The Study of the Relationship between Intellectual Intelligence, Emotional Intelligence and Leadership Style (Case Study: Youth and Sports Departments and Sports Delegations of Guilan Province)

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Abstract

The aim of this study was to investigate the relationship between spiritual intelligence, emotional intelligence and leadership style youth and sports departments and sports delegations of Guilan. This method is descriptive correlational study. The population of this research managers and Administrative Assistant Youth and Sports and Chairman, Vice Chairman and Secretary of the Board sports are Guilan province, their number was 121. Due to the limited number the sample was considered as a whole number (N=n). Exquisite spiritual intelligence to gather information from questionnaires and colleagues (2010), Emotional Intelligence Questionnaire Bradbury (2005) Multifactor Leadership Questionnaire MLQ, bass and Olive (1997) was used. Validity was confirmed by experts and its reliability was confirmed by Cronbach’s Alpha. For data analysis, Kolomogorov-Smirnov test, Pearson correlation and regression analysis were used. The results showed that between spiritual intelligence and leadership style (p<0.05, r=0.431) and there is a significant positive relationship. As well as between leadership style and emotional intelligence (p<0.01, r=0.408) There is a significant positive relationship. Regression analysis showed that spiritual intelligence and emotional intelligence, the ability to predict their leadership style.

Keywords: Spiritual Intelligence, Emotional Intelligence, Leadership Style, Managers.
Introduction
The primary task managers in the modern era is confidence building and leading the transformation. By stating the obvious current leaders vision and leadership that make sense in the organization. In the past it was thought that the most important predictor of leadership effectiveness, intelligence quotient (IQ) is based on the ability of linguistic, logical analysis and mathematical intelligence. Recent studies show that (IQ) traditional explains only a small part of leadership. So in the mid-1990s, much research has focused on the role of emotional intelligence in leadership effectiveness was predicted. So far, research has shown that emotional intelligence than (IQ) score more points in explaining the effectiveness of leadership. Emotional intelligence is the ability to recognize their emotions and others to manage others (Ameram, 2005). Also in recent years, and in the context of the new paradigm of spirituality in the workplace, the concept of spiritual intelligence after 2000 is considered. Spiritual intelligence by Emonz (2000) and Marshall & Zohar (2000), is known, as the ability to create meaning based on a deep understanding and awareness and the ability to question the use of multiple levels of awareness of the problem is defined. One area that spiritual intelligence is important as a predictor variable is leadership. Spiritual intelligence of leaders gives them the ability to understand the meaning of their existence and followers will question and they use this ability to challenge the status quo also act as inspiration and makes employees feel deep organizational mission and their personal lives, the ability to use multiple levels of knowledge enables superior mode of cognition such as intuition in problem solving, motivation and help others to solve their organizational problems. These leaders, whose generosity towards others, humanity, compassion and selfless love for show, more than other types of leaders are considered individual employees. All of these features lead to a transfer of leadership and a sense of charisma is ideal to employees and makes them consider leadership as a model for their own behavior (Farhangi, 2009).
Leaders of higher levels of spiritual intelligence and emotional intelligence are able to develop values that will be accepted by the staff and the organization and facilitate the process of enhancing the potential labor force (Barling, 2000). In recent decades, interpersonal skills as an essential component of effective leadership and leaders who had been their work, control, planning and monitoring of the activities of the organization, in addition, it must raise and stimulate others their positive beliefs in the workplace and promote a sense of cooperation among personnel sufficient cause (Palmer, 2001).
Research shows that managers or specialists that the emotional factor (EQ) are also experienced and technically high readiness and skills to resolve conflicts emerging faster than others, group and organizational weaknesses and gaps, Community covert long-term and mutual blur fixes that are valuable and beneficial effects will be addressed. The exponential growth of reports by managers in the field of emotional intelligence teaches us how to maximize our reasoning power and energy and emotions, and ability to connect with yourself and those around us more business. Modern science has proven that underpin many important decisions, the most active and the most useful and most successful organizations and satisfying lives, not brain power or emotional intelligence (IQ). Emotional management skills, enabling people to identify positive and negative points on herself and others and can show an appropriate response to different
emotions. Today, people's emotions as much as they can to win and their relationships with others and the environment in which they live is called emotional intelligence use. Emotional intelligence is directly related to the effectiveness of such optimistic results higher, lower depression and mood is better (Asadi, 2003). Bagherpour et al (2012) study the relationship between spiritual intelligence and leadership style Gorgan city’s secondary schools. The results showed that the relationship between spiritual intelligence and leadership style focused and task oriented relationship does not exist. There is a positive relationship between spiritual intelligence and leadership style compilation. Abedi et al (2010) in a study to examine the relationship between transformational leadership style and emotional intelligence and IQ's. The results showed a positive and significant relationship between transformational leadership style and emotional intelligence there. But between IQ and transformational leadership is no significant positive correlation was not found. Farhangi et al (2009) in a study to investigate the relationship between spiritual intelligence, emotional intelligence and transformational leadership began. Structural equation modeling assumptions to the test results indicate that emotional intelligence and spiritual intelligence have a significant impact on transformational leadership. Dinani et al (2014) examined the relationship between emotional intelligence and effectiveness of sport managers. The results showed that emotional intelligence is an important factor and predictor of leadership effectiveness athletic directors. Lynton & Thogersen (2009), in a study leader and spiritual intelligence in laboratories of China, indicates that the managers of these organizations to achieve extraordinary results at work, employ your spiritual intelligence. Howard and White (2009) in his research concluded that spiritual intelligence and religious aspects of leadership style high morale and high productivity can be effective management of the education system. Aydin B (2009) to the effect of spirituality and spiritual intelligence on organizational relationships and the impact that these factors can lead to the development and success of the organization have been discussed. Luckcock (2010) explores the spiritual intelligence to create a leadership style focused on leadership development. Overall, the results indicate a positive impact on leadership style is spiritual intelligence and emotional intelligence. The variables as potential characteristics for effective leadership arises, spiritual intelligence, emotional intelligence. Due to the fact that in spite of academic training in higher education and stressed the need to adopt participatory management approaches in the public sector, we continue to see the rule of mechanistic structures and approaches can be dictatorship. It can be said that it's important to look mainly due to cultural influences and distrust of labor force and also too much emphasis on the need to improve the efficiency and profitability in all governmental operations. Therefore, in this study, an attempt to explain the relationship between intellectual intelligence and emotional intelligence and leadership style look which if achieved results can be updated to clarify some important issues and possible causes of their occurrence pay and also, in order to generalize the findings of prior research took advantage of them. Therefore, this study aimed to investigate the relationship between intellectual intelligence and emotional intelligence and leadership style Sports and youth sports administrators and staff of Guilan province.
Material and Methods
The goal of the Applied Research and data collection descriptive correlation. The population consisted of all managers and Administrative Assistant Youth and Sports and Chairman and Secretary of the Board of Gilan province are activated (N=121). Due to the low number of population, the sample was considered equal to the total number of population (n=121). The following questionnaire was used to collect data:
- Spiritual Intelligence, the new questionnaire of 42 questions Badiei et al (2010), which has 4 factors: the first factor (Overall thoughts and beliefs) of Article 12, the second factor (the ability to deal with problems) of Article 14, the third factor (moral individualities) Article 9 and the fourth factor (self-awareness and love) 7 5 choices for each of the Likert scale (1 = strongly disagree to 5 = strongly agree) is used.
- Emotional Intelligence Questionnaire Travis Bradbury and Jane Graves (2005), consists of 28 questions that the four dimensions of consciousness (1 to 6), self-management (7 to 15), social awareness (16 to 20) and relationship management (21 to 28) measures.
- Multifactor Leadership Questionnaire MLQ, bass and Olive (1997), the concept of transformational leadership, pragmatic and useless as three independent and isolated from each case is examined. 19 questions related to transformational leadership, 17 questions related to leadership and non-leadership is about 5 questions.
Validity was evaluated by experts in sports management and after reviewing and considering comments and suggestions; the final questionnaire was set up and approved. In order to calculate the intrinsic reliability of the questionnaire questions, Cronbach's Alpha coefficient of internal reliability questionnaires were used and 85% respectively for Spiritual Intelligence Scale for Emotional Intelligence Questionnaire 79% and 91%, respectively leadership style questionnaire. To analyze the data, descriptive statistics, and to test the hypotheses of the Kolomogrov-Smirnov test, Pearson correlation, multiple Regression using SPSS software version 20 was used.

Results and Findings
Descriptive Findings
1) Gender: 76% male and 24% female
2) Marriage: 16.165 single and 83.5% Married
3) Age: 17.4% under 30, 25.6% between 31-35, 16.5% between 36-40, 40.5% over 40 years
4) Education: 13.2% diploma, 24.8 Degree%, 35.5% BA 24.4% MA and higher
5) Employment status: 35.5% deal, 8.3 treaty%, 41.3% of formal trial, 14.9% definitive-formal
6) Positions: 35.5% manager and 64.4% Expert
7) years of service: 15.7% less than 5 years, 19% between 6 to 10 years, 18.2% between 11 and 15 years, 23.1% between 16- 20 years, 15.7% between 21- 25 years and 8.3% over 25 years

Kolomogrov-Smirnov test
In this section before the test and to use the default or non-parametric tests of Kolomogrov-Smirnov used. The components of the survey were analyzed in this study, the results of which are shown in Table 1.
Table 1. Kolomogrov-Smirnov test results

<table>
<thead>
<tr>
<th></th>
<th>P</th>
<th>Z</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spiritual Intelligence</td>
<td>0.615</td>
<td>0.641</td>
<td></td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>0.419</td>
<td>0.882</td>
<td></td>
</tr>
<tr>
<td>method of leadership</td>
<td>0.628</td>
<td>0.750</td>
<td></td>
</tr>
</tbody>
</table>

**Testing hypotheses**

**Testing of first hypothesis**

The test results of first hypotheses are shown in Table 2.

Table 2. Pearson test results between spiritual intelligence components with style of leadership

<table>
<thead>
<tr>
<th>Sig.</th>
<th>R</th>
<th>N</th>
<th>Overall thoughts and faithfulness</th>
<th>ability to deal with problems</th>
<th>Moral individualities</th>
<th>Self-awareness and love</th>
<th>Spiritual Intelligence</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.032</td>
<td>*0.301</td>
<td>121</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.029</td>
<td>*0.503</td>
<td>121</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.006</td>
<td>**0.663</td>
<td>121</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.027</td>
<td>**0.470</td>
<td>121</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.021</td>
<td>0.431</td>
<td>121</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Correlation is significant at the level 0.05  ** correlation is significant at the level 0.01

Results in Table 2 showed that the Pearson correlation coefficient between spiritual intelligence and leadership style with \( r = 0.431 \) and \( p < 0.05 \) positive and significant correlation exists. That is, with spiritual intelligence, leadership style significantly increased. There is a relationship between overall thoughts and faithfulness to leadership style. Also, the ability to deal with problems with leadership style \( r = 0.503 \) and \( p < 0.05 \) significant and positive relationship was observed with the leadership style of moral individualities \( r = 0.663 \) and \( p < 0.01 \) significant and positive relationship was observed finally, between consciousness and love with the leadership style \( r = 0.470 \) and \( p < 0.05 \) significant relationship was observed. Following multiple dimensions to the relationship between spiritual intelligence and leadership style of multivariate regression was used.

Table 3. Results of regression test

<table>
<thead>
<tr>
<th>( \beta )</th>
<th>SEB</th>
<th>B</th>
<th>Predictive variables</th>
<th>Criterion variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.12</td>
<td>0.410</td>
<td>-0.45</td>
<td>Overall thoughts and faithfulness</td>
<td>method of leadership</td>
</tr>
<tr>
<td>0.21*</td>
<td>0.460</td>
<td>-0.87</td>
<td>ability to deal with problems</td>
<td>p</td>
</tr>
<tr>
<td>0.27*</td>
<td>0.439</td>
<td>-0.78</td>
<td>Moral individualities</td>
<td></td>
</tr>
</tbody>
</table>
Because the variables are correlated spiritual intelligence in their scales, however, due to the assumption of a linear relationship between the independent variables (predictors) will not be imported in the regression model. Multivariate regression analysis showed that the combination of spiritual intelligence significantly leadership style with \( R = 0.51 \) predicts \( (p < 0.01, f = 3.81(116, 4)) \). F test results on all predictor variables is determined. One of the most important statistic are coefficients. Table 3 shows the standardized beta coefficients. Therefore, the analysis of moral individualities \( (p < 0.05, t = 2.12) \) and the ability to deal with problems \( (p < 0.05, t = 2.71) \), are the only variables that other variables considered simultaneously have been significantly add any information to predict.

**Testing second hypothesis**

The results of second hypothesis are shown in Table 4.

Results in Table 4 show that the Pearson correlation coefficient between emotional intelligence \( (r = 0.408 \text{ and } p < 0.01) \) there is a significant positive relationship with the leadership style, i.e., with increasing emotional intelligence, leadership style significantly increased. Between self-awareness and leadership style \( (p < 0.01) \), management of your leadership style \( (p < 0.01) \), social awareness leadership style \( (p < 0.01) \) and managing the relationship with the leadership style \( (p < 0.05) \) a significant relationship was observed. Following multiple dimensions to the relationship between emotional intelligence and leadership style used multivariate regression.

<table>
<thead>
<tr>
<th>method of leadership</th>
<th>N</th>
<th>variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sig</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.002</td>
<td>121</td>
<td>Self-awareness</td>
</tr>
<tr>
<td>0.001</td>
<td>121</td>
<td>Self-management</td>
</tr>
<tr>
<td>0.013</td>
<td>121</td>
<td>Social Awareness</td>
</tr>
<tr>
<td>0.001</td>
<td>121</td>
<td>Relationship Management</td>
</tr>
</tbody>
</table>

* Correlation is significant at the level 0.05  ** Correlation is significant at the level 0.01

Results in Table 4 show that the Pearson correlation coefficient between emotional intelligence \( (r = 0.408 \text{ and } p < 0.01) \) there is a significant positive relationship with the leadership style, i.e., with increasing emotional intelligence, leadership style significantly increased. Between self-awareness and leadership style \( (p < 0.01) \), management of your leadership style \( (p < 0.01) \), social awareness leadership style \( (p < 0.01) \) and managing the relationship with the leadership style \( (p < 0.05) \) a significant relationship was observed. Following multiple dimensions to the relationship between emotional intelligence and leadership style used multivariate regression.

<table>
<thead>
<tr>
<th>( \beta )</th>
<th>SEB</th>
<th>B</th>
<th>criterion variable</th>
<th>Predictive variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.39*</td>
<td>0.42</td>
<td>0.67</td>
<td>Method of leadership</td>
<td>Self-awareness</td>
</tr>
<tr>
<td>0.21*</td>
<td>0.23</td>
<td>0.39</td>
<td></td>
<td>Self-management</td>
</tr>
<tr>
<td>0.37*</td>
<td>0.39</td>
<td>0.71</td>
<td></td>
<td>Social Awareness</td>
</tr>
</tbody>
</table>
The results of multivariate regression analysis in Table 4-15, showed that a combination of emotional intelligence significantly leadership style with the ($R = 0.41$) predicts ($p < 0.01$, $f=4.12(116, 4)$). An F test result on all predictor variables is determined. Table 4-15 shows the standardized beta coefficients. In this analysis of consciousness ($p<0.05$, $t=3.42$), self-management ($p < 0.05$, $R = 2.02$) and social consciousness ($p < 0.05$, $t = 2.19 = t$) only at the same time when other variables are variables that are considered significantly add any information to predict.

**Discussion and Conclusion**

According to the results of Pearson correlation showed that there is a positive and significant correlation between spiritual intelligence and leadership style with $r=0.431$ and $p<0.05$. It can be said, with spiritual intelligence, leadership style significantly increased. There is a relationship between overall thoughts and faithfulness to the leadership style. Also, the ability to deal with problems with leadership style $r = 0.503$ and $p<0.05$ significant and positive relationship was observed with the leadership style of moral individualities $r=0.663$ and $p<0.01$ significant and positive relationship was observed finally, there is a significant relationship between consciousness and love with the leadership style $r=0.470$ and $p<0.05$. Multivariate regression analysis showed that the combination of spiritual intelligence significantly leadership style with $R=0.51$ predicts ($p<0.01$, $f=3.81(116, 4)$). F test results on all predictor variables are determined. One of the most important statistics are coefficients. Table 3 shows the standardized beta coefficients. Therefore, the analysis of moral individualities ($p<0.05$, $t=2.71$) and the ability to deal with problems ($p<0.05$, $t=2.12$), are the only variables that can consider other variables significantly add any information to predict. The success and effectiveness of the organization depends on correct guidance resources, especially human resources, especially the sports organizations, which in addition to being one of the most important resource is its human resources, both human development is its primary function in this regard, review the behavioral characteristics of human resources and the factors affecting the promotion or improvement of the scientific and Features and precise obligations of an organization. The results of the research are consistent with Poursoltani (2013), Bagherpour (2012), Sagharvani (2010), Farhangi (2009), Ramezaninezhad (2009), F. (2009), Aghayari (2006), Ayranaki (2011), Edin B. (2009), Duggan (2009), Katz (2007), Bikez (2006). As well as Wang's research (2005), Mullen (2003), which is antithetic because it can be different population and different cultural, religious and social contact.

The results of the second hypothesis for the relationship between emotional intelligence and leadership style of the Sport and Youth offices and Sports delegations of Guilan, according to data analysis showed that emotional intelligence ($r=0.408$ and $p<0.05$), there is a significant positive relationship with the leadership style; That is, with increasing emotional intelligence, leadership style significantly increased. There is a significant relationship between self-

<table>
<thead>
<tr>
<th>0.16</th>
<th>0.19</th>
<th>0.31</th>
<th>Relationship Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.4</td>
<td>.1164(F 26.0 , $R^2= 41.0 , =R$)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

$0.05 < p^* 0.01, <p^{**}$
awareness and leadership style (p<0.01), management of your leadership style (p<0.01), social awareness, leadership style (p<0.01) and managing the relationship with the leadership style (p<0.05). Multivariate regression analysis showed that the combination of emotional intelligence significantly with the leadership style (R = 0.41) predicts (p<0.01, f= 12.04(116, 4)). F test results on all predictor variables is determined. Standardized Beta reveals. In this analysis of consciousness (p<0.05, t=3.42), self-management (p<0.05, t=2.02) and social consciousness (p<0.05, t=2.19) only at the same time when other variables are variables that are considered significantly add any information to predict. The results of the investigation are inconsistent with Lajevardi (2010), cultural (2009), Hussein (2006), Mortazavi (2005), Hopkins (2007), Coker (2007), Brown (2006); Kerr (2006), Koprez (2006), is consistent. As well as the results of Brown (2005) and Palmer (2001), which is antithetic manager application can be used because of the wrong scale for measuring emotional intelligence and the difference was statistically community.
References