

The Relationship between Emotional Intelligence and Transformational Leadership for Managers of the Iranian Ministry of Agriculture

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Abstract: The aim of this paper is considering the relationship between emotional intelligence (and E.I.) and transformational leadership for managers of the Iranian Ministry of Agriculture. The present study examines this interrelation. In this paper 47 managers were randomly selected as samples. The Cyber Sing's Emotional Intelligence and Multi-factorial questionnaires were used. Results showed that there is a significant correlation between emotional intelligence and the transformational leadership style ($r = 0.61$). The results from the Multiple Regression analysis suggest that, within the leadership style, the sub-scales of personal considerations ($\beta = 0.531$, $p < 0.01$) constitute the strongest predictor variable. Meantime, among the emotional intelligence sub-scales, empathy ($p < 0.01$, $\beta = 0.524$,) had the greatest impact on the physical education administrators' emotional intelligence. [Zeynabsadat Fazeli, Yosef Farhangdoost, Seyyed Amirhossein Fazeli. The Relationship between Emotional Intelligence and Transformational Leadership for Managers of the Iranian Ministry of Agriculture. Journal of American Science 2011;7(11):116-121]. (ISSN: 1545-1003). <http://www.americanscience.org>.

Keywords: change-oriented leadership, emotional intelligence, and Agriculture Managers

1. Introduction

In the past two decades much research on factors affecting successful and efficient governmental organizations, and the relationship between communication skills and commitment among managers and employees has been done. Given the leaders' ability to manage complex organizations within today's creative use of manpower, the following are the most influential variables for organizations' success. Managers from various organizations can benefit from different management styles, such as development leadership, production-oriented leadership, or charismatic, authoritarian and visionary leadership. However, considering the structure and function of different organizations and various research studies, there is not enough accurate information about the effectiveness of new management styles, and their relationship with agricultural organizations' performance, specifically.

Results from diverse research on successful organizations show that efficient management and effective communication skills account for their success. Managers able to control their emotions, highly committed to the organization and confident about their subordinates, gain the staff's respect. Various studies suggest that effective managers possess comparably special characteristics. Zaccaro (2001) defines emotional intelligence as the power of logical perception and capability to understand a set of emotions. He believes that leaders with improved self-esteem and internal locus of control display great ability to understand the needs of executive

management, such as flexibility, conflict management, long-term goals, development and the appropriate follow-up. In addition, these characteristics help to promote organizations in the community. Gardner and Astv (2002) and Masi(2000) Actually, Goleman (1998) identifies high emotional intelligence with the goal of employee-oriented inspiration and communication, a common feature among successful managers.

Involved as well in research on successful management characteristics, Bass (1997) reports that in terms of traditional leadership, environmental conditions only were considered. However, recent advances in scientific management emphasize effective transformational leadership, on the one hand, while on the other hand, the negative correlation of pragmatic leadership with resignations, absenteeism, staff transfer and organizational commitment, along with employee job satisfaction. Transformational managers consider the importance of their subordinates' needs and motivation, with a spirit of cooperation in order to accommodate individual, group and organization needs. Also identifying new ways of task performance provides new opportunities for the organization.

Pragmatic leaders, on their side, consider their subordinates' current needs, and try to reinforce good performance, mutual support, direct monitoring, and staff transfer based on performance achievement and organizational goals. In a study about the reasons for executives' success, Dulewicz (2000) reports that managers with high emotional intelligence display a

higher positive spirit at work and a greater commitment to the organization, in comparison to other managers. In their relations with subordinates, these groups of executives use to a great extent positive emotions to build up confidence and enthusiasm in employees, while improving organizational performance to achieve remarkable success. However, Atwater (1993), Gibbons (1986), and Howell and Olive (1993) have been report that there is no significant relationship between emotional intelligence and the transformational leadership style. Also, researchers have observed that female managers are more willing to use this leadership style, while more pragmatic leadership styles are used by the male managers.

Results from Dvir et al. (2002) suggest that transformational leaders have special human skills to motivate and create self-confidence in order to achieve the desired goals, and effectively persuade employees to accept condition changes accordingly. Transformational leaders with charismatic behaviors employ a number of positive methods, such as praising the staff, motivating group work, and creating a sense of intimate communication with their subordinates. As well, these leaders are effective in guiding their employees along for taking advantage of their maximum ability and skills, to achieve creativity and high operational performance, as well as participate in the overall success of the organization. On his part, Palmer (2001) believes that there is a significant relationship between E.I. management and methods based on inspiration and personal considerations. These managers apply the transformational leadership style when there is conflict and stress in the organization; more often than not, they use behavioral techniques to solve problems, rather than resort to motivational techniques.

With regards to the emotional intelligence--leadership style correlation, Downey (2006) has also observed links to a sense of vision and understanding in male managers; E.I. leaders, as the author reports, have a comparably strong ability to understand the organization's position in society, and identify proper and timely problems. But Bass (1997) believes that management efficiency and effectiveness is related to the managers and employees' level of goal-orientation and commitment. According to Bass, the pragmatic leadership style can grow and evolve, or the organization may decline and even disappear, depending on goal acceptance by employees and the level of achievement. In his study, Yamarino (1993) points to the inefficacious leadership style, considering it as the opposite of transformational leadership. He reports about the relation between the inefficacious leadership style and lack of attention to

the subordinates' needs, as well as the employees' lack of responsibility. Results from studies by Kark and Shemiran (2002), however, report that there is a significant, positive relationship between transformational leadership and creativity, acceptance and adherence to organizational goals, as well as a sense of cooperation and motivation within the staff. Hence, using effective management can result in sustainable development and be the appropriate and efficient way to direct employees, while avoiding waste of human and financial resources.

2. Material and Methods

The present research is a field study that aims at investigating the relationship between emotional intelligence and transformational leadership with regards to the Agriculture offices' managers in Tehran. The statistical community included all of the Agriculture directors and deputies in Teheran's towns and urban areas. The statistical community (n = 53) was selected as a survey sample where the last numbers' questionnaires (n=47) were used and returned. The means by which the research information was gathered were the following:

A) CyberSing's emotional intelligence questionnaire: This questionnaire was used to assess the managers' emotional intelligence in the five sub-scales, including self-awareness, self-control, spontaneity, empathy and social skills. In terms of the Likert Scale, the result was the values from 1: completely agree to 5: completely disagree. The validity of this questionnaire was confirmed by the Faculty, while its reliability was determined along with the Crombach's Alpha test, with which the value of 0.83 was approved. Also the questionnaire's validity and reliability was reported using Petrides's division by half and Cronbach's method ($r = 0.76 - 0.84$).

B) The Multifactor Leadership Questionnaire (MLQ) developed by the Avolio and Bass test (Bass B. , 1997): In this study, this questionnaire measures small-scale transformational leadership. The questionnaire makes use of the Likert scale value with five options (0 never, 1 rarely, 2 sometimes, 3 often, 4 always). Five sub-scales in transformational leadership are taken into account: individual considerations, ideal-oriented behavior (attraction), and ideal integration of faith (spiritual effects), inspiration and motivation. The validity of this questionnaire was approved by the Professors, while its reliability was measured with 0.86 approvals. The questionnaire's reliability coefficient by Bass and Avolio (1995) ($\alpha = 0.74$ to 0.94) reported internal consistency within subscale transformation leadership in a study using the Cronbach's alpha: $\alpha = 0.74, 0.81, 0.76, 0.86, 0.68$, respectively. In order to

determine the relationship between emotional intelligence and the transformational leadership style, the Multiple Regression test and the Pearson correlation coefficient at the level of $p \leq 0.05$ were used.

3. Results

The present study examined the relationship between emotional intelligence and the transformational leadership style in the Administration of the Ministry of Agriculture. Average scores for emotional intelligence and transformational leadership are presented in Table 1. Research results show the highest and lowest scores for the low-scale transformational leadership style in small scales of individual observations (3.51) and motivation (2.89), respectively.

Table 1: Scores for Managers of the Ministry of Agriculture

	Variable	Mean	Sd
Transformational Leadership Style Scores	Individual Considerations	3.51	0.84
	Ideal-oriented Behavior (attraction)	3.09	0.68
	Ideal Integration of Faith (spiritual effects)	3.24	0.82
	Inspiration	3.37	0.89
	Creating Motivation	2.89	0.76
	TOTAL	2.16	3.99
Emotional Intelligence Scores	Social Skills	42.68	5.08
	Consciousness	38.45	4.23
	Self-control	36.51	2.36
	Spontaneity	40.18	3.48
	Individual Characteristics	34.24	2.18
	TOTAL	192.6	17.33

for the transformational leadership style, displayed by the managers of the Agriculture Ministry. Finally, inspiration ($\beta = 0.09, p < 0.01$) was the less effective predictor variable for the transformational leadership style of the Agriculture Departments (Table 3).

After determining the existence of a significant relationship between emotional intelligence and the transformation leadership style by using the Pearson test, the importance of the relationship between sub-scale emotional intelligence and transformational leadership was studied next. The Pearson test results suggest that social skills are part of high motivation ($r = 0.53$); also, there was a weak relationship between ideal-oriented behavior and self-control in managers ($r = 0.85$). The direct relationship between emotional intelligence and a high transformation leadership style ($r = 0.61$) was observed (Table 4).

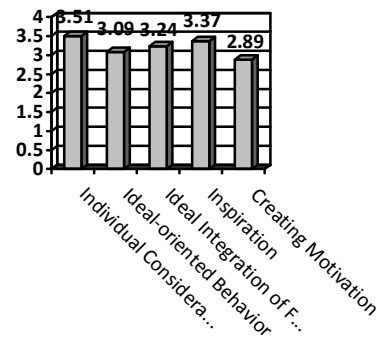


Chart 1 - Average scores for the transformational leadership style

In order to determine the predictor variable (emotional intelligence) for transformational leadership styles, a multiple analysis test was used. Test results showed that there is a significant relationship between emotional intelligence and the transformational leadership style (Table 2).

The Multiple Logistics Regression analysis for the small-scale leadership style and emotional intelligence suggested that the factor of personal considerations ($\beta = 0.531, p < 0.01$) was the strongest predictor variable for the transformation leadership style. Social skills ($\beta = 0.280, 0.355, 0.439, 0.473$ and 0.461) was the second predictor variable

Table 2. Multiple Regressions for predictor variables of transformational leadership

	Social Skills	Empathy	Spontaneity	Self-Control	Consciousness	Emotional Intelligence
Leadership development	0.52	0.473	0.531	0.27	0.16	0.61
Attraction	0.43	0.461	* 0.370	0.22	0.085	0.39
Spiritual Effects	0.402	0.312	0.298	0.28	0.21	0.13
Inspiration	0.48	0.439	0.531	0.36	0.34	0.26
Motivation	0.53	0.355	* 0.432	0.42	0.26	0.47
Individual considerations	0.45	0.280	0.531	0.19	0.31	0.51

$p < 0.01$ *

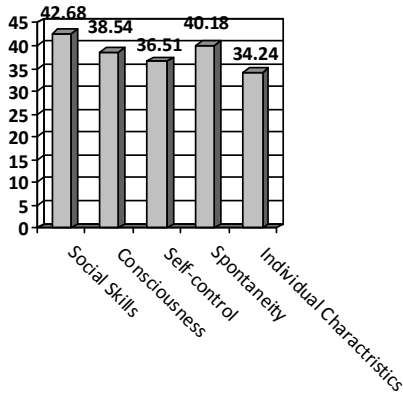


Chart 2 - Average scores for emotional intelligence

Table 3. Variable

Variable	B	SE B	R	r ²
Emotional Intelligence	0.36	0.11	0.57	0.324
P <0.05				

Table 4. The relationship between emotional intelligence and transformational leadership style sub-scales

	Consciousness	Self-Control	Spontaneous	Empathy	Social Skills
Transformational Leadership	0.341	0.213	0.367	0.524	0.473
Attraction	0.192	-	-	* 0.370	0.461
Spiritual effects	-	-	0.126	0.289	0.312
Inspiration	0.09	* 0.134	0.189	0.521	0.439
Motivation	-	-	0.264	0.432	0.355
Individual considerations	0.128	0.371	-	0.531	0.280
<ul style="list-style-type: none"> • Predictive power of p <0.05 and p <0.01 * 					

4. Discussions

One of the factors affecting employees' efficiency, effectiveness and job satisfaction among different organizations is the management style. Recent research has shown that emotional intelligence is an important variable in the transformational and charismatic leadership styles

(Zahed.A., 2009). Current research findings also support links between emotional intelligence and the transformational leadership style. Research results suggest high compatibility between current investigation and the direct and substantial relationship between the transformational leadership style and emotional intelligence in the managers of the Ministry of Agriculture in Tehran (Sivanathan N., 2002), (Martell, 2001) and (Modassir, 2008).

When management effectiveness is desired, such factors as broad vision, ideas and strategies are discussed. Goleman (1998) believes that 20 to 80 percent of the transformational managers display high emotional intelligence. By expressing their feelings easily and handling effective personal and organizational communication, transformational managers are able to increase the sense of responsibility in his employees. Corporate values and goals are easily transferred to the employees through this management style; through positive motivation, the subordinates view compliance positively as well. This group of managers can easily gain the respect and trust of their employees with the right decisions for handling the organization and emergence of conflicts, as well as for avoiding threatening situations.

Executives with practical applications and control over their subordinates and beliefs, on the other hand, fail to emphasize specific roles for specific staff, and thus are less efficient than are transformational managers (William, 2004). Bass and Avolio (Bass B. a., 1995) report that successful managers are able to move and combine the positive factors of the transformational and pragmatic leadership styles; similarly, with respect to organization management and the external environment, good managers will be able to work on an interstitial area. Thus, necessary social and emotional skills have become more and more important with the emergence of new problems in various organizations. The basic technical skills and intellectual needs of executives are considered. Findings by Attica (Modassir, 2008) also suggest that the role of emotional intelligence is to structure an organization, as well as inspire its employees. Managers who express his or her emotions to the staff while being aware of such characteristics as rationality, self-awareness, empathy and self-confidence, may become highly effective organization leaders (Modassir, 2008).

The survey results also show that expression of sympathy within all of the emotional intelligence sub-scales is in agreement with research colleagues, such as Kellet (2002) and Wolff (2002). The researchers believe that managers who are sympathetic towards individual employees' views and considerations display further appropriate

methods of motivation. As well, together with the sub-scales of leadership development, a strong direct relationship between personal and leadership development is a concern compatible with much research (Gardner, 2002), (Gibbons, 1986) and (Barling, 2000).

In some studies, gender is pointed out as another significant factor within the transformational leadership style. Research findings by Mayer et al. (1999) and Barbara (2003) show that gender variation in the work sphere represents new effective and pragmatic styles of leadership. In comparison to their male counterparts, female managers are more comfortable expressing their feelings and are more willing to vary the style of leadership (Barbara, 2003).

Despite the strong positive relationship between emotional intelligence and the leadership style development, managers in different organizations may assess lower-level managers' emotional intelligence and operational management, in order to choose the appropriate administration style. Not only does this parameter work for management selection; emotional intelligence may also determine choice of employees. With emotional intelligence manager training, the organization may modify its administration towards more appropriate and effective methods, which will prevent staff resignations and absenteeism.

In conclusion, the results from this study, as well as similar results from research publications, point to the positive impact of emotional intelligence on an organization's efficiency and effectiveness. A different approach to the entity and its upper managers can improve the Ministry of Agriculture organization and its subsets greatly. Emotional intelligence represents a valuable means to work, develop and improve the quality of managers operating in various sectors of the organization.

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8/5/2011