

The Relationship between Spiritual Intelligence and Emotional Intelligence with Transformational Leadership of Athletic Managers of Zanjan Province



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Abstract

This study examined the relationship between spiritual intelligence and emotional intelligence with transformational leadership of athletic managers of Zanjan province. The research method used was a correlation. The population of sports managers in Zanjan province includes 103 people in 2015; those due to the limited population of all the members of the sample in this study were selected and examined. Data collection included three standard questionnaires of spiritual intelligence Linda Hildbrant (2011), emotional intelligence questionnaire of Seiber or Shring (1999) and Moradi (2005) and multifactor leadership questionnaire Bass (1985) respectively. Cronbach's alpha reliability coefficient using a questionnaire, 90% of spiritual intelligence, 82% emotional intelligence, and 73% were obtained for transformational leadership. To analyze the data in this study, the SPSS software package and methods of descriptive and inferential statistics such as mean, standard deviation, minimum and maximum scores, T-test, Pearson correlation, multiple regressions was used. The results showed that, between spiritual intelligence and transformational leadership style of athletic administrators of Zanjan province have a simple and positive multiple correlation and significant and among the components of spiritual intelligence, awareness, a greater share of the anticipated component of transformational leadership of athletic managers of Zanjan province. The results also showed that between emotional intelligence and transformational leadership style of athletic administrators of Zanjan province have a simple and positive multiple correlation and significant and among the components of emotional intelligence, motivation, a greater share of the anticipated component of transformational leadership of athletic managers of Zanjan province.

Keywords: spiritual intelligence, emotional intelligence, transformational leadership

1. Introduction

Extensive current of changes and evolution have started since the last of 20th century and that to more weaken the basis of Niyoton and traditional paradigms in all of the fields or subject and especially in economic, Management and working. In this new paradigms instead of take care and to emphasize on traditional model of management and control, emphasis on using from participatory working teams, constant learning, self control, transformation, Consolidation of the working and intellectual life. Some subject like spiritual intelligence, emotional intelligence and transformational leadership these are some mainly Variables of this research also represented in recently years. The first responsibility of leadership in this new world, obtain of confidence and to conduction the current of change and evolution, which is gained by clear statement of the outlook and inserting the meaning in the organization (Amram, 2005).

In past, IQ was supposed to be the main factor of predicting effectiveness. The result of researches shows that IQ is a one standard to came concentrated on measure and consider of intelligence and some abilities of linguistics, logical analysis, mathematic intelligence, speed of calculation and high memory (Ashterenberg, 1997). Next research shows that high IQ never and not at all guaranteed the effective leadership (Ashterenberg & Amram, 2005). So in the per decade of 1990 more search care to rules or function of emotional intelligence to predict the effectiveness leadership. Searches indicated that for recognize the effectiveness leadership emotional intelligence is really better than IQ. In this recently years with represented the new paradigms of intellectual in the working place, the subject of spiritual intelligence after since 2000 got important for all, spiritual intelligence to be discussed or mooted as one important predicted variable in leadership.

The aim of this study is consider and analysis the communication of spiritual intelligence and emotional intelligence with transformational leadership of athletic managers of Zanjan province.



The recommendations transformational leadership has been discussed in 1985 by Bass and may this process influx consciously in partitions or groups due to creation discontinuous evolution in this set and functions of organization defined as total (Bass, 1985 & Amram, 2005). Dimension of transformational leadership that is approved of most researches are: idealistic influence (charisma), inspirational motivation, encourage intellectual, intellectual consideration (Bass, 1985 & Amram, 2005).

Researches role of positive transformational leadership in augmentation of job satisfaction and trust staff, stimulation, empowerment, organizational commitment, leader-follower exchange, organizational citizenship behavior (OCB), creativity, operation, and also effectiveness organization confirmed (Bass, 2000; Barling, Slater, Kelloway, 2000; Masi & Cooke, 2000; Howell & Avolio, 1993; Xenikou & Simosi, 2006; Avolio, Zhu, Koh & Bhatia, 2004; Wang, Law, Hackett, Wang & Chen, 2005; Podsakoff, MacKenzie, Paine & Bachrach, 2000).

Effectiveness leaders, the most basic and the most depleted are every organization's resources. In contemporary researches, focus, centralization on discovery are behaviors which causes to effective leadership. The transformational leadership style consisting of behaviors that consideration the characteristic behavior such as strengthening team work, recovery of subordinates skills and supporting people to achieve goals. This exclusivity for original transformational leadership, it's imperative; because they help to development commitment and productivity in organization (Jogulu, 2010).

On the other hand need to benefit of societies from benefits human manufacture, health and education physical education, cause to formation and establishment sports organization in different countries. Including these organizations, it's ministry of sport and youth that is the main trustee of sports in our country. Today ideas about that section of sports and youth has an economic approach, socially and politically also has the necessity of presence flexible managers and leaders, with cognitive and non cognitive skills on it, further be feel. Therefore with respect to corporate law and cross, large volumes of human interaction and encounter direct whit expectations, staffs varied tastes and needs, coaches and athletes who out break stress, incommmodity, negative opponents is possible exceptions on their behavior, it's necessary that managers and leaders to have effort till they can in addition of cognitive skill, technical and managerial, whit emotional and spiritual skills in concert with emotions and dispute resolution of persons who dealing with them and using of subordinates skills, guaranteed realization organizational goals. So in this case this question arises that does managers of sports and youth section with use transformational leadership might cause to persuasion their subordinates and staffs? Are they cause to inspirational motivation in their workers? Manager of Zanjan's sports and youth with use of transformational leadership style how much they can obtain to their goals and organization's goals? Whether other variables such as spiritual intelligence and emotional intelligence was effective on transformational leadership and connection with them?

In this recently decades the subject of intellectual and usage of that is more significant and important in all over the world and specially its really important in the western world, in reality with a most interest on emotional intelligence, combination the two subject as intelligence and intellectual make another new subject with the name of spiritual intelligence got really important (Zohar & Marshal, 2000; Emmons, 2000; Noble, 2000; Vaughan, 2002). But in another word we can say; Logical mean and spiritual intelligence represented by Zohar and Marshall (2002) and Emmons.

Zohar and Marshall (2000) has explained spiritual intelligence as follow; «The intelligence that we use of it solve the problems about values and means, intelligence that to put their activities and live on greatest and meaning full field, and help us to understand about which way is mean full than another». Spiritual intelligence is a strong base or backrest to increase and improve the confidence and it's are all active center for body (Zohar & Marshal, 2000).

In fact transformational nature of spiritual intelligence is from topic that put it in separated of emotional intelligence. Spiritual intelligence to cause that a person verdict own condition and indicates the behavior equal that condition (Goleman, 1998). With attention of this meaning, this subject is really clear; Leaders of transformational spiritual intelligence should be on high level and even also we should accept rules of it in effectiveness of transformational leadership important in compare with emotional intelligence. At least five ability are recommender of spiritual intelligence as follow; 1. physical and monetary exalted capability, 2. Experience ability to the better shape of knowledge, 3. To be able in activities, happens and daily communication, 4. Usage ability of spiritual resource for solve the problem of living, 5. Ability to do the good and really logically behavior (Emmons, 2000).

Spiritual intelligence use for solves the problem about life's meaning and values and some question has asked like follow; What our values? What meaning of my life and work? Where



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were we come? Where will we go? Why we will die? What are the meaning of life and die? Is my job the cause for complete me in during of my life? (Wigglesworth, 2004). Recently more studies has done on field of the effect of intellectual in organization and improvement operation of people (Yang & Mao, 2007). The result of researches indicated that spiritual values the cause to improvement success in working life of employee (Amram, 2005), of course that can increase and improve the structure of total organization. So spirituality entrance on skills and occupation, is a new happen that can have a good and positive influence on improvement person's operation and organizations (Ashmos, 2000). Seems that leadership is one of the territory that spiritual intelligence is really important variable of that. Communication between leadership and spiritual intelligence is one of the usage aspect of spirituality, this subject represented by some researcher (Zohar & Marshal, 2000 & Amram, 2005). But up to now not have a more investigated about it. On this basis researcher of this research wants to answer to this questions, How much sport managers and young pay attention to some spiritual subject of into and out of the organization? What kind of connection exist between spiritual intelligence and transformational leadership of sport manager and Zanjan's province youth? and with increase the spiritual intelligence, can we increase the transformational leadership of sport managers and adults?

Scientific review of emotional intelligence has been started seriously with Bar-on's research in first of 1980 decade. Correction of emotional intelligence for the first time in 1990 decade in several article has been proposed by Mayer, J and Salovey, P. This two emotional intelligence psychologist «skills for controlling own emotions and others and use of emotional information for guidance thinking process and their actions» has be defined. Emotional intelligence mean someone skill for manage emotions and feeling, empathy with others and good deal it's in emotional relationships (Harrison, 1997).

Bar-on believes that emotional intelligence series of non cognitive skills, abilities and skills which have effect on some ones skills so that make them to dominance with environmental pressure. Someone without emotional intelligence even with having a lot of courses, can't be successful and popular organizational leader. Goleman (1995) believes that, the most important factor of being successful manager it's not about their IQ, rather manager's emotional intelligence have more effect on this context. Persons who have upper organizational performance have higher level of emotional intelligence and strong link between their emotional ability and skills (Goleman, 1995). In fact emotional disabilities causes to individuals can't realize their potentials. «Whatever one job be so hard, emotional intelligence become more important» (Smigla & Pastoria, 2000).

Goleman (1995) has been express four dimension for emotional intelligence are: consciousness, self-regulation, self-motivation and empathy. First of all emotional intelligence (consciousness, self-regulation and self-motivation) it refers to management of individual with self but empathy refers to how communication with people. Study shows that emotional intelligence have a lot of effect on transformational leadership (Goleman, 1995, Goleman 1998, Wong & Law, 2002, Higgs & Rowland, 2002, Dulewicz & Higgs, 2003, Palmer, Walls, Burgess & Stough 2001 & Gardner & Stough, 2002). Even some of researchers say that emotional intelligence, anticipant more than eighty percent of effectiveness leaders (Bennis, 2001). Although several research has been done by researchers, declared; Emotional intelligence might be one effective anticipation on transformational behaviors (Barling, Slater & Kelloway, 2000). But whether in management of physical education and sport this anticipant has been suffering?

1. Methodology

This research is a descriptive correlational research .the study was conducted in 2015. the population out of which our sample was selected included 103 athletic managers from Zanjan province. Because of the limitation in number of subjects we have considered all the members of population as our sample.

The instruments used in the study consisted of three standard questionnaires as follows: Spiritual intelligence questionnaire by Linda. S. Hildebrant (2011), Emotional intelligence questionnaire by Siber or Shering (1999) and Moradi (2005) and Multifactor leadership questionnaire by Bass (1985). A reliability analysis of Cronbach's Alpha was done for each questionnaire. The alpha factor was as follows: Spirituals intelligence questionnaire: 90%, Emotional intelligence questionnaire: 82% and Multifactor leadership questionnaire: 73%.

To analyze the data SPSS software along with some descriptive and inferential statistics such as Mean, Standard Deviation, The lowest and highest scores independent T-Test, Pearson Correlation Coefficient and Multiple Regression was run.



2. Results (findings)

The results of this study show that, there is simple and multiple of positive and significant relationship between spiritual intelligence and transformational leadership style of athletic managers Zanjan province and of among the dimensions of spiritual intelligence, dimension of awareness has greater share in predict of transformational leadership of athletic managers (Table 3 and 4).

Also, the result of this study show that between emotional intelligence and transformational leadership style of sport managers there is simple and multiple of positive and significant relationship and of among the dimensions of emotional intelligence, dimension of motivation has greater share in predict of transformational leadership of athletic managers Zanjan province (Table 5 and 6).

Identity		Number	Percent
Gender	Male	54	52.47
	Female	49	47.52
Marriage State	Single	9	8.91
	Married	82	80.19
	No response	12	10.89
Education Level	Diploma or less	16	15.84
	Upon of diploma	29	27.72
	Graduate	46	44.55
	Master and higher	12	11.88
Work experience	Under 5 years	50	48.51
	6-10 years	14	13.86
	11-15 years	11	10.89
	Over 15 years	20	18.81
	No response	8	7.92
Total		103	100

Table (1) Shows characteristics of athletic managers

Variable	mean	Standard deviation	The minimum score	The maximum score	number
Spiritual intelligence	2.18	0.72	0.05	3.95	103
Critical existential thought	2.31	0.82	0	4	
Creating personal meaning	2.24	0.94	0	4	
Awareness	2.11	0.72	0.20	3.80	
Expansion of awareness state	2.09	0.92	0	4	
Emotional intelligence	3.20	0.49	1.31	4.40	
Self-consciousness	3.37	0.70	0.88	4.88	
Self-regulation	3.19	0.68	0.86	4.71	
Motivation	3.42	0.68	1.14	4.71	
Empathy	3.09	0.70	1	4.67	
Social skills	2.97	0.68	0.80	4.40	



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Transformational leadership	3.32	0.73	1.23	4.88	
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Table (2) Shows the mean, standard deviation, minimum and maximum mark of spiritual intelligence, emotional intelligence and transformational leadership style

Criterion variable	Predictor variable	correlation coefficient r	Significant level P	Samples n
Transformational leadership style	Spiritual intelligence	0.380	0.0001	103
	Critical existential thought	0.257	0.0001	
	Creating personal meaning	0.321	0.0001	
	Awareness	0.380	0.0001	
	Expansion of awareness state	0.353	0.0001	

Table (3) Simple correlation coefficient of spiritual intelligence and components of it with

Predictor variables	R Correlation coefficient	R2 Appointment coefficient	F	P Significant level	β	T	P
Critical existential thought	0.422	0.17	5.21	0.001	-0.076	-0.54	0.58
Creating personal meaning					0.12	0.93	0.353
Awareness					0.24	2.070	0.04
Expansion of awareness state					0.17	1.32	0.18

transformational leadership of athletic managers

Table (4) Multiple regression coefficients of the predictor variables (components of spiritual intelligence) with transformational leadership style athletic managers

Criterion variable	Predictor variable	Correlation coefficient r	Significant level P	Samples n
Transformational leadership style	Emotional intelligence	0.646	0.0001	103
	Self-consciousness	0.406	0.0001	
	Self-regulation	0.417	0.0001	
	Motivation	0.841	0.0001	
	Empathy	0.276	0.0001	
	Social skills	0.365	0.0001	

Table (5) Simple correlation coefficient of emotional intelligence and components of it with transformational leadership of athletic managers



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Table (6) Multiple regression coefficients of the predictor variables (components of emotional

Predictor variables	R Correlation coefficient	R2 Appointment coefficient	F	P Significant level	B	T	P
Self-consciousness	0.850	0.723	49.50	0.0001	-0.085	-1.208	0.23
Self-regulation					0.11	1.28	0.08
Motivation					0.823	12.59	0.0001
Empathy					0.078	1.24	0.21
Social skills					-0.008	0.126	0.900

intelligence) with transformational leadership style athletic managers

3. Discussion and conclusion

Transformational leadership which has been brought up by Bass in the 1985 has shown that is not a transient concept and transformational leadership method is really more effective than interactive leadership style. Therefore determination of antecedent factors of this kind of leadership is so worthwhile. Purpose of this research is study of connection between spiritual intelligence and emotional intelligence as a antecedent factors of transformational leadership.

Results of analysis and test of theories in this research showed that there is a positive and significant connection between spiritual intelligence and transformational leadership style of athletic managers of Zanjan province ($r=0.380$ & $P=0.0001$). In other word, by increasing the athletic manager's spiritual intelligence, the transformational leadership style has increased. Also a positive and significant connection was perceived among critical thought, creating personal meaning, awareness and expansion of awareness state from component of spiritual intelligence and transformational leadership style of athletic managers. This result is consistent with the results of Luckcock (2010), Barbara and Stephen (2009) result. Of course it seems that more researches are required to enable us to discuss about it in this field firmly. Specially there is not still any conceptualization and spiritual intelligence questionnaire which is accepted by all scholars yet. Hence researches in this field are in the early. However the results of this research and its consistent with other researches results has shown that spiritual intelligence has remarkable and meaningful affection on transformational leadership. Of course this amount is achieved less than affection of emotional intelligence; But it sounds that with more complete and clarify the conception of spiritual intelligence and expansion the conceptualization and new scales, affection of spiritual intelligence on affective leadership is possible revealed even more effective than emotional intelligence. Because emotional intelligence works inside the borders and it caused the condition, to be the leader of behavior (Goleman, 1998). On the other hand spiritual intelligence causes that a person ask himself why he has been in such condition. Spiritual intelligence deals with borders, not inside them. So instead of being controlled by the condition, he himself creates and controls the situation. Spiritual intelligence help us to figure out which actions or which ways are more meaningful than the other one. With the help of this intelligence people understand their place and their action in a wider field and they can substitute the rules and change the borders. Therefore it is natural that we consider the spiritual intelligence as a key variable in a prediction of transformational leadership. In fact this essence of transformational spiritual intelligence which makes a distinction between this one and other kinds of intelligences and specially emotional intelligence (Amram, 2009).

In this regard other results of this study indicate that there is significant multiple relationship between the dimensions of spiritual intelligence (critical existential thought, creating personal meaning, awareness, expansion of awareness state) and transformational leadership of athletic managers Zanjan province ($F=5.21$ & $P<0.05$) and is explained 0.017 of variance in transformational leadership of athletics managers by these dimensions. So that dimension of



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awareness have greater share in predict of transformational leadership of athletic managers Zanjan province. It seems managers that have knowledge of non-material aspects of lives, inward dimension of their own inner deeper of their physical body, they are aware of the deeper the relationship between of self and others, they have conscience of drastic and can have a conscience decision to make at the time of difficulties. The managers can also have an awareness of their superior dimension (eg, a self-transcendence, and self-taught) of others and the material world for that use in the better management of the organization and their subordinates. Therefore with increase and raise of state of awareness development that is same pure consciousness or cosmic consciousness, author be increased spirituality in the personal and ultimately improve of their performance in the personal lives and organizational (King, 2008). Also improve in social, cognitive and emotional performance results of training that aim of it is development of awareness and consciousness, it can affect on effective leadership and management performance of persons (Amram & Dryer, 2008).

other result of this research in field of relationship between emotional intelligence and dimensions of it with transformational leadership show that there is positive and significant relationship between emotional intelligence and transformational leadership style of athletic managers Zanjan province ($r=0.646$ & $p=0.0001$). In other word, by increasing the athletic managers emotional intelligence, the transformational leadership style increases. also there was a positive and significant connection between self-awareness, self-regulation, motivation, empathy and social skills dimensions of emotional intelligence and transformational leadership style of athletic managers. The results of this research is consistent with the results of Hebert (2010), Yung-shui and Tang-chan (2009), Soriano (2007), Hoffman and frost (2006), Gardner and Stough (2002) and is inconsistent with the findings of Dirk and Susan (2010), Brown and Colleagues (2006), Palmer and Colleagues (2001). Of course the reason of this discrepancy is possibly using a different scale for measuring emotional intelligence and special conditions of the research. In Dirk and Susan's (2010) research used of transformation leadership questionnaire TLQ-Public (Alban & Colleagues, 2001) and of emotional intelligence questionnaire WLEIS (Wong & Law, 2002), for measuring of transformational leadership style, Brown and his colleagues (2006) also used from measure of Bar-on's emotional intelligence in their research that is different with tool of measure emotional intelligence and transformational leadership in this study and other research of consistent. In total with attention at results of this study and other research, we can say that is acceptable existence of significant relationship between emotional intelligence and transformational leadership. Therefore with attention at more of research results it seems that be emotional intelligence one from the major factors and affecting on transformational leadership and this factor of affecting also is true about of athletic managers Zanjan province.

Of course the possible reasons for the relationship between emotional intelligence and transformational leadership seems to be various: First, leaders can stay happy by recognizing and managing their own feelings and they can also have the template role for their followers and entice respect and trust from them. Second, leaders with a higher emotional intelligence with an emphasis on understanding the feelings of others, can recognize the increase in the expectations of the followers which is a symbol of inspirational motivation. Third, one of the components of understanding people, is the ability to know their requirements and interacting with them. Individual behaviors are likely to happen in leaders with emotional intelligence who have the ability to manage the relationships in the best way. Fourth, an effective multifactor leadership needs having emotional intelligence in order to make changes in their environments and adapting with the rapid changes of IT and technology and etc (Goleman, 1998). Other researches has shown that there's a multiple relationship between the components of emotional intelligence (self-awareness, self-regulation, empathy, social skills and motivation) and the transformational leadership of the athletic managers Zanjan province ($F=49.50$ & $P<0.05$) and 0.72 of the variance of the transformational leadership of athletic managers is explained with these components. So the motivation component has a greater portion in Predicting the transformational leadership of the athletic managers Zanjan province. It seems for increasing of transformational leadership amount, must managers be possessor of motivation until can be motivate. Theoretically, transformational leaders help their followers to look at the old problems from a new sights and they can also motivate their followers to try beyond the usual and think beyond their personal aims and interests. So we can prospect that self of these leaders be wealthy from enough motive. So this result that motivation has a significant contribution in predicting the transformational leadership of athletic managers Zanjan province, seems reasonable.



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