The Relation between Managers' Emotional Intelligence and Power Sources at High-School

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ABSTRACT: This research is looking to survey a relation between manager's emotional intelligence (EQ) and power sources at the high-schools in the Dashtyari district. This research has used whole of this district's woman and man managers (72), but due to little ones, this research has used an head count approach (whole of district's managers), to find interested selection. This selection includes, 52 men and 20 women, then a C-serco power sources and V-singer EQ questionnaire was sent to the whole at them. Therefore, this selection had a main theory and six secondary theories, finally, these theories were investigated via accumulated data, questionnaires and statistical tests (α=0.05). This selection has maximum labors record with 11-13 years (435). The results of these theories were showed that, there is a significant relation between EQ (emotional intelligence) and power sources in the above-said managers. Also, results of the secondary theories showed that there are significant relations between EQ, mindfulness, self-motivation, social skill and power sources in the above-said managers (Secondary theories variables).

Keywords: Emotional intelligence, Managers, Power sources.

INTRODUCTION

Now day, Leadership and management are as a crucial point at the social activities. Infect, leadership is known as one of the most important duties of the management, because other parts of the management should be implemented under its innovation, thought and perception. Then, manger as the leader could have great influence over the group performance, also, he/she is known as a forerunner of the organization's goals. The managers could have great influence over their followers via the power sources. Infect, the same power is as one of the most important items of a managers, and could help him to have and influential role in the organization. These managers have other power in the organization. These managers could via the same power leverage push the organization in to promotion or corruption, and then final consequences are related to their usage of the same power.

The emotional intelligence (EQ) is known as one of the psychological variables, which has been introduced from 1990s ate the management field; this EQ has a direct relation with affecting of the applicable organization and also could help to promote of the organization's performance. The emotional intelligence (EQ) is looking to describe of the various moods and emotions. Goleman (1995) believes as we are talking about the causes of the great leader's influence and having a powerful perception and thought, infect there is better one, the great

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leader's emotions are so influential. Totally leadership and presidency are not meant as a ruling, but also this is an art that easily could bring other people together to a unified goal.

He also reports that leaders are using of their EQ and take advantage of an influential labor relationship and health model. Therefore, this EQ has a central role at the leadership process and makes a variance in the power sources, but more important is that, EQ could prevent of an initial psychological disorders (Bar-On, 2004 ) and finally makes better social and personal advantages (Goleman, 1995).

We know that, teachers are one of the most important items in foundation of the education organizations, and the managers should carefully support of them (Asgarian, 1997) and according to the above- said emotional intelligence's necessary for the same managers, it is worthy to note that these managers not just must be sensitive over the students and teachers, but also, they must be sensitive over their emotional intelligence. Haghighi (2009) has introduced the power as a crucial item for the manager, one who looking to have more influential role at the organization, but Mayer and Cobb (2000) had a special view about the power attain process and its usage. They mentioned, this power is known as a self- made ability and in the other place, they say there is a great difference between personal power (especially) and organizational power (award, compulsion).

According to Mayer and Cobb (2000), this difference is related to the selection freedom in the influence, she continue, this organization power should be somehow managed that other stuff pay tribute to him (power holder), it is means that, a person could not have an influential role over its utter power. Haghighi (2009) believes that quality of the power usage is a challenge for the leader and staff. Consequently, the active organizations are gradually getting far of the power leverage and instead are getting close to the influence between the people.

Paul and Koneach (1994) say this power is a factor in the real world, and the leaders who completely know this field, could have better results than the leaders don't know about this field on the other hand, this leader has not any option except the power to affect over other's thoughts and perception, but this power might bring human risk and error, and the same risk or error might lead to endanger of the staff's psychological health. Then, every manager should know that how via the same power, could promote of its staff's psychosocial health. The emotional intelligence (EQ) is one of the nice items which could help managers, because it could promote the leadership and affecting power (himself & organization respectively). From 1990s, the emotional intelligence (EQ) was added to the management field, EQ is known as a new 5 kill of the management as at the human capital in particular (Salovey & Mayer, 1990). EQ is looking to more describe the standing of the emotions in the human's capabilities that could convert the human's ability to the higher job performance. Sahfi (2005) says those how have better capability in the emotional field, could better face to the possible life's challenges too, and these guys have a better psychosocial health.

Mayer and Salovey (1997) say that EQ is as a complex of the capabilities which could ease perception introduction and thoughts (emotional controller), also EQ could bring a flourishing at the emotional and thought's growth too .They have pointed out that EQ has four capabilities:
1. Capability to the emotions perception in itself and others (emotions perception).
2. capability to the emotion's perception for use in the other mental processes (ease of thought's emotion)
3. finding the causes of the emotional data and how emotions could be mixed and be promoted via interaction and relationship (emotional perception)
4. Capability to accept of the emotions and modifying them in itself and others vicinage has introduced the emotional intelligence as one way to direct of the manager's thoughts, behaviors and relationships with the staff, chiefs and costumers, also time- based approach to reach to a promoted stage. Goleman (1995) has been used of this definition to the working place, he also point out that, and employee could be skillful via the two staged: personal deservedness that means person how could manage itself, and social deservedness that means, people how manage relationship between themselves and others. Also, there is lots of evidence that show. EQ could be affected on the organization, and those who have better EQ, easily could have better cooperation.

Coordination and innovation, and this matter could be led to a better organization. It is seems to be this EQ could change the power sources of the managers, and bring an new sources in the power influence as the mindfulness, social know how and skills. This research is being inserted on survey a relation between the managers EQ and power at the high schools (Bar-On, 2000).
Theories of power sources

Rassel (1992) believed that power in the social sciences is like energy in the natural sciences which could describe the whole of the conversion shapes and object moving. He knows social rules just based on the power, he knows the power as a creator of the suitable causes. But there are a series of criticism on his sayings as follow:
1. quantitative view on the power
2 inattentive to the hidden talents in the power field
3- consent on the power's introduction and lack of description about the social sciences (power claimed)
4- substantive separation between the object's energy with power, which could be related to the human's authority and selection.

Rumsberger (1995) says, the power is as a will impose to the other's behavior, he analyses this topic from a sociological aspect and introduces the power as a quasi-tangible between the social truths, then he has just concentrated on the political and social power and has not any attention on the personal and natural power.
Arendt (1998) says the power is as the human's action ability alongside a group's consensus, he says the power is not accrued to the person, but is accrued to the group, then this power will be existed as far as the group's people are alongside together. He is opposite of veber, who had told that violence is along with the power, she has said that violence is separated of the power, even she would say violence is an anti power. She had introduced the popular revolutions as sign of the power and also had said that rulers against the whole of people, infect are named as sign of the violence, but power will be defeated the violence. Arendt (1998) also notes, political power is accrued to the whole, but her viewpoint has seen a series of the criticism;
1. She knows the power as a quantity: greater country and more people bear more power,
2. whole always could bring the power.

According to Pasi (1997), political power is as a correspondent over money at the economy field (but it is not rightful): he says: an extended middler who looking to make guarantee in execution of the binding obligations at the collective organization (order) as these obligations would be executed due to their influence on the collective goals. But parsons say that power would be executed over its conditions ant terms, then he had not an absolute view about this matter. Pasi (1997) also says the power is special ability of a social class to reach to its objective interest. He as Marks said, completely has denied the results at the collective (whole) power, because these results have denied the effective bases at the decision making process. He believes that power is related to the some kind of the social relationships in which class confrontation is rooted at their nature.

Theories of EQ (emotional intelligence)

In 1920s, canon introduced a series of the theories about relation between the body's forms and emotion inner sense. He had introduced this theory based on the Fillip's sample. Canon – Bard's theory says that emotion inner sense and body's reaction and emotion are completely separated of each other, but both of them will be started simultaneously. According this theory, we could find the first emotional events at the peripheral world, than, the lower parts of the brain will be activated like hypothalamus (Qasemi, 2011).

Solomon introduced an opposite process. This theory would use a life model through an emotion experience. This theory says that, brain has such powerful structure which could easily prevent the emotional responses (bad or good) or could completely be suppressed them. This theory clearly tells that, if an emotional sense rise, instead of another emotional sense (against past one) will be activated too (Bar-On, 2000).

METHODOLOGY

Participants

This research is based on cross-sectional in Time and is as applied one in goal aspect. This research has concentrated a whole of the high – schools’ managers in the Dashlyari district, finally some of the 72 persons have selected via a cluster random sampling (by Morgan-Carjersey Table).

Instruments

This research due to its nature has used the two standard questionnaires: 1-v-singer's emotional intelligence 2-C-serco (Samuel) power sources, these questionnaires were sent to the managers.
C-Serco (Samuel C) power sources questionnaire

This questionnaire had 20 questions; these questions were related to the lawful power, official power and presidency. This questionnaire has been used by Kolanji (1996) at the Sanandaj's high schools. The inner correlation rate of this test has excerpted from the cronbach's alpha (0.87).

V. singer emotional intelligence questionnaire

This questionnaire has used by Fakhrabadi (2003) between the car manufacturing and food industry managers in Mashad city, so they could find relation between emotional intelligence and reforming leadership style. (α=0.10). This questionnaire has 25 questions that could exam the people's emotional intelligence; it is worthy to note that, this test has other aspects like: self- motivation. Mindfulness, self- control, social know how and social skills. This test has 5 grade as follows: A option bears 1 grade and H option bears 5 grade. The inner correlation rate of this test has excerpted from the cronbach's alpha (0.85).

This research to analyze of the data based on the selected questions has been used of the average descriptive approaches, standard deviation, inference tests and parson's correlation test. Also, whole of the statistical data has counted by the SPSS software.

RESULTS

The man were most interested in respondents (725) and lowest rate was accrued to the women (28%). Also, most interested ones were related to the 31-35 age-group (70%) and lowest rate was 36-40 age-group (10%). These respondents were mostly bachelor’s degree (97%) and 3% remain were the master's degree and higher. These respondents mostly had 11-15 years work experience (43%) and lowest rate was accrued to the age higher than 25 old years (3%) and 16-20 years work expedience and 10-20 years work experience were some of the 27% too.

Table 1. Descriptive statistics of variables.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Average</th>
<th>SD</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-awareness</td>
<td>4.31</td>
<td>0.32</td>
<td>72</td>
</tr>
<tr>
<td>Power</td>
<td>4.12</td>
<td>0.35</td>
<td>72</td>
</tr>
<tr>
<td>Self-discipline</td>
<td>4.32</td>
<td>0.34</td>
<td>72</td>
</tr>
<tr>
<td>Self-motivation</td>
<td>4.30</td>
<td>0.29</td>
<td>72</td>
</tr>
<tr>
<td>Sympathy</td>
<td>4.30</td>
<td>0.36</td>
<td>72</td>
</tr>
<tr>
<td>Social skills</td>
<td>4.40</td>
<td>0.39</td>
<td>72</td>
</tr>
</tbody>
</table>

First theory: There is a relation between the manager's emotional intelligence and power sources.

Table 1 has introduced the average statistical distribution and standard deviation's grades whose resulted by the contributions of the emotional intelligence (EQ) and power sources. These results show that in the contributions of the EQ, social skills have highest grades and empathy and self-motivation has lowest grades as well. Despite to these results, final ratings as follows social skills, self-discipline, mindfulness, self-motivation and empathy

Table 2. Pearson test results for correlation between emotional intelligence and managers’ power sources.

<table>
<thead>
<tr>
<th>Variables</th>
<th>r</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social skills</td>
<td>0.72</td>
<td>00.0</td>
</tr>
<tr>
<td>Empathy</td>
<td>0.49</td>
<td>00.0</td>
</tr>
<tr>
<td>Self-motivation</td>
<td>0.7</td>
<td>00.0</td>
</tr>
</tbody>
</table>
According to the results of table 2, rate of sig is significant (0.05), than we could say that is truth up to 95% (between variables), but we should pay attention to the gravity and direction against the parson's correlation coefficient, if this coefficient is positive, than to variable have a straight relation. In the other word, there is a significant deal between the mindfulness, empathy, self-discipline, social skills with the managers' power sources.

Second theory: there is not a significant deal between gender, emotional intelligence and power sources.

### Table 3. t-test results.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Gender</th>
<th>Levin test</th>
<th>Sig.</th>
<th>Average</th>
<th>SD</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional intelligence and power sources</td>
<td>Male</td>
<td>0.08</td>
<td>0.94</td>
<td>1.4</td>
<td>63.0</td>
<td>0.86</td>
<td>0.37</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>7.4</td>
<td>67.0</td>
<td>0.08</td>
<td>63.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the results of table 3, rate of sig in the Levin test is higher than the 0.05 (error rate), so there are equal variances. As you saw, we could with a 95% confidence conclude that, gender could not impact on the EQ and Ps and infect there is not any substantial deal between them.

**CONCLUSION**

These results indicate that, there is a positive correlation between emotional intelligence (EQ) and power sources (Ps), than we as conclude that rising EQ could be led to the better performance in persons (Goleman, Boyatzis & McKee, 2002). In the other word, those managers who cold control of their moods and behaviors, then could easily control a series of the interim shocks and be for doing any job, completely thinking about that, these managers are determined to handle their jobs, they could have better perception of other's senses, finally they have a good social relationship. Then, emotional intelligence clearly shows how much does responsibility could be awarded to the people, and how should be said the necessary instructions, and totally, what kind of the situation should be provided, so that staff have self esteem sense in it, and could easily promote against those managers who have lower EQ. Therefore, these kinds of the managers have exact perception of their emotions and the other's sense and moods. These managers have better performance against those have not such contributions, then they could carefully run a school, also we could say that, this theory has great deal to the Goleman's theory (1995). He knew the power as an inevitable phenomenon in the organization, then if this matter to be provided to one person could bring dire consequences, and if that to be provided in conformity of the social goals and motivating staff, this time could bring positive and mesmerizing results. These social and emotional skills whose are known as the emotional intelligence (EQ), infect could have close relation with the Amita Etsioni's personality as well. He knows the personality as a psychosocial power, those items whose we need them in our moral and mindful behaviors, he says that, there are three ways to show power to the others compulsion, award and normative, that all of them are accrued to the imaginative, correlative and peremptory emotional leadership. These results show that, there is a great deal between the using power and mindfulness at the management field. These results could confirm the Goleman's theory (1995); this theory has introduced the mindfulness as the most important item of the emotional intelligence, one who has great impact on the manager's performance. This mindfulness means having a deep perception of itself emotions alongside negative and positive values. This kind of person is realistic and powerful, does not pay more on the self fault – finding, and is not so hopeful or pessimistic but this gag is honest with self and others as much a laugh on self's ting defect. The mindful managers and leaders carefully know of their dreams and values, they know where are they going to, and why they are completely confirmed to their right senses.

Maybe, the best sign of the mindfulness is related to the meditation. These kinds of persons mostly put aside a long time to deep think about themselves, this approach could help them to have a right reaction instead an emotional reaction. Most of the famous managers make use of their meditation approach in a spiritual life. Some of these managers use of the various kind ways like praying and mediation and others use of the deep
perception and philosophic practices. These contributions might direct the managers to have more sensitive viewpoint about use of the power sources (in every place, time and condition). We have investigated the relation between the power sources (ps) and self-discipline. The final data show that, there is a median correlation between the manager's power sources and self-discipline, also these results are in conformity of the Goleman (1995), in which self-management has always been as a challenge for the managers, because this way will be stared from the mindfulness, having clear goal and finally management of the selected way, infect these managers need a core motivation to reach to their interested goals. We will be failed if don't know our emotions and moods (emotions could control us). This matter may be good as the positive emotions like enjoy faces with a challenge, but no leader could pay price of being affected by the negative emotions like worry or angry, because these kind of emotions have dire consequences. These signals (from brain) send us a series of the alarms, but these emotions might disturb the real duties of the brain, and may be these duties are related to the strategic planning or facing a drop in the educational credits. This data shows that, there is a positive relation between the managers self-motivation and power sources. In the other word, these managers are highly using of their self-discipline and power sources contributions.

Therefore, these selected managers are using various items like encouraging to reach goals innovation, recovery, lack of disappointment as facing with the hurdles, keeping initial uncovering and ability to get through of the challenges and problems, infect they mix these items with the power sources, and finally using them as need during their management, then despite to the variables of self-motivation, we could say that success direct, competency, optimism and innovation are alongside with the managers power sources and specialized goals.

According to the Goleman's theory (1995), self-motivation is as an encouragement of the selected job that could be provided by a propensity to the goals along energetic efforts without materialistic wills. The results indicate that, there is a positive relation between the managers empathy and power sources, infect empathy means using of the staff's emotions via a prudently way, then finding suitable decisions through the same emotions, and more important this empathy make destination shorter as well. Those managers who have not empathy will be faced a series of the hurdles. This skill teaches us that, we should see world from the other side's eyes and assure him that we found what matter is; even his / her will is analogical! Then empathy necessarily does not means as confirm of the whole moods and emotions, bout means know of the emotions and moods.

Empathy has rooted on its management base, but it is means that, we should as suitable as show our emotions (not stifle them). Sometimes, this empathy in the managers with emotional intelligence lead to show their deep sense (crying) as a staff face with a sadful event or even fires from job. But those managers do not show their emotions and have not any empathy may be named as the anti-social or isolated. When managers could understand the people's sayings and behaviors, could reach to a suitable from to shape their sayings and behaviors. So, empathy can bring great impact on the job. The empathic persons could find better ways to treat with the subordinates, they seem are always in available somehow they just want hear and speak. They carefully listen and show sympathy with the worry persons. Also, empathy is a key to absorb of the nice talents. The leaders will be needed to the empathy as are looking to promote, develop and keep hold of the experts, but this matter will be hardly achieved.

This data reveals that, there is a great deal between the manager's social skills and power sources, this is in conformity of the print's leadership theory, Goleman's theory (1995) says reaching to the goal would be achieved via directng human elements, he also point out that, the effective leaders take advantage of the personal interests to reach a long time growth for the staff, these leaders also using of the various social skills like people satisfaction, to reach to the best possible performance. This does not means as good will or full perception, but means to reach to a unified goal, the leader should know the staff's inner motives. This theory like the Goleman's theory (1995) says the main goal is more social skills, targeted friendly relations and provocation the persons and final result is related to the other sects of the emotional in intelligence whose can be shown as changing the power balance and lead to the suitable strategies (but they may be different from the selected values). It is worthy to note that, this research clearly reveals above-names mangers show these contributions overage level; strengthen in social relationships, avoidance and determined, other's promotion, back up to the changes, knowing similarities and common grounds.

REFERENCES