50-40</td>
</tr>
<tr>
<td>1/10</td>
<td>5/55</td>
<td>10</td>
<td>More than 50</td>
</tr>
<tr>
<td>5/55</td>
<td>8/33</td>
<td>150</td>
<td>Male</td>
</tr>
<tr>
<td>3/33</td>
<td>16/66</td>
<td>30</td>
<td>Female</td>
</tr>
<tr>
<td>1/11</td>
<td>5/55</td>
<td>100</td>
<td>License</td>
</tr>
<tr>
<td>3/33</td>
<td>33/33</td>
<td>60</td>
<td>Masters</td>
</tr>
<tr>
<td>1/11</td>
<td>1/66</td>
<td>20</td>
<td>PhD</td>
</tr>
<tr>
<td>8/88</td>
<td>9/44</td>
<td>160</td>
<td>Less than 10 years</td>
</tr>
<tr>
<td>1/66</td>
<td>17</td>
<td>14</td>
<td>10 to 20 years</td>
</tr>
<tr>
<td>3/33</td>
<td>3/33</td>
<td>3</td>
<td>More than 20 years</td>
</tr>
<tr>
<td>16/66</td>
<td>2/55</td>
<td>150</td>
<td>Less than 10 years</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>30</td>
<td>10 to 20 years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0</td>
<td>More than 25 years</td>
</tr>
</tbody>
</table>

Discussion:
This study was conducted with the aim to determine the relationship between the principals’ emotional quotient dimensions and the transformational leadership style in District 2 of Islamic Azad Universities in 2003. Based on the results, the principals’ mean emotional quotient ranged from 105 to 125 indicating the relatively high emotional quotient. In the field of managers’ leadership style, the transformational leadership style mean score was 29.44 from 50 and the transactional leadership style mean score was 22.92 from 50, thus it can be concluded that the mean score of transformational leadership style was higher than the transactional leadership style. The results of study by Mortazavi [17] on the relationship between the emotional quotient and leadership style in 73 business executives working in the automotive industry of Mashhad through two similar questionnaires indicated that the respondents’ score, ranged from 25 to 125, was equal to 94.3 indicating the relatively high emotional quotient and the respondents’ mean score of transactional leadership style was 22.9 and their score of transformational leadership style was 27.1 which was very similar to this study. Furthermore, according to the study by Hadi Karimi et al on the relationship between the emotional quotient and transformational leadership style among the nurses, the managers’ mean emotional quotient was 103 out of 125 and it was concluded that the mean score of transformational leadership style was higher than the transactional leadership style.

According to the results, the managers have higher abilities in the field of emotional quotient dimensions such as the social skills, self-awareness and empathy, but low abilities in self-control and self-motivation.
Studies and research background on the relationship between the emotional quotient and transformational leadership style, it can be concluded that the positive relationship between the emotional quotient and transformational leadership style in this study is consistent with the findings of study by Ansari, Mortazavi et al 73 managers on 73 managers, by Abedi on 23 managers, and Afsarian on 65 managers (16,15,14,13) and also with the research by Barling, Mendel. (4,17) Keyvanloo et al concluded in their descriptive-analytical study on 240 sport coaches that there was a positive and significant relationship between the emotional quotient and transformational leadership style and a significant negative relationship between the emotional quotient and transactional leadership style [18]. Furthermore, like the current study, the results of research by Yaghoubi et al [22].indicated a significant relationship between the emotional quotient and transformational leadership style, and the self-awareness and self-management had the highest effect on the transformational leadership. [19]. This consistency means that the transformation entails working beyond the expectations, while in a transactional leadership style, a manager will be efficient if he works equal and according to the expectations. Since no strong correlation is obtained between two variables, emotional quotient and transformational leadership style, it is probably because of some managers' traditional thinking that still like to maintain the stability of organizations and are opposed to the changes and play as the facilitators rather than the initiators of a new program, and always pay attention to the quantity in their career plans and feel that the qualitative activities have no place in the value of their activities. Moreover, some of the managers are looking to change their career plans and goals and willing to play the coaching roles and the understand the employees' needs, but due to not sufficient training and shortage of managerial labor and implemented various regulations and laws in the organization, they are so busy and have no opportunity to implement their plans and goals; however, according to Bass and Avenlo's view [6] the transformational leaders characteristics includes the self-confidence, optimism, conviction, high expectations and confidence in their subordinates to the abilities to achieve the objectives which will help them to achieve the organizational mission and stimulate the followers' awareness of issues and resolving them [11]. The studies confirm that the university managers can affect their personal empowerment through utilizing the effective leadership and management skills, and then facilitate the achievement of organizational goals. Obviously, the utilization of these skills requires the necessary knowledge which is obtained through implementing the management training program [3], [12]. Through promoting the practical management knowledge, the training program of principals' leadership and management skills changes their behavior and this change is perceived by management and can lead to the promotion of employees' professional practice under their leadership [7], [4].

**Conclusion:**

The management experts have mentioned important features for transformational leadership style, which is one of the most effective methods in the management, and it is essential for the managers to utilize this style in most challenging workplace; moreover the relationship between the effective managers and emotional quotient has been proven. In this study, the managers had high social skills, self-awareness and empathy, but no strong correlation was obtained between two variables, emotional quotient and transformational leadership style, and it was probably because of the sample size or unfamiliarity with the emotional quotient and transformational leadership style variables. Utilizing the results of this research in the academic management system is among the cases under which the manager's emotional quotient and leadership style can be an indicator for selection and appointment of managers. Furthermore, the theoretical and practical education of transformational leadership style, emotional quotient, and human and social skills should be put on the agenda as the important educational issues. According to similar domestic and foreign studies to achieve a standard in the score of emotional quotient and managers' leadership styles, it is suggested conducting this study in various types of population and with larger sample sizes. The researchers conducted this study among the public and private sector managers to identify the most affective components among five components of emotional quotient on the leadership style.

**REFERENCES**


