Prediction of Social Capital Based on the Education Principals' Emotional Intelligence, Transformational and Pragmatic Leadership Styles

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**ABSTRACT**

**Objective:** The main objective of this study is to investigate the relationship between the principals' emotional intelligence, transformational and pragmatic leadership styles with social capital at departments of education in Tehran during the school year of 2012-13. **Background:** The research method is descriptive and has correlational type. The statistical population consists of all 5000 principals working in the departments of Education in Tehran. The sampling has the stratified random and simple type and the sample size is obtained equal to 400 according to Kerjcie and Morgan Table. This study applies three standard questionnaires with the aim of investigating the relationship between the principals' transformational and pragmatic leadership styles and emotional intelligence with social capital. **Results:** The first questionnaire is the standard questionnaire of social capital (2005) by Nazmohammad Ounagh with 28 items, the second one is Goleman Emotional Intelligence Questionnaire (1995) containing 28 items, and the third one is the pragmatic and transformational leadership style questionnaire (MQL) with 36 items. The validity of social capital questionnaire is 93%, 87% for emotional intelligence and 96% for leadership style questionnaire. **Conclusion:** The results of multivariate regression analysis indicate that there is a positive significant relationship between the principals' transformational and pragmatic leadership styles and emotional intelligence with social capital at departments of education. Finally, the regression equation is obtained as follows: Social capital = 85.269 + 0.126 (EI) + 0.129 (pragmatic style) + 0.228 (transformational style).

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**INTRODUCTION**

Social capital is considered a crucial and vital ingredient in the development of economic institutions [14], [24],[9]. A vast variety of social processes, patterns and practices determine the social capital of a social unit, including social support, integration, social cohesion [18], team work, density of exchanges with colleagues [22], reduced probability of opportunism, cost of monitoring [23], encouraging cooperative behavior, facilitating the development of new forms of association and innovative organization [13]; [23] resolving disputes [15], taking advantage of new opportunities [16], and featuring the structure, not of the individual actors within the social structure; an ecologic characteristic. [19].

The concepts of social capital seem to have been classified in to three different groups:

Cognitive dimension: The cognitive dimension of social capital refers to attributes like a mutual belief or shared paradigm that promotes a common understanding of collective goals and the proper ways of acting in the social environment [28]. The social capital's cognitive dimension may enable knowledge sharing in the sense that stories, shared language, customs and traditions can bridge the tacit-explicit division as well as division in terms of, for example, old-timers-newcomers (Hinds & Pfeffer, 2003). The cognitive dimension refers to those resources that provide shared representations, interpretations, and systems of meaning among parties. This includes shared language and codes as well as shared narratives, which increase the mutual understanding among individuals and help members communicate more effectively. [7].

Structural dimension: The structural dimension of social capital focuses mainly on the density of networks and on bridging structural holes [6]. Structural social capital facilitates information sharing, and collective action and decision making through established roles, social networks and other social structures supplemented by rules, procedures and precedents. [30].

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Relational dimension: McDonald (2000) has tried to include a motivational element into the design of expertise recommender systems. He augmented an expert recommendation system with social networks. Therefore, the recommender system would suggest first those experts who had the closest social ties with the person asking.

Regarding the key role of education, Green [15] explains that education provides the technical knowledge and skill that industry requires it in future and the fact that governments depend on this knowledge to have an effective and strategic programming. In addition, education develops the people's attitudes and motivation in order to confidently work in a group and actively participate in the national development plans. Educations are included in those social systems which have been recognized as the society's engine of raising awareness and the basic center of thought and reflection. Nowadays, no developed country is found that has reached its present status without relying on its active and equipped educations. Today, educations can be considered as the heart of the dominating and successful civilizations [15].

Because of profound changes which have affected our today's world, the universities and educations, even more than ever, have been in the focus of prolonged international and social discussions which devote to the goals and ideals of universities as well as their roles in guidance and leadership [11]. The most important issue in each system, especially in higher education system, is the selection and appointment of the managers and leaders in a way that they can effectively administer the higher education institutes. Drucker [10] believes that the managers are the most valuable resources of the organizations [10]. The qualified and knowledgeable managers are able to achieve the organization's goal using their own abilities, specialized knowledge and vocational experiences while they apply less resource and increase the efficiency of the organization. One of the qualifications that the university managers should possess is high emotional intelligence.

In his study, Smith [26] found that there is a relationship between the emotional intelligence and leadership of change [26]. The results of the study done by Cook [8] showed that emotional intelligence has a positive effect on the principles of performance leadership [8].

The new century has brought a new wave of change. The environment of the organizations is more dynamic than before. It has made the organizations explore the new ways for success and even survival in such an environment, and move towards flexibility, dynamism, and transformation [31].

In order to cope with the unsecure environment and continuous changes, there is an urgent need for people who play the role of a leader. It is clear that a traditional leader cannot survive in the third millennium, and the world needs the leaders who are transformational [1]. Because, the activities of a transformational leader provide the companies with the possibility to promote their performance, when they compete in an unpredictable, and unstable environment. The origin of transformational leadership paradigm goes back to 16th century in studies done by Makiavel. Furthermore, this term was independently used by Antowan for the first time, and Bass and Avolio developed it [32]. Regarding different viewpoints, theoreticians presented different theories which changed the leadership views. In 1950s, the studies continued following behavioral approach. The most important change in the recent stage was introducing transformational and transactional leaderships by Burns [5] which Brayman [3] refers to it as “new leadership viewpoint” [33].

Based on the question above, the following hypotheses are examined:
Main hypothesis: There is a relationship between the principals’ leadership style and emotional intelligence with social capital at Department of Education in Tehran.
Sub-hypothesis 1: There is a relationship between the principals’ transformational and pragmatic leadership styles with social capital.
Sub-hypothesis 2: There is a relationship between the principals' emotional intelligence and social capital.

MATERIALS AND METHODS

This research is applied in terms of objective and is a kind of correlative study. The statistical population consists of all 5000 principals working as the management at department of Education in Tehran during the school year of 2012-2013. According to the sample size in Morgan Table, 400 individuals are selected according to stratified random sampling and the questionnaire is distributed among them. The applied tools are the standard questionnaire of social capital (2005) with 28 items by Nazmohammad Ounagh, and then Goleman Emotional Intelligence Questionnaire (1995) containing 28 items, and Bass & Avolio transformational and pragmatic leadership style questionnaire (1985) (MQL) with 36 items. The validity of social capital questionnaire is equal to 93%, and 87% for emotional intelligence questionnaire, and 96% for leadership style questionnaire. The linear multivariate regression analysis and SPSS software are utilized for analyzing the obtained data.

In this regard, the main question of this study is as follows: To what extent is the portion of each variable of principals' leadership style and emotional intelligence in explaining the principals' social capital at Department of Education in Tehran?
Results:
The multivariate regression analysis is applied for examining the research hypotheses according to the research questions, types of variables, and collected data. The statistical indexes associated with the subjects' scores in social capital, emotional intelligence and leadership style questionnaires are presented in Table 1:

Table 1: Summary of descriptive indicators associated with the principals' transformational and pragmatic styles and emotional intelligence and their social capital

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Median</th>
<th>Mode</th>
<th>SD</th>
<th>Skewness</th>
<th>Kurtosis</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Kolmogorov-Smirnov</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational</td>
<td>39.6925</td>
<td>56</td>
<td>38</td>
<td>9.4020</td>
<td>0.4004</td>
<td>0.6746</td>
<td>25</td>
<td>92</td>
<td>0.935</td>
<td>0.012</td>
</tr>
<tr>
<td>Pragmatic</td>
<td>36.6100</td>
<td>56</td>
<td>33</td>
<td>7.2976</td>
<td>0.3384</td>
<td>0.2210</td>
<td>22</td>
<td>63</td>
<td>0.323</td>
<td>0.060</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>1.0713</td>
<td>1.0500</td>
<td>0.96</td>
<td>2.0903</td>
<td>0.3310</td>
<td>-0.9000</td>
<td>37</td>
<td>162</td>
<td>0.121</td>
<td>0.071</td>
</tr>
<tr>
<td>Social Capital</td>
<td>84.5600</td>
<td>83</td>
<td>79</td>
<td>14.6469</td>
<td>0.2804</td>
<td>0.4490</td>
<td>40</td>
<td>135</td>
<td>1.257</td>
<td>0.083</td>
</tr>
</tbody>
</table>

The values above indicate that the median, mode and mean are close to each other for all variables and the values of skewness and kurtosis, which are less than 1, indicate that the data is normally distributed and the mean can be used as an index in parametric statistics.

Main research hypothesis:
There is a correlation between the principals' leadership style and emotional intelligence with social capital at departments of education in Tehran.

In this regard, the linear regression analysis is applied to determine the contribution of each independent variable (leadership style and emotional intelligence) on the dependent variable (social capital). The regression analysis allows the researcher to predict the variability of independent variables through the independent variables and determine the portion of each independent variable in explaining the dependent variable; the results are presented as follows.

Table 2: Obtained regression coefficients

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>t</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>standard error of estimate</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Constant value</td>
<td>85.269</td>
<td>6.491</td>
<td>13.136</td>
<td>000</td>
</tr>
<tr>
<td>Transformational style</td>
<td>0.404</td>
<td>0.095</td>
<td>0.228</td>
<td>4.228</td>
</tr>
<tr>
<td>Pragmatic style</td>
<td>0.295</td>
<td>0.121</td>
<td>0.129</td>
<td>2.436</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>0.100</td>
<td>0.040</td>
<td>0.126</td>
<td>2.534</td>
</tr>
</tbody>
</table>

F = 7.413, R²= 0.053 and adjusted R²= 0.046

According to the data in Table 2, the value of R²= 0.053 indicates that 5.3% of variance changes in social capital variable can be justified by principals' transformational and pragmatic leadership styles and their emotional intelligence. The observed value of R (0.231) also indicates that the linear regression model can be applied for prediction. Furthermore, the ratio of calculated F (7.413) is also significant at the confidence level of 99%. According to the data of table, the transformational style is significant with a beta coefficient of 0.228, t=4.228 and the significance level of 0.000, the pragmatic style with beta coefficient of 0.129, t= 2.436, and the significant level of 0.015, and the emotional intelligence with beta coefficient of 0.126, t= 2.534 and significance level of 0.012. It can be concluded that according to the signs of calculated coefficients which are positive, there is a significant positive relationship between the principals' transformational and pragmatic leadership styles and emotional intelligence with social capital. In other words, the social capital is increased by enhancing the principals' transformational and pragmatic leadership styles and emotional intelligence.

Social capital= 85.269+ 0.404 transformational style + 0.295 pragmatic style + 0.100 emotional intelligence

First sub-hypothesis: There is a relationship between the principals' transformational and pragmatic leadership styles and social capital.

Table 3: Obtained regression coefficients

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>t</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Standard error of estimate</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Constant value</td>
<td>93.497</td>
<td>5.659</td>
<td>16.521</td>
<td>000</td>
</tr>
<tr>
<td>Transformational</td>
<td>0.360</td>
<td>0.090</td>
<td>0.203</td>
<td>3.810</td>
</tr>
<tr>
<td>Pragmatic</td>
<td>0.298</td>
<td>0.122</td>
<td>0.130</td>
<td>2.439</td>
</tr>
</tbody>
</table>

F = 7.802, R²= 0.194, R²= 0.038, and adjusted R²= 0.033

According to data of Table 3, the value of R²= 0.038 indicates that 3.8% of changes in variance of social capital variable can be justified by principals' transformational and pragmatic leadership styles and the observed value of R (0.194) also indicates that this linear regression model can be used for prediction. Furthermore, the
ratio of F calculated (7.802) is significant at a confidence level of 99 percent and according to the data of table, the transformational style is significant with beta coefficient of (0.203) t=3.810 and significance level of 0.000, the pragmatic style with beta coefficient of 0.130, t=2.439 and significance level of 0.015. It can be concluded that according to the signs of calculated coefficients, which are positive, there is a significant positive relationship between the principals' transformational and pragmatic leadership styles with social capital; in other words, the increased transformational and pragmatic leadership styles will lead to the enhanced social capital.

Social capital= 93.497 + 0.203 (transformational style) + 0.130 (Pragmatic style)

**Second sub-hypothesis:** There is a relationship between principals' emotional intelligence and social capital.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Unstandardized coefficients</th>
<th>Standardized coefficients</th>
<th>t</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant value</td>
<td>97.584</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>0.114</td>
<td>0.063</td>
<td>0.091</td>
<td>0.823</td>
</tr>
</tbody>
</table>

According to the data of Table, the emotional intelligence is significant with beta coefficient of 0.091, t= 0.823 and significance level of 0.04, and it can be concluded that according to the sign of calculated coefficient, which is positive, there is a significant positive relationship between the emotional intelligence and social capital. In other words, the increased emotional intelligence will enhance the principals' social capital.

According to the coefficients of table 4, the regression line equation is as follows:

Social capital= 97.548 + (0.091) emotional intelligence

**Discussion And Conclusion:**

In response to the main question, based on the relationship between the principals' transformational and pragmatic leadership styles and emotional intelligence with social capital, the regression test is applied and the results indicate that there is a positive and significant relationship between the principals' transformational and pragmatic leadership styles and emotional intelligence with social capital. This finding is consistent with the findings of the following researchers:

1- Mohammadkhani [20] found the following results by conducting a study entitled as "Investigating the relationship between the managers' transformational and pragmatic leadership styles and emotional intelligence in Bank branches of Mashhad": In general, There is a relationship between the managers' transformational leadership style and emotional intelligence, but the emotional intelligence increasingly affects the managers' performance and the managers with transformational leadership styles have higher emotional intelligence than the pragmatic managers.

2- Tajik [27] found the following results by conducting a study entitled as "Investigating the relationship between the students' emotional intelligence and social capital at Islamic Azad University of Varamin, Pishva".

Social capital has the structural, interactive and functional features and the functional (mutual support) is examined in this study. The results indicate that the more the individuals' social capital is enhanced in functional dimension, the more the emotional intelligence is increased. The married and employed people have higher social capital and thus higher emotional intelligence.

3- Feizi and Abedini [12] conducted a research entitled as "Investigating the relationship between the emotional intelligence and social capital (case study)" and found the following results: There is a direct relationship between the emotional intelligence and components of social capital, thus the social capital of organization can be promoted by considering the emotional intelligence index at the beginning of service and the emotional education during the service.

4- Nemati [21] conducted a study entitled as "Investigating the impact of principals' transformational and pragmatic leadership styles on social capital at high schools of Kerman City" and achieved the following results:

The transformational leadership style affects the social capital and the managers with pragmatic leadership styles have lower impact on social capital.

5- Brooks & Nafukho [4] found a direct and mutual relationship between emotional intelligence and social capital by providing a model for effect of human resource development, emotional intelligence and social capital on operation.

The regression test is applied in response to the first subsidiary question based on the relationship between the managers' transformational and pragmatic leadership styles and social capital. The results of test indicate that there is a relationship between the managers' transformational and pragmatic leadership styles and social capital. This finding is consistent with the findings by following researchers:

1- Seyed Naghavi and Miri [25] conducted a study entitled as the role of transformational leadership in development of social capital with an emphasis on the organizational justice (Case Study: Pars Oil and Gas Company) and achieved the following results.
2- Zarei Matin [34] had declared in his study that most of the managers in human resource sector of the National Iranian Oil Company have transformational leadership styles and this leads to an open system and reduces the control. Finally, the findings of this study indicate that the social capital strengthens the transformational leadership style in the organization.

3- In a study by Antowan (1988) in the field of leadership styles and the managers' efficiency, it is declared that the human-oriented leadership style (transformational) has created higher efficiency in managers than the task-oriented leadership style (pragmatic).

4- Turner [29] revealed in a research that two main factors affecting the social capital of institutions and agencies are the managers' leadership styles and workplace.

The correlation coefficient is applied in response to the second sub-question based on the relationship between the managers' emotional intelligence and social capital and the test result indicates that there is a significant positive correlation between the managers' emotional intelligence and social capital and the more the managers' emotional intelligence is enhanced, the more the social is increased. This finding is consistent with the findings by following researchers: Tajik [27] Feizi and Abedini [12].

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