Journal of Applied Science and Agriculture, 9(3) March 2014, Pages: 1254-1260

AENSI Journals

Journal of Applied Science and Agriculture

ISSN 1816-9112

Journal home page: www.aensiweb.com/jasa/index.html

Searching the Multiple Intelligences of Isfahan Sport Clubs Managers

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ARTICLE INFO

Article history:
Received 20 December 2013
Received in revised form 22 February 2014
Accepted 26 March 2014
Available online 15 April 2014

Keywords:
Multiple Intelligences (Mi), Managers, Sport Clubs

ABSTRACT

Background: The aim of study is to explore the manager's multiple intelligences (MI) of the Isfahan sport clubs. The managers of sport clubs of Isfahan city, who are 220 person, form the population of this study, that 106 of them were selected by stratified random sampling as a sample. Their MI were measured by the Gardner multiple intelligences questionnaires, which its reliability was obtained through *Cronbach's α (α= %845)*. **Objective:***)*. The content validity and face validity of survey were confirmed by ten physical education experts. **Results:** This study, based on collecting, is a descriptive research and from the point of view of aim is applicable, and its designing is quantities. The *single variable test of Kolmogorov Smirnoff* is used for being normal of data test. The analysis of results showed that the scores mean of all kinds of MI are above the average level, and the scores mean of Musical Intelligence stand at mean level; central tendency indices (mean, median, and mode) and dispersion indices (Quarters) are approximately equal. Therefore by considering few differences are between indices and Z scores, it can be said that Multiple Intelligences scores and all its aspects are normally distributed. **Conclusion:** So those managers who are possessing a higher MI could increase their possible job achievements.

To Cite This Article: Raziyeh Nazari, Marziyeh Nazari., Searching the Multiple Intelligences of Isfahan Sport Clubs Managers. ***J. Appl. Sci. & Agric.,*** *9(3): 1254-1260, 2014*

INTRODUCTION

Using unknown intelligences, intact and creative talents would be the achievement necessities of managers in the domain of management. In the shelter of Multiple Intelligences reinforcement, managers can develop the organizational abilities in all fields, by the implementation of approaches and provide adaptability with changing, dynamic and modern conditions. Nowadays sport managers can not only describe from social position, but also should explain it from other point of view such as productivity and economy. Because sport managers could create a high capacity economically and change sport into an industry which can be a proper bed for development (Ansari, 1999).

Managers have always been considered as an important parts of governmental and private systems, and also a specific consideration has been about them. Study about intelligence and characteristics of managers has a long background. One of the manifestations and sides of success is related to the individual characteristics of manager. In the contemporary century, two important theories, discussed the individual differences, have categorized the learning environments based on individual differences. Gardner theory, is one of them, explains how each person can improve his or her intelligent level until he or she gets enough and proper instruction.

A great numbers of authors have penned about the potential intelligent faculty and its effects on ordinary life. In addition it has caused that people believe that intelligence can improve the health, public comfort, wealth, success, love and joy of individuals. It also can be the key of success and effectiveness in many group issues and organizing, such as more effective management, boosting morals, and increasing job motivation (Raghibi, 1999). Nonetheless because of being emerging the argumentations related to Multiple Intelligences, it is necessary to assess it precisely and scientifically, in order to determine the correctness and incorrectness of it. However, few studies have directly found that how the individual differences in the Multiple Intelligences features are connected to the development of organization (Zamptaks & Mosstakis, 2009). Scientists state that the root of growth and flourishing of organizations is in the utilization of the managers' MI, those who fulfil their new theories enthusiastically.

Bearing in mind the modern world transformations, indebted to the rapid development of knowledge and science, managers face with new problems and difficulties due to these changing and some of them are not able to encounter with such issues. For accomplishing to such skills, a purposive training and personal developing of

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Journal of Applied Science and Agriculture, 9(3) March 2014, Pages: 1254-1260

MI would be required; the reason is that the MI theory will provide a model, that we would be able to stimulate one's inactive intelligences and establish balance in applying them, by using the model (Armstrong, 1985).

The intelligence could be considered as an achievement factors of managers, who are regarded as the leading drivers of economic wheels; also managers' competences in using words in the spoken and written forms (Linguistic intelligence), in utilizing numbers and digits and logical deduction (Logical-Mathematical intelligence), in conceptualizing the world spatially and visually and changing in this perception (Spatial intelligence), in applying the whole of body for expressing thoughts and feelings (Bodily- Kinesthetic intelligence), in understanding, distinguishing, converting and performing (Musical intelligence), in perceiving and distinction of spiritual modes, intentions, motivations, and other's feelings (Interpersonal intelligence), knowing oneself and the ability of doing proper practice based on it (Intrapersonal intelligence), recognizing and classifying various species -animals and plants- (Naturalistic intelligence) are very crucial.

Therefore the main goal of this paper is exploring the MI of Isfahan sport clubs managers. The necessity and importance of this study is that it could determine, by clarifying MI position, the required qualifications for promoting the Isfahan sport clubs and lighten up their going course, to improve the adaptability and progress of them. On the other hand, the role, undertaken these clubs in sport communities, is undeniable and considerable. While the clubs are moving towards more entrepreneurship through relying on the brainy and competent managers, productivity, growth, and competition would subsequently determine and define in economy. The Study findings can offer a number of solutions for such issues and take a step towards of evolution, in the sport clubs sector.

With a view to recognize the influential and important variables, the MI aspects will be examined, the MI aspects, in view of content, are Linguistic intelligence, Logical-Mathematical intelligence, Spatial intelligence, Bodily- Kinesthetic intelligence, Musical intelligence, Interpersonal intelligence, Intrapersonal intelligence, Naturalistic intelligence. Multiple intelligences refer to a group of main functions which their task is performing the special activities related to each of the intelligence (Gardner, 1999).

Linguistic intelligence: the ability of using the words properly, in spoken and written forms. Linguistic intelligence refers to the ability of utilizing syntax (the form of language), phonology (the sounds of language), semantic (the meaning of language), pragmatic (the practical using of language) (Gardner, 1999).

Logical-Mathematical intelligence: refers to the describing of the thinking without any mental visualization, which is the eminent scientists' and mathematicians' characteristics. This is a hard task because its formative and component elements are so restricted (Gardner, 1999).

Spatial intelligence: refers to the thinking in mental image, visualizations, and the competence to perception, metamorphosis, and recreation the different visual-spatial aspects of world (Gardner, 1999).

Musical intelligence: is the main feature of a person who enjoys musical intelligence. It is the ability of listening to music rhythm, pitch, melody (Gardner, 1999)

Bodily-kinesthetic intelligence: it seems that body movement is counted as an important factor in advancing thinking process. A number of ingenious intellectuals have stated that running and walking had caused to flourish their cognitive competence. (Gardner, 1999)

Interpersonal intelligence: the basic capability of this type of intelligence is the ability of a precise recognition about the intentions, motivations, modes, feelings, and thoughts of other people. (Gardner, 1999)

Intrapersonal intelligence: or internal consciences intelligence. One who has such intelligence can easily perceive oneself feelings and sense it among of all own one's internal emotional modes, moreover uses such self-knowledge to guide and effect on one's own life. (Gardner, 1999)

Naturalistic intelligence: refers to the skill of recognition and classification of various plants and animal species and individual environments (Gardner, 1999).

Methodology:

This study is based on data collection is descriptive and correlated, moreover the study on the basis of its aim is applicable.

Participants:

The population of this study included the total managers of Isfahan sport clubs, which the number of them based on given statistics from the club affairs department of Isfahan sport and youth administration, were 220 managers. Fifty managers were working in governmental clubs, and 170 of them in private clubs. One hundred and six managers out of 220, as sample were drawn from population for this study by stratified random sampling and by using *Cohen-Cochran formula*. It should be mentioned that the numbers of distributed questionnaires were 110, but 106 questionnaires were returned to the researcher.

Materials:

In this study for collecting data, Gardner Multiple intelligences questionnaire was used to assess the managers' multiple intelligences.

Journal of Applied Science and Agriculture, 9(3) March 2014, Pages: 1254-1260

Data analysis procedure:

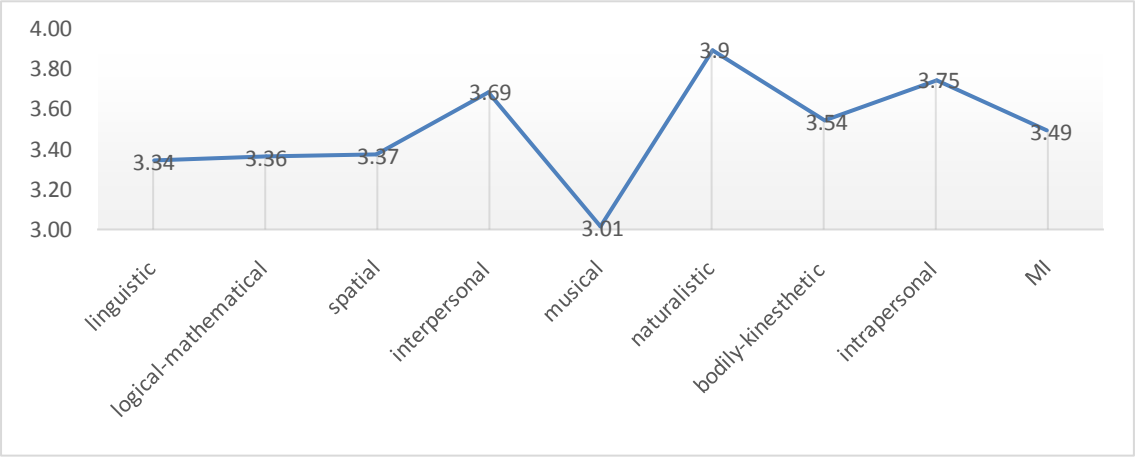
Data analysis was done in two levels of descriptive and inferential level. In descriptive level, frequency, percentage, and graph, mean, standard deviation (SD) were used, but proper statistical procedures such as *single variable Kolmogorov Smirnoff test* to assure about distribution, to be normal, and *Levene's test* to examine concurrent and heterogeneity of variance, analysis of variance (ANOVA) and analysis of covariance (ANCOVA), were used in inferential level.

Results and Findings:

As shown in table and graph 1, mean and standard deviation of each intelligences are as follow respectively: linguistics intelligence ($\overline{x}$=3.34, SD=0.56), logical-mathematical intelligence ($\overline{x}$=3.36, SD=0.54), spatial intelligence ($\overline{x}$= 3.37, SD=0.58), interpersonal intelligence($\overline{x}$=3.69,SD=0.57), musical intelligence($\overline{x}$=3.01,SD=0.73), naturalistic intelligence($\overline{x}$=3.9,SD=0.67), bodily-kinesthetic intelligence ($\overline{x}$=3.54, SD=0.53), intrapersonal intelligence($\overline{x}$=3.75,SD=o.57), and total mean and standard deviation scores of multiple intelligence were($\overline{x}$=3.49,SD=0.34). Therefore the scores mean of multiple intelligences and all its aspects, except musical intelligence, are above the average level, and scores dispersion are varied from minimum 2.12, related to spatial intelligence, to maximum 4.89, related to naturalistic intelligence. Musical intelligence scores mean is below the average level, and dispersion varies from minimum 1.63, to maximum 5. Also the score rang of all multiple intelligence varies from minimum 1.53 to maximum 4.06.

Table 1: MI Indices and All Its Aspects

Components/ Indices	$\overline{x}$	*SD*	*min*	*max*
Linguistic	3.34	0.56	2	4.75
Logical-mathematical	3.36	0.54	2.13	4.5
Spatial	3.37	0.58	2.12	4.75
Interpersonal	3.69	0.57	2.38	4.88
Musical	3.01	0.73	1.63	5
Naturalist	3.9	0.67	2.5	4.89
Bodily-Kinesthetic	3.54	0.53	2.38	4.75
Interpersonal	3.75	0.57	2.13	2.75
MI	3.49	0.34	2.53	4.06



Graph 1: The Profile of MI Scores Mean

Table 2 shows that 7.5 percent of managers' scores in linguistic intelligence are below the average, 56.6 percent stand on average level, and 35.8 percent are above the average level. Therefore almost more than half of the managers' scores are on average level in linguistic intelligence. Mean and standard deviation scores of linguistic intelligence are 3.34 and o.56 respectively, so total scores of investigated managers are upper than average, in linguistic intelligence.

Journal of Applied Science and Agriculture, 9(3) March 2014, Pages: 1254-1260

Table 2: Frequency distribution of linguistic intelligence scores

Linguistic/ indices	*frequency*	*Cumulative Frequency*	*Percent*	*cumulative percent*
Less than 2.5	8	8	7.5	7.5
2.5 – 3.5	60	68	56.6	64.2
More than 3.5	38	106	35.8	100
total	106	106	100	100

$\bar{x}$ =3.34, *SD*=0.56

Table 3 demonstrates that 7.5 percent of managers' logical-mathematical intelligence scores are below the average, 50.9 percent stand on average level, and 41.5 percent are above the average level. As a result approximately half of the managers' scores are at mean level. Mean and standard deviation of logical-mathematical intelligence scores are 3.36 and 0.54 respectively; totally, in logical-mathematical intelligence, the scores of observed managers are above the average level.

Table 3: Frequency distribution of logical-mathematical intelligence scores

Logical-mathematical/ indices	*frequency*	*Cumulative Frequency*	*Percent*	*Cumulative percent*
Less than 2.5	8	8	7.5	7.5
2.5 – 3.5	54	62	50.9	58.5
More than 3.5	44	106	41.5	100
Total	106	106	100	100

$\bar{x}$ *=3.36, SD= 0.54*

According to table 4, 9.4 percent of managers' scores related to spatial intelligence are below the average level, 54.7 percent are on average level, and 35.8 percent are above the average level. Hence approximately half of the managers' scores related to spatial intelligence stand at mean level. The spatial intelligence mean and standard deviation are 3.37 and 0.58 respectively; totally managers' scores are above the average level, in spatial intelligence scores.

Table 4: Frequency distribution of spatial intelligence scores

Spatial/ indices	*frequency*	*cumulative Frequency*	*Percent*	*cumulative percent*
Less than 2.5	10	10	9.4	9.4
2.5 – 3.5	58	68	54.7	64.2
More than 3.5	38	106	35.8	100
total	106	106	100	100

$\bar{x}$ *=3.37, SD= 0.58*

As shown in table 5, 1.9 percent of the managers' scores related to interpersonal intelligence are less than average, 39.6 percent are on average level, and 58.5 percent are more than average level. Then approximately more than half of the managers' scores related to interpersonal intelligence scores are more than average level. Mean and standard deviation of interpersonal intelligence managers' scores are 3.69 and 0.57 respectively; consequently totally detected managers' scores are above the average level in interpersonal intelligence.

Table 5: Frequency distribution of interpersonal intelligence scores

Interpersonal/ Indices	*frequency*	*cumulative Frequency*	*Percent*	*cumulative percent*
Less than 2.5	2	2	1.9	1.9
2.5 – 3.5	42	44	39.6	41.5
More than 3.5	62	106	58.5	100
total	106	106	100	100

$\bar{x}$ *=3.69, SD= 0.57*

As illustrated in table 6, 28.3 percent of managers' scores related to musical intelligence scores are below the average level, 52.8 percent are on average level, and 18.9 percent are above the average level. For this reason approximately half of the managers' scores related to musical intelligence scores are at mean level. The musical intelligence mean and standard deviation are 3.01 and 0.73 respectively; so totally managers' scores are on average level, in musical intelligence scores.

Journal of Applied Science and Agriculture, 9(3) March 2014, Pages: 1254-1260

Table 6: Frequency distribution of musical intelligence scores

Musical/Indices	*frequency*	*Cumulative frequency*	*Percent*	*cumulative percent*
Less than 2.5	30	30	28.3	28.3
2.5 – 3.5	56	86	52.8	81.1
More than 3.5	20	106	18.9	100
Total	106	106	100	100

$\bar{x}$ *=3.01, SD= 0.73*

It can been seen from table 7 that 3.8 percent of managers' scores in naturalistic intelligence scores are less than average, 28.3 percent are on average level, and 67.9 percent are more than average level. Accordingly more than half of the managers' scores are above the mean level in naturalistic intelligence. Mean and standard deviation scores of naturalistic intelligence are 3.9 and o.67 respectively, so totally scores of studied managers are above the average level in naturalistic intelligence.

Table 7: Frequency distribution of naturalistic intelligence scores

Naturalistic/Indices	*frequency*	*cumulative Frequency*	*Percent*	*cumulative percent*
Less than 2.5	4	4	3.8	3.8
2.5 – 3.5	30	34	28.3	32.1
More than 3.5	72	106	67.9	100
total	106	106	100	100

$\bar{x}$ *=3.9, SD= 0.67*

Table 8 demonstrates that 3.8 percent of managers' bodily-kinesthetic intelligence scores are less than average, 50.9 percent stand on average level, and 45.3 percent are more than average level. As a result approximately half of the managers' scores in bodily-kinesthetic intelligence are on average level. Mean and standard deviation of bodily-kinesthetic intelligence scores are 3.54 and 0.53 respectively; so totally in bodily-kinesthetic intelligence the scores of observed managers are above the average level.

Table 8: Frequency distribution of bodily-kinesthetic intelligence scores

bodily-kinesthetic /Indices	*frequency*	*cumulative frequency*	*percent*	*cumulative percent*
Less than 2.5	4	4	3.8	3.8
2.5 – 3.5	54	58	50.9	54.7
More than 3.5	48	106	45.3	100
total	106	106	100	100

$\bar{x}$ *=3.54, SD= 0.53*

Table 9 displays that 3.8 percent of managers' intrapersonal intelligence scores are below the average, 37.7 percent are on average level, and 58.5 percent are above the average level. Consequently approximately more than half of the managers' scores related to intrapersonal intelligence are on average level. Mean and standard deviation of intrapersonal intelligence scores are 3.75 and 0.57 respectively; thus totally, intrapersonal intelligence scores of observed managers are above the average level.

Table 9: Frequency distribution of intrapersonal intelligence scores

Intrapersonal/ Indices	*frequency*	*Cumulative frequency*	*Percent*	*cumulative percent*
Less than 2.5	4	4	3.8	3.8
2.5 – 3.5	40	44	37.7	41.5
More than 3.5	62	106	58.5	100
total	106	106	100	100

$\bar{x}$ *=3.75, SD= 0.57*

Table 10 reveals that 4.91 percent of mangers' scores related to multiple intelligences are on average level and 51.9 percent are above the average level. So approximately half of the managers' scores in multiple intelligences are above the average level. Mean and standard deviation of multiple intelligences managers' scores are 3.49 and 0.34 respectively; *as a result* totally the scores of observed managers are above the average level in multiple intelligence.

Journal of Applied Science and Agriculture, 9(3) March 2014, Pages: 1254-1260

Table 10: Frequency distribution of multiple intelligence scores

multiple intelligence/ Indices	*frequency*	*Cumulative Frequency*	*Percent*	*cumulative percent*
Less than 2.5	-	-	-	-
2.5 – 3.5	52	52	49.1	49.1
More than 3.5	54	106	50.9	100
total	106	106	100	100

$\overline{x}$ *=3.49, SD= 0.34*

According to table 11, $Z_{observed}$ values (z_{obs}) obtained from *single variable Kolmogorov-Smirnoff test* are less than the critical value of table in *alpha decision level* (α=0.05) for all kinds of multiple intelligence including Linguistic, Logical-Mathematical, Spatial, Bodily- Kinesthetic, Musical, Interpersonal, Intrapersonal, Naturalistic intelligence and the whole of multiple intelligences. For that reason the null hypothesis (H_0), which explained the frequency distribution of multiple intelligence and each of its aspects are normal, has been confirmed; in contrast alternative hypothesis, that claimed score distribution is not normal, would be rejected. The table indices show that central tendency indices (mean, median, and mode) and dispersion indices (quarters) approximately are equal; so by taking into consideration the little differences between indices and $Z\ score$ value, it could be said that the scores of multiple intelligence and all its aspects obeyed normal distribution.

Table 11: Indices related to the test of normality of multiple intelligence scores based on Kolmogorov- Smirnoff test

Variables/ indices	*n*	*M0*	*Md*	$\overline{x}$	Q_1	Q_3	*SD*	z_{obs}	*p*
linguistic	106	3.13	3.25	3.34	3.12	3.75	0.56	1.29	0.07
Logical-mathematical	106	3.25	3.37	3.36	3	3.75	0.54	1.002	0.26
spatial	106	3.25	3.38	3.37	3	3.78	0.58	0.78	0.55
interpersonal	106	4.25	3.75	3.69	3.25	4.25	0.57	1.02	0.25
musical	106	3.25	3	3.01	2.5	3.5	0.73	0.76	0.61
naturalistic	106	3.88	4	3.9	3.37	4.5	0.67	1.29	0.07
Bodily-kinesthetic	106	3.75	3.5	3.54	3.12	3.78	0.53	1.08	0.2
Intrapersonal	106	3.5	3.87	3.75	3.37	4.15	0.57	0.93	0.34
MI	106	3.61	3.51	3.49	3.22	3.78	0.34	0.65	0.79

Table 12 summarizes that $t_{observed}$ *value* (t_{obs}) for total multiple intelligences and all its aspects, except musical intelligence, in *alpha decision level* (α= 0.01) with supposed mean (μ=3) and degree of freedom (df =105) is more than *critical value* of table; therefore null hypothesis will be rejected and research hypothesis will be confirmed. Although $t_{observed}$ *value* is not significant for musical aspect with *alpha decision level* (α=0.05), In other word *t*-tests demonstrated that the scores mean of all kind of multiple intelligences is above the average level, and musical intelligence scores mean is on average level.

Question: How much is the rate of each multiple intelligence in Isfahan sport clubs managers?

Table 12: Indices related to the score test of all kinds of multiple intelligences

Variables/ indices	*N*	$\overline{x}$	*SD*	*df*	μ_0	t_{obs}	*p*
linguistic	106	3.34	0.56	105	3	6.16	0.000
Logical-mathematical	106	3.36	0.54	105	3	6.98	0.000
spatial	106	3.37	0.58	105	3	6.54	0.000
interpersonal	106	3.69	0.57	105	3	12.5	0.000
musical	106	3.01	0.73	105	3	0.2	0.842
naturalistic	106	3.9	0.67	105	3	13.8	0.000
Bodily-kinesthetic	106	3.54	0.53	105	3	10.7	0.000
Intrapersonal	106	3.75	0.57	105	3	13.5	0.000
MI	106	3.49	0.34	105	3	15.03	0.000

Discussion and Conclusion:

The results had showed that scores mean of all kinds of multiple intelligences was above the average level, and scores mean of musical intelligence was on average level, which it is concordance (in agreement) with the research of Pasha Sharifi (2005) on students and Dariush Nowrozi's research on students; and it is not in agreement with Reza Pishghadam and Maafiyan's research on teachers. It is inferred that the musical intelligence is not persuaded and enhanced in educational and administrative systems; also managers are not aware about the role of music in acquiring skills, because many researches have shown this fact that music has a considerable role in acquiring various skills (Medina citation: Jalngo & Boromli, 2003; Martin, 2005; Michel, 2005; Jelly, 2000). Contrariwise music causes to enhance the self-confidence and to make a better decision by

giving a soothing feeling to a person (Medina). It is possible that those managers who have a higher musical intelligence could better utilize music and its related strategies in management processes.

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