



## THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND TRANSFORMATIONAL LEADERSHIP STYLE IN THE FEMALE SPORTS COACHES FROM HAMEDAN PROVINCE

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### Abstract:

The aim of this study was to investigate the relationship between Emotional Intelligence and Transformational Leadership Style in the female sports coaches from Hamedan Province. This study, according to its purpose, is an applied research and a correlational study. The population of this study included all female sports coaches of Hamedan province in 2013, their number is 250. To determine the sample size, the Morgan table was used. The sample was calculated according to Table 148. To gather intelligence, emotional intelligence questionnaire Saber Yashring (1986) was used which has 33 questions in Likert scale of five options and includes aspects of self-awareness, self-regulation, self-motivation, empathy and social skills and Bass and Avolio Multifactor Leadership Questionnaire (2000) which measures the transformational leadership style, exchange and avoidance and consists of 45 questions that deals with the assessment indicators of transformational leadership, transactional and avoid. The validity of the questionnaire was confirmed by experts and Cronbach's alpha reliability of 0.80 and 0.85 were approved. The data was analysed using Pearson and the SPSS software. Results show that there are significant relationship between Emotional Intelligence and Transformational Leadership Style in the Female Sports Coaches from Hamedan Province

**Keywords:** emotional intelligence, leadership style, coaches

## Introduction

Skill in emotional control and other emotions is one of the important aspects in management. Goleman's research showed that managers who have high emotional intelligence and technically have the necessary experience, are more readily than others, to resolve conflicts and weaknesses in the organization (Goleman, 1995). Emotional intelligence includes the ability to understand, express, understand and control their emotions and others (Akbarzadeh, 2004). This concept gives a new depth of human intelligence and has expanded the ability to assess general intelligence itself. Emotional intelligence is the ability to understand the meanings of emotions and their relationships and problem solving is based on them (Meyer et al., 2004). Emotional intelligence is the intelligent use of emotions. Person knowingly uses his emotions and his thoughts and behaviors in order to strengthen their objectives to reach interesting results (Goleman, 1998). So far, many aspects of emotional intelligence have been introduced. One of the best known and most famous models is Goleman 5-dimension that includes: 1. Self-awareness, 2. Self-regulatory, 3. Self-motivation, 4. Sympathy, 5. Social skills.

On the other hand, transformational leadership is considered one of the newest approaches to leadership that little research has been done about it. Theory of transformational leadership style is one of the theoretical frameworks in the world that has been proposed by Burns (1978) and Bass (1985). According to Bass (Bass and Avoliv 1985, 1990), who developed a theory of bronze (1978), transformational leadership of the four main aspects of the effect of the ideal, inspirational motivation, personal attention and mental stimulation has been established (Rahim et al, 2006).

Transformational Leadership forms vision into an engaging manner and clear and how to achieve it expresses the vision. And he acts with confidence and optimism and confidence in subordinates transfer the values emphasized by symbolic actions, directs with the template, and empowers employees to reach prospects (Stone et al, 2004: 352). Transformational leadership tries on efficiency rather than effectiveness, using the organization's human resources effectively in order to achieve their organizational goals.

On the other hand, the research findings of Plicheronyo (2009), James, et al (2009) and Rezai (2011) show a balanced relationship between some of the components of emotional intelligence, such as empathy, self-awareness, motivation and social skills with demonstrated transformational leadership; while the Weinberger research (2004) did not find any relationship between these two structures in his research when considering individual components of emotional intelligence and transformational

leadership. He pointing to the fact that the theories and measures of emotional intelligence is still in its infancy live, considers necessary research that is more empirical.

The research results of Mortazavi (2004) showed that gender variable in determining the relationship between emotional intelligence and transformational leadership is very important because this relationship is higher for men than women. And while Mandel and Faravani (2003) states that there is no significant difference between men and women is not transformational leadership. With regard to the relationship between emotional intelligence and leadership style of coaches in sports are considered less, on the other hand, with increasing attention to the study of emotional intelligence in various fields and as well as management of transformational successful management style in organizations today and also considering the contradiction in research on sex determination in emotional intelligence and transformational leadership people, the study aims to describe the dimensions of emotional intelligence of female sports coaches, describe the transformational leadership style in women sport coaches, and on the other hand, seeks to answer the question of is there any relationship between emotional intelligence and its dimensions to leadership styles in population or not?

## **Material and Methods**

This study, according to its purpose, is an applied research and correlational study. The population of this study included all female sports coaches of Hamedan province in 2013, their number is 250. To determine the sample size, the Morgan table was used. The sample was calculated according to Table 148.

To gather intelligence, emotional intelligence questionnaire Saber Yashring (1986) was used which has 33 questions in Likert scale of five options and includes aspects of self-awareness, self-regulation, self-motivation, empathy and social skills and Bass and Avolio Multifactor Leadership Questionnaire (2000) which measures the transformational leadership style, exchange and avoidance and consists of 45 questions that deals with the assessment indicators of transformational leadership, transactional and avoid.

The validity of the questionnaire was confirmed by experts and Cronbach's alpha reliability of 0.80 and 0.85 were approved. The data was analyzed using Pearson and the SPSS software.

## Findings

### Testing Main Hypothesis

There is a relationship between transformational leadership and emotional intelligence.

**Table 1:** Results of the main hypothesis

Independent variable	Dependent variable	Correlation coefficient	Significance level
Transformational Leadership	Emotional Intelligence	<i>0.322</i>	<i>0.001</i>

Based on the table above, it can be said that due to the significant level of test which is 0.001 and is less than 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted i.e., there is a significant relationship between emotional intelligence and leadership style. According to the calculated correlation coefficients in the table above which is 0.322, it can be said that there is a positive relationship between these two, i.e., the higher the emotional intelligence, the more capable of leading coaches.

### Testing Secondary Hypotheses

There is a relationship between the dimensions of transformational leadership and emotional intelligence.

**Table 2:** Results of secondary hypothesis

Independent variable	Dependent variable	Correlation coefficient	Significance level
Self-awareness	Transformational leadership style	<i>0.404</i>	<i>0.046</i>
Self-regulatory		<i>0.534</i>	<i>0.016</i>
Self-motivation		<i>0.539</i>	<i>0.014</i>
Sympathy		<i>0.532</i>	<i>0.013</i>
Social skills		<i>0.540</i>	<i>0.002</i>

Based on the table above, it can be said that due to the significant level of trial and error level, the null hypothesis is rejected and the alternative hypothesis is accepted i.e., there is a significant relationship between the dimensions of emotional intelligence and leadership style. Considering the calculated correlation coefficients in the table, we can say that there is a positive relationship between the variables i.e., the higher the dimensions of emotional intelligence, the more leadership among the coaches.

## **Discussion and Conclusion**

The results showed that there is a significant positive relationship between emotional intelligence and transformational leadership style dimensions between female coaches in the Hamedan province i.e., the instructors emotional intelligence is that women tend to use transformational leadership style has increased. If the emotional intelligence of coaches is higher, their transformational leadership style is increased. Palmer et al (2001) stated in their study that the emotional intelligence is known as a tool to identify potential leaders, as well as a tool to foster effective leadership skills. Their findings show that emotional intelligence which is measured through a person's ability to monitor and manage emotions in oneself and others is the core competence of emotional intelligence.

The evidence indicates that emotional intelligence is a necessary factor for better performance, higher productivity, team works and exceptional leadership. It seems that the success of the organization depends on having capabilities such as self-awareness, empathy, confidence and motivation. This concept gives a new depth of human intelligence and has expanded the ability to assess general intelligence itself. Emotional intelligence is the ability to understand the meanings of emotions and their relationships and problem solving is based on them. The manager who have high emotional intelligence and technically have the necessary experience, more readily than others, to resolve conflicts and weaknesses in the organization. According to the results, which indicates a significant positive relationship between emotional intelligence and its dimensions and leadership style among coaches, coaches should pay close attention to their emotional intelligence skills that could enable them to provide their team management skills and be successful.

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