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RESEARCH ARTICLE

Evaluation of Emotional Intelligence (EQ) and its relation with Managers leadership style Case Study: Education Qazvin

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Abstract

Research ahead, following the concepts of organizational behavior and assess of emotional intelligence (EQ) and its association with the styles of managers leadership in Education Qazvin done. Population considered in this study include managers, middle schools and high schools, 14 district Qazvin is based on cluster sampling 1 and 2 school districts in Qazvin as a sample of 118 managers have a number of stalls. Research ahead, following the concepts of organizational behavior and assess of emotional intelligence (EQ) and its association with the styles of Leadership in Education Qazvin done. Population considered in this study include managers, middle schools and high schools, 14 district Qazvin is based on cluster sampling and two school districts in Qazvin as a sample of 118 managers have a number of stalls. Test the content validity was confirmed by experts and professors. The findings of the study were analyzed in software spss16 results indicate a significant relationship between emotional intelligence and its dimensions (self-awareness, self-management, social awareness and relationship management) Leadership Styles in Education Qazvin there.

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Introduction

To do anything different skills is an essential infrastructure and it is considered the essence of progress. These skills are an important source of individual differences in job. One of these differences in the behavior and performance of the job and the organization is effective. Emotional intelligence employees who have a practical mind and using effective interpersonal skills and makes it possible for managers who are active in the field of education is very important, because, unlike IQ to solve social problems and improve the ability to control personal emotions Da train (Dvbryn 1386). Due to the low emotional intelligence, emotional intelligence, conflict and high positive results in destructive behaviors friendly community roles parenting behaviors, and relationship quality is better with wake et al. Measuring emotional intelligence in organizations who are likely to choose the appropriate style of leadership and management competencies and the competencies they possess some of the competencies include strong communication, control their emotions, and others, having a spirit of constructive engagement in furthering the objectives will be very effective organization. Major leap in efficiency is needy in third world areas should be provided so that all employees and their managers with experience of free will, their own competences in towards the promotion of organizational goals eke the be the shadow of the style appropriate they Identification is Migration and implementation styles. One of substrates that can be very important in improving the performance and suitability of leadership styles can be effective with the emotional intelligence of employees and managers. A good manager should be empowered to act in a way that all employees and stakeholders are satisfied, generally aligned with organizational goals and objectives are achieved. The subjects in the present study, we sought to answer the

question whether there is a relationship between emotional intelligence and leadership styles of managers, or not. On this basis, and given the importance of education, school administrators have been studied in Qazvin province.

Background and overview of the research approach:

Emotional Intelligence (Independent Variable)

The emotional intelligence addresses personal, emotional, social and intellectual Aspects of intelligence which Cognitive aspects of daily functioning are more effective. Accordingly different definitions for it can be expressed: Including: - from Daniel Goleman's view Emotional Intelligence is a skills that the holder can control his/her self-awareness spiritually, to improve it in a good management manner, to understand their impact through empathy , and management to behave in a manner that enhance your and others mood through relations (golman2002)

- Singer describes emotional intelligence, the intelligence to use emotions to guide thought and behavior toward effective communication with colleagues, supervisors, clients and how to use the time to improve results (Vlar Wang, 2002) are expressed.

- SaloveyMayrv describes emotional intelligence as the ability of individuals to understand, to regulate and control their emotions, and others to be adaptive.

In general it can be said that emotional intelligence is the capacity or ability to organize feelings and emotions, to motivate, to effectively control your emotions and use them in relationships with others (AbediJafari and Moradi, 1384).

Likert style (the dependent variable)

RnsysLikert concluded in 1958 that there are two styles of one output-based and Employee-based. Output-based manager's advocate strong supervision and they think that staff are tools to do their work. Employee-based managers care more about the supervision than the product (quantity). So they prepare the outlines of what's needed to be done and leave worker to their own and ask their questions if needed. Thus likret outlined some management style for organizations.

System 1 (autocratic style): is created when the management do not trust Subordinates And hence do not interfere them in any level of decision making. Fear, threat of punishment and rewards that only happened the very rarely and suddenly Indicates that motivation system works here. Supervision on is focused senior management and often non-formal organization grows against the goals of the formal organization.

System 2 (benevolent style) It can be considered as relationship between the employer - employee. However, this system is more reliable than the first. Modesty to subordinate is characteristics of the manager.

Major decisions and Purpose Determination are made at high levels. But many decisions are made at lower levels too. Punishment and reward is a sign of a motivating regime. Subordinate are under supervision and sometimes have fear. Informal organization resists against formal organization's goals•But they do not directly stand in front of them.

System 3 (consultative): subordinate not absolutely, but basically are trustworthy. Organization Policies and overall decisions are made at high levels. But most of decisions are delegated to lower levels. Relation Between subordinate and elites established and reward are common. Interaction between elite and subordinate is often associated with relative confidence. If any informal organization is formed it can support or even resistance official organizational goals to a certain extent.

System 4(collaborative): this kind is created when the administration fully trust to subordinates. Decision making is done sporadically in whole organization. There is a vertical and horizontal relation. Motivation is created Through participation in the financial rewards, goal setting, improving methods and appreciate the progress towards the goals. Interaction between the elites and subordinates is friendly and based on trust. Informal and formal organizations are the same, because social forces support goals of the organization. Paymer and others have done a research in 2001 called emotional intelligence and effective leadership. 43 persons participated in this research which included 10 women and 33 men that had an average age of 37. The participants were graduated from Sorbon University. The results showed that the emotional intelligence and leadership have a positive and meaningful relation (Paymer and others).

According to a research on restaurant managers in England done by Letgorn (2004) found that there is a meaningful relationship between the operation of managers and EI.

On the base of another research called 'the relationship of EI with ability management and managers of organizations operation' done by Kent (2006) it was seen that EI is necessary for leaders and managers and 5 factors of work training, ability of understanding the surrounding environment, ability of doing thing!, having time and relationship management are important for management. Mr's Fahime Keyvanlou and others did a research in 1389 called 'the relation of EI and leadership style'. This investigation is descriptive analytical nurture

was done cross-sectional and the statistical population included male sport coach in district 9 Islamic Azad university that 24 coaches was taken randomly as sample. Data collecting tool was shoot questionnaire with 84% credit and Varizbork leadership questionnaire with credit of 79% and demographic questionnaire. Experience and analyze is by descriptive statistics and Pierson correlation coefficient is done by spss13 software. Results showed that willing to leadership style was increasing with raising EI. (Journal of Medical Sciences and Health Services, Volume 18 / Issue 10 / pp 54-47).

Research methodology:

The current investigation is descriptive correlative from subject point of view and is applicable from goal point of view and is navigated because of structured data collected by questionnaires.

This survey is cross-sectional from data collecting aspect.

This survey is done in department of education in Qazvin province with 118 persons participated and filled the questionnaires.

Research tools:

Likret leadership style questionnaire:

This questionnaire has 27 regular independent questions, each question having 5 options including (very much, very, some, a little, rarely) and each style has its own questions. Questions 1 to 7 measure autocratic leadership style, questions 8 to 13 measure benevolent style, 14 to 19 are for advisory style and 20 to 27 are to evaluate the collaborative style. The results of this questionnaire measure the leadership style.(scores 26 to 52 are for autocratic style, 53 to 79 benevolent style, 80 to 106 for advisory style and 107 to 130 show collaborative style)

Bradbury and Graves emotional Intelligence Questionnaire:

This test is based on four dimensions of Daniel Goleman emotional competencies model and contains 28 questions and is based on a Likert scale. Each question has 5 options (never, rarely, sometimes, usually, always) Questions 1 to 5 determines their self-consciousness score, questions 6 to 14 are related to self-management score, questions 15 to 21 evaluate social consciousness score and 22 to 28 measure directorship score. The table below illustrates the scoring method. We should say that questions 14, 15 and 20 are reverse-graded.

Stability and justifiability of tools: According to the standard questionnaires used in this study, but from credit aspect the experts and university professors have also been used. With their great feedback corrections were set for the questionnaire and it was ensured that the desired option of questionnaire has been evaluated.

To measure the stability of questionnaire, we have done the preliminary questionnaire among 30 persons of our statistical population. The obtained result of SPSS software which shows (kronbakh alpha) of emotional intelligence (0.84) and (kronbakh alpha) of emotional intelligence (0.81) that proofs the stability of questionnaire.

Assumptions:

In this research 4 assumptions have been considered and investigated:

- 1- There is a positive relationship between manager's self-consciousness and leadership style.
- 2- There is a positive relationship between manager's self-management and leadership style.
- 3- There is a positive relationship between manager's social consciousness and leadership style.
- 4- There is a positive relationship between inter-manager's relation management and leadership style.

Data analyze:

Descriptive and inferential methods have been used to analyze the data in this research. In descriptive level the features of society are analyzed by some characteristics such as abundance and in inferential level with respect to the obtained results from sample and statistical tests we have discussed. Adaptive table, chi square test and phi and Kramer correlation coefficient are used to check the assumptions of survey.

- 1- 1st assumption: There is a positive relationship between manager's self-consciousness and leadership style.

To test this assumption adaptive table and chi-square test are used. Assumption is described as:

Supposal H_0 : all the data have the same abundance.

Supposal H_1 : at least one of data has different abundance.

Table 1: adaptive table between self-consciousness of managers and leadership style

Self-consciousness	Leadership styles				total
	autocratic	benevolent	consultative	collaborative	
Low	14	36	6	2	58
Up	5	6	17	32	60
Total	19	42	23	34	118

We can see from table 1 that the more self-consciousness managers have the leadership styles is propelled toward consultative and collaborative mode.

Table2: chi-square test related to self-consciousness of managers and leadership styles

	amount	Degrees of freedom	Meaningfulness level
Pearson Chi-Square	57.406	3	0.000
Likelihood Ratio	65.583	3	0.000
Linear – by – Linea Association	45.913	1	0.000
N of valid Cases	118		

With respect to table 2a meaningful level is obtained for chi-square too (0.00) which is less than the considered error (0.05). Supposal 0 is rejected and supposal 1 that says a data has a different abundance from others is accepted.

Table3: table of Phi and Cramer correlation coefficient related to self-consciousness of managers and their leadership style

		amount	Meaningfulness level
Name-name	Phi	0.697	0.000
	Cramer's V	0.697	0.000
	N of valid Cases	118	

The value (0.697) for correlation coefficient is obtained by the phi and Cramer correlation coefficient table which is meaningful and shows the intensity if the relation and the close relationship between manager's self-consciousness and leadership styles.

2 -2nd assumption: There is a positive relationship between manager's self-management and leadership style.

Adaptive table test and chi-square are used to test this assumption. Assumption is described as:

Supposal H_0 : all the data have the same abundance.

Supposal H_1 : at least one of data has different abundance

Table 4: Adaptive table for self-management of managers and their leadership style

Self-management	Leadership styles				total
	autocratic	benevolent	consultative	collaborative	
Low	12	31	6	3	52
Up	7	11	17	31	66
Total	19	42	23	34	118

We can see from the values in table4 that the more self-management of managers, the leadership style is propelled toward consultative and collaborative style of leadership.

Table 5: chi-square test related to self-management of managers and their leadership style

	amount	Degree of freedom	Meaningfulness level
Pearson Chi-Square	38.034	3	0.000
Likelihood Ratio	41.91	3	0.000
Linear – by – Linear Association	30.207	1	0.000
N of valid Cases	118		

With respect to table 5 a meaningful level is obtained for chi-square and test statistics too (0.00) which is less than the considered error (0.05). Supposal 0 is rejected and supposal 1 that says a data has a different abundance from others is accepted.

Table6: Phi and Cramer correlation coefficient related to self-consciousness of managers and their leadership style

		amount	Meaningfulness level
Name-name	Phi	0.568	0.000
	Cramer's V	0.568	0.000
	N of valid Cases	118	

The value (0.697) for correlation coefficient is derived by the phi and Cramer correlation coefficient table which is meaningful and shows the intensity of the relation.

3- 3rd assumption: There is a positive relationship between manager's social consciousness and their leadership style.

Adaptive table test and chi-square are used to test this assumption. Assumption is described as:

Supposal H_0 : all the data have the same abundance.

Supposal H_1 : at least one of data has different abundance.

Table 7: Adaptive table for social consciousness of managers and their leadership style

Social consciousness	Leadership styles				total
	autocratic	benevolent	consultative	collaborative	
Low	12	30	6	3	51
Up	7	12	17	31	67
Total	19	42	23	34	118

With respect to table 7 we can find that the more social consciousness of managers, their leadership style is propelled toward consultative and collaborative style.

Table 8: chi-square test related to social consciousness of managers and their leadership style.

	amount	Degrees of freedom	Meaningfulness level
Pearson Chi-Square	35.839	3	0.000
Likelihood Ratio	39.488	3	0.000
Linear – by – Linear Association	29.184	1	0.000
N of valid Cases	118		

With respect to table 8 we can see that both chi-square test and statistics of test have a meaningful level (0.00) which is less than the considered error(0.05) so supposal 0 is rejected and supposal 1 that says at least one data has a different abundance is accepted.

Table 9: phi and cramer correlation coefficient table related to social consciousness of managers and their leadership style

		amount	Meaningfulness level
Name-name	Phi	0.551	0.000
	Cramer's V	0.551	0.000
	N of valid Cases	118	

The value (0.55)1 is obtained for phi and cramer correlation coefficient which is meaningful and shows the intensity of relation.

4- 4th assumption: There is a positive relationship between inter-manager relations management and leadership style.

Adaptive table test and chi-square are used to test this assumption. Assumption is described as:

Supposal H_0 : all the data have the same abundance.

Supposal H_1 : at least one of data has different abundance.

Table10:Adaptive table between inter-manager relations management and leadership style

Management of relations	Leadership styles				total
	autocratic	benevolent	consultative	collaborative	
low	9	23	4	1	37
up	10	19	19	33	81
total	19	42	23	34	118

We can see from table 10 which the more management of inter-manager relations, the leadership style is propelled toward consultative and collaborative style.

Table 11: chi-square test related to inter-manager relation management and leadership style

	amount	Degrees of freedom	Meaningfulness level
Pearson Chi-Square	27.791	3	0.00
Likelihood Ratio	32.366	3	0.00
Linear – by – Linear Association	22.477	1	0.00
N of valid Cases	118		

With respect to table 16-4 obtained chi-square test and statistical test are meaningful and have a value of (0.00) which is less than the considered error (0.05) so supposal 0 is rejected and supposal 1 which says that at least one of data has different value is accepted.

Table 12: phi and cramer correlation coefficient related to manager relations management and leadership style

		amount	Meaningfulness level
Name-name	Phi	0.485	0.00
	Cramer's V	0.485	0.00
	N of valid Cases		

We can find a value of (0.485) for phi and cramer correlation coefficient that is a meaningful value and shows the intensity of relation.

Conclusion:

In this text we investigated the relationship between the emotional intelligence and leadership style of managers and their effects and on it in department of education in Qazvin province

Effectiveness and efficiency of educational systems depends on effective and efficient management of the system. Today dramatic and unprecedented changes in the economy, policy, science and technology, especially in recent decades has occurred, the duties and functions of management is much broader and more complex and more difficult to than before, So that only those of professionally trained and trained for this responsibility, effectively and efficiently will be able to perform duties. Therefore, based on management's features is considered an expertise profession. Use of special and the talented workforce, the favorable atmosphere, good motivation and job satisfaction among them is encouraging the body. Therefore, human resource is an important factor in the success of every organization and there is no organization to be able to achieve all its goals without this factor. Therefore, the management of human resources is crucial and must be followed by factors that enhance the quality of management. One of these factors is emotional intelligence, which with respect to its components it can result in the enhancement of leadership and management. This study aimed to investigate the relationship between emotional intelligence and its relationship with the executive leadership in educational department of Qazvin province. The above results indicate that the more emotional intelligence is, leadership style tends to be driven participative and collaborative. It should be noted that the results are consistent with similar results.

Our study was conducted with the following restrictions:

- People are different in the regulation and expression of emotions because of the nature of genetic differences.
- One of the factors involved in the training and skills of emotional intelligence, speech and behavior in the family that cannot be affected by researcher.
- One of the times that emotional intelligence is the training and strengthening is childhood that researcher cannot have any effects on it.
- Current living conditions and family factors shape the emotional intelligence that investigator cannot have any effects on it.

According to the results, there are some recommendations to the Directors of Education department of Qazvin:

- The results of tests on hypothesis confirm the influence of the emotional intelligence on leadership styles of School administrators. So Mean EI competencies of the managers should be reinforced. For this purpose, we consider the following:
 - In the early stages of recruitment, selection and appointment, emotional intelligence of the applicant's capabilities should be noticed.
 - To help increase and stabilize emotional intelligence competencies providing and instilling a corporate culture based on partnership and harmonious.
 - In-service courses in different fields of emotional intelligence factors will increase self-awareness, self-management, social awareness and relationship management that create more interaction atmosphere, positive behaviors and moods and the attention to staff.
 - to hold conferences in the field of emotional intelligence enhance and its competencies, to invite psychologists and experts and explain its relationship with leadership styles and administration in schools.

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