THE RELATIONSHIP BETWEEN THE SPIRITUAL INTELLIGENCE AND THE LEADERSHIPBEHAVIOUR OF MANAGERS OF TEHRAN PROVINCE

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ABSTRACT

The aim of this research was to study the relationship between the spiritual intelligence and the leadership behavior of managers of the universities of Tehran province. In this research, we used a descriptive and a correlative type rese Tehran province, working in the mentioned universities in 2015. The sample included 100 persons of the society, chosen because of the low amount of their whole society. The tools used in/ this research included King's Spiritual Intelligence Questionnaire and the Leadership Behavior Description Questionnaire of Burdens and Metzcus. Before the narrative and durable implementation, the research tools have been investigated and reliability of the tools has been defined. In order to peruse the research questions, we used Pearson's Correlation Coefficient, that; there is no relationship between the Spiritual Intelligence and the relation based and criterion based Leadership Behavior.

Keywords*: spiritual intelligence, leadership behavior, and management.*

1.   INTRODUCTION

Intelligence is the problem-solving behavior that is used in order to simplify the practical goals and growth. The compatible and accordant behavior makes the internal conflicts lesser. This implication of the intelligence is based on a predicate that necessitates the use of guidelines to overcome the troubles and to solve the problems. Gardner sees the intelligence as a set of abilities which are used for problem-solving and to create the new products valuable in a culture. Based on Gardner, intelligence has nine aspects, including: Linguistic, Musical, Logical-Mathematical, Spatial, Physical-Kinesthetic, and Personal Intelligences (which itself includes Intrapersonal & Interpersonal Intelligence). The Western Analytical Concept of the intelligence is mostly cognitive and is about data processing; while the Eastern Synthetics Approach about the intelligence encompasses various components of human's functions and experiences such as cognition, intuition and excitement in an integrative relation. Totally, intelligence makes the person consistent and compatible with the environment, and brings him/her the methods of contrasting and dealing with the problems. As well, the ability to recognize the problem, providing the proposed solution for the various problems of life, and recognizing the functional methods and manners are some traits of intelligent persons (Gobaribonab et al, 2007). In Latin versions, the "Spiritualist" is told to anyone who has his life regularized or impressed by the Holy Spirit. The word "Spiritualism" is been used from the fifth century at least, and kept this interpretation of the holy book for a long time. Entering the twelfth century, this word took some implicative meanings with the real mental and psychic functions, which are in contrast to materiality and objectivity. A scrutiny of the definitions provided by the scholars like Gardner, Hilliard and Kessler from intelligence shows that all of them explain the intelligence as 'the ability to exploit the existential software". The psychologists tried to extend the definition of the intelligence at first by defining the "Emotional Intelligence". After that, they attempted to complete their definition by adding new types of intelligence namely "Spiritual Intelligence" and "Existential Intelligence", which is attending to the concepts like death & life (Abdollahzadeh & Bagherpour & Bojmehrani, et al, 2009).

Unlike the External Intelligence which its function is about the five senses, the Internal Intelligence is related to the recognizing the surrounding world as phenomena, and the divine aesthetics arises the slept internal intelligence. This intelligence is subordinate to the principle of unity and is devoid of variety and diversity. On this score all of the humans are intelligent, because every human has the ability of intuitional perception and only needs to activate the intuitional sensors in his mind in order to awaken the slept intelligence in person (Saghravani, 2010).

The most important functions of spiritual intelligence in work environment are: 1. Pacifying the mind, in a way that affects the person's efficacy. 2. Creating understanding between persons. 3. Managing the changes and attempt to remove the obstacles. Self-knowledge is an important point in spiritual intelligence. Unfortunately, most of us see ourselves as physical and secular beings, and believe that the life is a materialistic and physical experience, and our peace on mind depends on the physical circumstances like money, assets, etc. that all depends on our occupation. Therefore, the lack of these makes us feel insecure. Job, money and wealth are temporal things and we have little or no control on them. This way, this insecurity makes the sense of fear and stress, in a way that affects our performance and our relations in work and workplace. The growth of spiritual intelligence means a deeper knowledge of oneself as a non-materialistic being. In fact, it is a source of nonobjective aptitudes not discovered before. When the consciousness of a person increases and gets to work, he/she feels the sense of security and his performance in the workplace improves. One of the fundamental basics for creating a healthy relationship is sympathy. Creating sympathy (and empathy) is hard for many of the managers and directors, as it enforces them to move beyond their assigned duty functioning. Only in recent 10 to 15 years, having an increasing significance, making relation and connections is counted as a part of the manager's job. Nowadays, many people don't leave their organization (workplace) but leave their managers. Hence, the tendency toward preserving the labor force is one of the reasons to obligate the managers to realize and appreciate them. The ability to recognize, understand and answer to other's emotions requires a strong emotional and sensational recognition, which takes place in the field of emotional intelligence. However, there is one other layer under that; the layer which is the essential cause of emotions and sensations, having its original root in the spiritual intelligence.

The spiritual intelligence of the leaders gives them the ability to transmit the meaning based on the cognition of existential questions of himself and his followers. Using this ability, they not only challenge the present conditions, but act as inspirer person and make the employees have a deep sense of mission in their personal and organizational life. The ability of utilizing multiple layers of intelligence enables them to use the preferable modes of cognition in problem solving, incitement, and helping others to solve the organizational problems. These leaders, showing generosity, kindness, compassion and love to others, have more personal considerations to their employees than other kinds of leaders. These traits altogether cause the leadership charisma and also transmit some sort of idealistic sense to the employees, and make them to consider the leader as a behavioral pattern for themselves (Fahangi, et al, 2009). The spiritual intelligence consists of internal guidance and wisdom, keeping equanimity (i.e. emotional stability), internal and external peace, the performance accompanied by insight and calmness and kindness, and the ability to acquire a power which assists us in reaching our dreams.

One of the purposing issues in education is the management in this educational system, which one of its aspects is the leadership behavior, in which the matter is to realize and reach the organizational goals. Thus, the main difference between these two concepts is the word organizational. One may try many times to reach his own more personal targets and goals but not have such interest in organizational goals, and for this reason he may succeed in getting to his personal goals, but not be effective in reaching the organizational purposes (Blanchard, 2005). Leadership behavior is the instrument that the manager uses for inciting the employees in order to reach the organizational goals, and usually is been with some degrees of severity and simplicity in two spectrums of duty based and relation based. The criterion based behavior is a leadership behavior in which the most attention of the manager is on the job accomplishment to reach the organizational goals. The relation based behavior is the behavior in which the manager cares mostly about the social-mental needs of the individuals and employees. The compositional behavior is the one in which the manager regards on both job accomplishment and social-mental needs of employees to reach the organizational goals (Gohari Moghadam, Soleimanpour, 2008). Individuals can acquire spiritualism as a part of their traits. The completive drills for mind and expanding the traits which are significantly a part of spiritual intelligence could be a great gift and talent in all aspects of individual's life. The spiritual persons get twice value for what they do. You can comparison personal goals and with the organized goals. Some of the proposing questions are: Do the organizations treat their employees sympathetically and understandingly? Is the punishment an aimed manner? Leadership is the process of directing the collective effort, and makes the people endeavor willingly to reach the goals using their own potencies and abilities (Momeny, 2006).

Leadership culture is a phenomenon which needs effort and endeavor to be created and established. In this research, we will evaluate the relation based, criterion based and compositional leadership behaviors and their relationship with the spiritual intelligence. Now, the question is that "is there any relationship between the Spiritual Intelligence and any of these leadership behaviors?

2.   REVIEW OF THE LITERATURE

 Fahangi & et al (2009) have studied the effects of emotional intelligence and spiritual intelligence as the forecasting factors of evolutionary leadership. The spiritual intelligence has been propounded seriously after the year 2000. The researchers of this research used the emphatic and affirmative operative analysis to evaluate the spiritual intelligence. The results from the hypothesis testing by the structural equation analysis method demonstrate that both of the emotional intelligence and spiritual intelligence had a remarkable effect on the evolutionary leadership. Bekis (2006) understood in a research that the leadership could be a practical work in spiritual intelligence. Considering that, the relationship between spiritualism, workplace, spiritual intelligence and work output, explains a remarkable relationship between spiritual intelligence and team leadership. Howard and White (2009) concluded in their research that the spiritual intelligence and religious aspect could have a great efficiency on the educational system.

Aydin B (2009) has investigated the effect of spiritualism and spiritual intelligence on the organizational relations, and the effect it could have on the development of leadership and individuals' success in organizations. It has been mentioned in this research that spiritualness of individuals could be considerably helpful in the advance of goals of an organization. Dogan and Sahin (2009) have concluded by doing a research that spiritualism and spiritual information about believing the spiritual world and religious leadership is effective on the evolution of the leadership and workplace.

Ayrancy (2010) contemplating the devout managers which have the spiritual leadership behavior in a research, using an evaluative model, has investigated the relationships between the spiritual leadership qualities of Turkish top managers and their spirituality and devoutness. The results show that the spiritual leadership of the Turkish top managers depends on their wisdom and knowledge and their humanity. More than that, the spirituality is common factor between the spiritual and religious leadership, and finally, there is a meaningful positive statistical relationship between leadership with high morale and high efficiency, spiritualism and devoutness. Ayrancy (2011) studied the effect of emotional and spiritual intelligence on the financial operation of the organization, which based on results, the spiritual intelligence and religious attitude have a light and weak effect on the financial operation of the organization. Luckcock (2010) has investigated the (effect of) spiritual intelligence in the evolution of the leadership to a leadership style. Totally, his results prove the positive effect of spiritual intelligence and emotional intelligence on the leadership style.

3. RESEARCH HYPOTHESI

There is a meaningful relationship between the spiritual intelligence and the leadership style (relation based, criterion based and compositional).

RESEARCH METHOD

Being a practical and descriptive-correlative type research, this research discusses the effect of spiritual intelligence on the leadership behavior of the university managers in Tehran province, Iran. The statistical society includes all of the university managers of the Tehran province. Considering the fewness of the community candidates, the whole community was selected. Data collection tools are two questionnaires as follows; Spiritual Intelligence Questionnaire developed by King (2008), including 24 questions in the form of 5 choices (Likert Scale). Using the exploratory operative analysis in a 619 persons sample from the of the Canadian Trent University students in 2007, the Cronbach alpha obtained %95 and stability from the bisection way was obtained %84. In one other study, using the affirmative operative analysis, the Cronbach alpha was obtained %92 and the standard alpha has been obtained %92. In the study of Raghibi (Raghibi. et al, 2010) the coefficient of the Cronbach alpha of the questionnaire was calculated as %89 and the validity coefficient of the spiritual intelligence questionnaire from retest way in a 70 persons sample by two weeks' time interval was calculated %67. The Leadership Behavior Questionnaire which has been developed by Metzcus & Burdens in 1969 has 35 questions with the Likert five-choice spectrum. The scores of every test are so that every question is given preferential points between zeros to

four. The SPSS statistical software is been used for data analysis. The Pearson's correlation coefficient, regression and the T-Test for the independent groups are been utilized for the analysis of questions.

RESEARCH FINDINGS

Hypothesis 1: There is a meaningful relationship between spiritual intelligence and leadership behavior.

Table1. Correlation matrix (Pearson) between spiritual intelligence and leadership behavior of university managers

Variable Index	correlation coefficient	meaningfulness level
Relation based and spiritual intelligence	0/058	0/57
Criterion based and spiritual intelligence	0/012	0/90
Spiritual intelligence	0/43	0/0000

To respond this hypothesis we used Pearson's correlation coefficient. Regarding table 1 and obtained level of meaningfulness (0/0000), the zero assumption is rejected at the level of 0/01. Thus, there is positive meaningful relationship between the spiritual intelligence and the leadership behavior. This is direct relationship with correlation coefficient of 0/43. Also, the correlation coefficients between spiritual intelligence and the relation based and criterion based leadership behavior are respectively 0/058 and 0/012 with the meaningfulness level of (0/57, 0/90), showing no relationship between spiritual intelligence and the relation based and criterion based leadership behavior.

In order to determine which one of the leadership behaviors has more determining role in criterion variable as the anticipating variable (spiritual intelligence), we took advantage of the linear regression, the results of which is mention in the following.

4. CONCLUSION

Nowadays, one of significant topics for the psychologists is the spiritual intelligence. The issue of spiritual intelligence is not only significant in personal areas, but in the organizational fields, and further to the psychological subjects it entered into the Humanism subjects. It could be said courageously that perhaps the reason of the increasing researches in the spiritualism field, was observing its remarkable effect on improvement of the personal and organization performance. This research is done with the main purpose of studying the relationship between the spiritual intelligence and leadership behavior of the university managers.

The findings demonstrate that there is a positive meaningful relationship between the spiritual intelligence and the compositional leadership behavior. We have used the Pearson's correlation coefficient to respond this hypothesis. Regarding table 1and the obtained level of meaningfulness (0/0000), the zero assumption is rejected at the level of 0/01. This is direct relationship with the correlation coefficient of 0/43.

The traits like self-knowledge, insight, flexibility, self-control, the senses of inspiration and internal guidance and generosity, the ability to confront and tolerate the problems and discomforts, and to work against the present flow, are amongst the underlying basics of spiritual intelligence which have direct relationship with the high spirits leadership and the high efficiency. So, the people can feel the god's presence in all aspects of life especially in the hard times and take refuge in him. Thus, the spiritual intelligence has much effect on the people with high spirits, which causes more efficiency in the workplace. The results of this research, in line with the results of Farhangi et al (2009), Howard and White (2009) demonstrate that spiritual intelligence and religious aspect can be effective and impressive in the high spirits and high efficiency of the managers of the educational system. Dogan & Sahin (2009) and Ayrancy (2010) with watching the managers who have adopted the spiritual leadership behavior and have spirituality and devoutness, demonstrated that spiritualism is common factor between the spiritual and religious leadership, and finally, there is a positive meaningful relationship between spiritual leadership (high spirits and high efficiency) and spiritualism and devoutness. Luckcock (2011) and Ayranci (2011) have concluded that the emotional intelligence and spiritual intelligence have parallel effects on the performance of the organization.

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