

A Study of the Relation between Emotional Intelligence and Decision Making Style (Case Study: School Principals' of Shiraz City)

Dr. Hassan Rahgozar¹, Pegah piran², Fazlallah Afshangian³, Soghra yousefi⁴

¹Department of Education, Shiraz Branch, Islamic Azad University, Shiraz, Iran

²Department of counseling, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran (M.A.)

³Department of English, Shiraz Branch, Islamic Azad University, Shiraz, Iran

⁴Department of counseling, Research & Sciences Branch, Islamic Azad University, Kerman, Iran

ABSTRACT

The purpose of this research is to explore the relationship between emotional intelligence and decision making styles for the higher school principals in Shiraz during of 2010 school year. The main question of the research is that "Is there any relationship between emotional intelligence and decision making styles?" So, emotional intelligence as independent variable (predictor) and decision making styles as dependent variable (criterion) have been studied. The method of research is descriptive as correlation type. The statistical population are 800 higher school teachers and 60 principals in Shiraz, 260 teachers and 52 principals of whom are randomly sampled using Kerjesy & Morgan table. Two questionnaires (Shering and Decision making questionnaires) are used to determine the emotional intelligence and decision making styles. The Validity is measured according to the attitudes of previous researches, practitioners and experts. Reliability is measured based on Kronbach's Alpha coefficient. Data include: Statistical indexes (drafting the tables, amplitude, amplitude percentage, diagrams and graphs), Deductive statistics (one-sided variance analysis test, KHI2 test). The first hypothesis is confirmed with 95% reliability, indicating that there is a relationship between emotional intelligence and decision making styles. It is shown that there is a significant correlation among following parameters of emotional intelligence with 95% reliability: Self excitement, self control, social intelligence. There is not a significant relationship between two parameters (social skills and self awareness) and decision making style with 95% reliability.

KEYWORDS: Emotional Intelligence, Decision Making Styles, School Principals, Shiraz

INTRODUCTION

Management or human factor is the most important cause for the development which we face with in every aspect of various societies. In addition to capital, materials and etc, the factor of human force is the most significant cause to change the condition and to shift to improvement. Elton Mayo concluded that human force is the most important tool to be used for gaining higher motivation and productivity in organizations and their employees.

Cherniss stated that "emotional intelligence is one of psychological parameters that has been used in management literature since 1990 and is directly related to organization efficacy." Emotional intelligence is a sum of abilities which enables a person to organize and manage feelings and emotions of his own and of other's (Goleman 1995). Emotional intelligence (EI) is assessed as intelligence quotient (EQ) and indicates perceived capability, capacity, skill or ability in form of assessing and managing his own emotions or that of other's or groups and is relatively a new field of psychological studies (Wikipedia 2008). Goleman states that cognitive intelligence provides only 20% of achievement for best conditions and the remaining is due to the skills and emotional intelligence formulation. (Goleman 2005).

In fact, emotional intelligence implies the recognition of one's own feelings and that of other's as well as using it to make the best possible decisions in one's life (Hoseynabadi Hoseyni 2005). Now, making reasonable decisions by proper methods is indicated due to complicated organizations, higher operation costs and extended organizational establishments. Decision making is so important that some authors define organization as "the decision making network" and management is defined as "decision making practice" (Safi 1999). According to Barnard, Newman et al, decision making is the basis of management and planning. Most of practitioners such as Rabbinze, John Mackinley and Dubrine maintain that decision making is a kind of reaction or personal response to problems and define it as a part of manager's task to recognize and choose the path or to solve

*Corresponding Author: Dr. Hassan Rahgozar, Department of Education, Shiraz Branch, Islamic Azad University, Shiraz, Iran

a problem or to make use of an opportunity or crisis (Ghorbani 2007). According to Vector Vroom, decision making styles are followings:

1-Authorative 2-Consultive 3-Partnership

Authorative :Decision made by a manager without others intervention.

Consultive :Decision made by a manager after consulting with a group (Monavari 2008).

Partnership:Decision made based on whole group consensus.

In fact, managers have to use various styles of decision making in rather short term in order to make more related decisions based on wider subjects and issues. Since any success or failure of an organization depends on how the managers encounter with problems and how to resolve them as well as what style they use, they do need both cognitive intelligence and emotional intelligence. Goleman found that an organization achievement basically depends on innovative, empathical, compatible and contentment dominant environment (the key aspects of what is called emotional intelligence). His findings show that IQ only relates to 4-25% of a person achievement (Bing et al 1998).

2- RESEARCH LITERATURE

Comprehension and decision making dynamically relate to temperament and emotions and its performance improvement can be either promoted or discouraged. The extent of your emotional intelligence to which your performance is related, is determined by how much you depend on the people's judgements and decisions (Aghayar, Sharifi and Daramadi 2007). Allen and McDowelle & Buckner maintain that emotional intelligence is a forgotten part of efficient school leadership. Leeze and Barnard (1991) state that efficient leadership in school correlates directly with emotional intelligence. Their findings show that student higher achievement and teacher job satisfaction correlates positively with emotional intelligence of the principal (Jackson 2008). The researchers conclude that manager emotional relationship with the employees, motivates them to be adjusted with the organization goals and values. In addition, the same relationship leads to higher quality cooperation in the team works. Efficient processing of emotional information helps principals to solve urgent and complicated problems properly with direct focus on them (Livingston, Foster & Smithers 2002). Fernandez Arzo points out that applicants emotional intelligence determines higher rank managers to select new employees better and it is significantly and critically related to the final achievement of the managers and their ultimate decisions (Cherniss 2001). Samuel & Bales studied emotional intelligence effect on leaders decision making capability in a modern organizational environment and concluded that three components (self consciousness, commitment and social skill and integrity) affect on people's decision making capability. It is also found that lower emotional intelligence of managers leads to their poor relation with the coworkers, subordinates, higher rank managers and clients (Abedi 2007). Warner Burke (2005) explored emotional intelligence relationship with decision making in Columbia University. The result showed that there is a specific correlation between the sample variants and decision making (Burke 2005). Damasio holds that principals improper decisions is because they lack access to their emotional learnings. The evidence shows that the proper decision making and reasonable thinking need emotions (Damasio 1994). Gardner identifies self consciousness as an interpersonal intelligence skill component and defines it as an ability to understand one's own internality. Interpersonal intelligence is by which learners try to recognize their own internal feelings, dreams, relationship with others as well as weaks and strengths. Their skills include: to recognize their weaks and strengths, self exploration, tendencies and dreams, measuring their own patterns of thought, self reasoning, making decisions and to identify their own role in interpersonal relationships (Ebrahimzadeh 2003). Drew Appleby asked following question from 39 employers: "What is the most required skill for decision making?" Their answers showed that they identify social skills as the best required skill (Aghayar, Sharifi and Daramadi 2007). Stephen Covey (1998) points out that just interrelational skills and positive thinking, so called personal morality, don't provide successful leader but as he suggests, leaders must depend on their own decisions and actions (W. Jackson 2008). Araghi (2007) showed that there is a relationship between management experience of managers and their decision making styles. They also found no relationship between manager gender and their decision making style (Aghaei 2007).

Ebrahimi (1996) showed that high experienced versus low experienced managers are different in terms of using consultive and concensus styles of decision making. His studies also showed that managers with management education may use more frequently consultive, partnership and concensus styles respectively (Ebrahimi 1996).

Focusing on human motivation and nurturing emotional intelligence are used to improve efficiency and productivity (Khaksar 2006). Johnson and Indvik (1999) explored emotional intelligence of managers and employees and its advantage for the organization. They concluded that emotional intelligence improves employee's partnership, productivity and their incomes. (Sajedi 2007). Chen (1999) who explored new roles in work environment, stated that 40% of the people who lack the motivation, aren't able to cooperate with their coworkers. Miller (2002) points out that four parameters (merit, empathy, autonomy and success) provide internal motivation. He also shows that

motivated people are more productive, less absent from work, have more problem solving skills, are innovative, and finally report more job achievements (Sajedi 2007). Merati (2003) showed that there is no difference between men and women in terms of their performances. Prosperous organizations seek to improve emotional intelligence in their employees. Future belongs to the people who benefit from better communicative skills. Studies show that EQ is more important and more critical than IQ, more prominently in leadership and management. Self consciousness, self motivation and self regularity are accounted to be the basis of social skills such as empathy (Bradberry and Greaves 2008). Decision making task is the most important and basic job of managers in every part of an organization. In fact, they determine organization destiny (Ghorbani, Sanavi and Garoosian 2007). Suitable method of decision making and improving its level through nurturing managers' emotional intelligence is one way to increase efficiency and productivity in an organization. Emotional intelligence impacts on manager decision making style is less considered in Iran while it is investigated widely in other countries.

The main purpose of present paper is to seek an answer for question:

"Is there any relationship between emotional intelligence and manager's decision making Style?"

Thus, at first we explore emotional intelligence and its components, then we identify decision making styles and look for any relationship. So followings must be performed:

- 1-To identify emotional intelligence and its components, including self motivation, self control social skills, social awareness and self consciousness
- 2-To identify decision making styles (authorative, consultive, partnership)
- 3-To explore the relationship between emotional intelligence and decision making style of Principals.

3-METHODS

3-1- Following hypothesis are tested:

- 1- There is a relationship between emotional intelligence of principals and their decision making styles.
- 2- There is a relationship between self motivation of principals and their decision making styles.
- 3- There is a relationship between self consciousness of principals and their decision making styles.
- 4- There is a relationship between self control of principals and their decision making styles.
- 5- There is a relationship between social awareness of principals and their decision making styles
- 6- There is a relationship between social skills of principals and their decision making styles.

3-2- Methodology

The method of present study is descriptive as well as correlative in order to identify the relationship between emotional intelligence of principals of the high schools in Shiraz and their decision making styles. Descriptive study is used to look for data, based on which the relationship between the variants is evaluated. The population are 860 teachers and principals of high schools in 2009-2010 school year. Statistical sample group include 260 teachers and 52 principals who are chosen randomly based on Kerjesy-Morgan Table.

We determined standard questionnaires as the best method for data collection purpose.

The standard questionnaire for emotional intelligence is the Shering's which is adopted from the Goleman model. The standard questionnaire for decision making style is based on Victor Vroom theory. However, the questionnaires reliability was assessed using respective experts' comments, including the guidance professor, the assistant professor and other practitioners.

The suggested modifications in the questionnaires are considered properly. Credibility and consistency are evaluated according to Kronbach's Alpha Coefficient. The sample group includes 60 subjects. The questionnaires suitable consistency is as follows:

Table 1: Questionnaires consistency assessment

no	Questions/Hypothesis	Consistency*
1	Partnership style questions	79.30
2	Consultive style questions	71.42
3	Authorative style questions	70.31
4	All questions about decision making style	81.04
5	Questions about self motivation	76.23
6	Questions about self consciousness	75.22
7	Questions about self control	74.19
8	Questions about social awareness	78.11
9	Questions about social skills	71.80
10	Questions about emotional intelligence	73.41

*Kronbach's Alpha

4-Findings

According to initial goal of study, first the emotional intelligence of principals and their decision making style are measured. Then the relationship between emotional intelligence and decision making style is explored and the hypothesis are evaluated.

1-There is a relationship between emotional intelligence of the principals and their decision making styles. To analyze this hypothesis has used of Variance analysis method(table 2)

Table 2-Variance analysis table for mean emotional intelligence in the decision making style level

Emotional intelligence	Sum of squares	df	Mean square	f	Sig.
Between groups	.804	2	.402	2.30	.021
Within groups	10.05	50	.201		
Total	10.85	52			

According to the least significant level of variance analysis test($\text{sig}=0.0217<0.05$), the relationship is confirmed by 95% reliability. Therefore the above relationship exists.

2-There is a relationship between self motivation of the principals and their decision making styles. To analyze this hypothesis has used of Variance analysis method(table 3)

Table 3-Variance analysis table for mean self motivation in decision making style level

Self motivation	Sum of squares	df	Mean square	f	Sig.
Between groups	1.34	2	.672	2.10	.031
Within groups	16	50	.320		
Total	17.34	52			

According to the least significant level of variance analysis test ($\text{sig}=0.031<0.05$), the relationship is confirmed by 95% reliability. Therefore, there is the above relationship.

3-There is a relationship between self consciousness of the principals and their decision making styles. To analyze this hypothesis has used of Variance analysis method(table 4)

Table 4-Variance analysis table for mean of self consciousness in decision making style level

Self consciousness	Sum of squares	df	Mean square	f	Sig.
Between groups	.446	2	.223	.817	.071
Within groups	13.70	50	.274		
Total	14.146	52			

According to the least significant level of variance analysis ($\text{sig}=0.071>0.05$), the relationship is not confirmed. Therefore, there is no relationship between self consciousness of the principals and their decision making styles.

4-There is a relationship between self control of the principals and their decision making styles. To analyze this hypothesis has used of Variance analysis method (table 5)

Table 5-Variance analysis table for mean self control in a decision making style level

Self control	Sum of squares	df	Mean square	f	Sig.
Between groups	2.86	2	1.43	3.41	.018
Within groups	21	50	.42		
Total	23.86	52			

According to the least significant level of variance analysis test($\text{sig}=0.018<0.05$), the relationship is confirmed by 95% reliability. Therefore, the relationship exists.

5-There is a relationship between social awareness of the principals and their decision making style. To analyze this hypothesis has used of Variance analysis method (table 6)

Table 6-Variance analysis table for mean social awareness in decision making style level

Social awareness	Sum of squares	df	Mean square	f	Sig.
Between groups	2.95	2	1.47	4.401	.001
Within groups	16.80	50	.336		
Total	19.75	52			

According to the least significant level of variance analysis test ($\text{sig}=0.026 < 0.05$), the relationship is confirmed by 95% reliability. Therefore, the relationship exists.

6-There is a relationship between social skills of the principals and their decision making styles level. To analyze this hypothesis has used of Variance analysis method (table 7)

Table 7-Variance analysis table for mean social skills in decision making style level

Social skills	Sum of squares	df	Mean square	f	Sig.
Between groups	.86	2	.433	1.02	.052
Within groups	21.25	50	.425		
Total	22.11	52			

According to the least significant level of variance analysis test ($\text{sig}=0.052 > 0.05$), the relationship is not confirmed by 95% reliability. Therefore, there is no relationship between social awareness of the principals and their decision making style.

5- Conclusion

As we mentioned earlier, the main purpose of this study is to explore the relationship between emotional intelligence of the principals and their decision making styles. The first hypothesis seeks to evaluate the same relationship. According to the variance analysis, we have $\text{sig}=0.021$ so, the relationship is confirmed by 95% reliability ($0.021 < 0.05$). This result is consistent with other similar studies such as:

Levingston, Foster and Smith (2002), Samuel and Bliss (2000), Warner Burk (2005), Damasio (1999) and Aghayar, Sharifi and Daramadi (2007).

- The first subhypothesis:

There is a relationship between self motivation of principals and their decision making styles. The findings show that $\text{sig}=0.031$ which is significantly lower than 0.05. Therefore the relationship is confirmed by 95% reliability. This result is consistent with following theories and studies:

Mazloo hierarchical needs, MacGregor theory of x and y, Herzberg theory of health and motivation, Maccllland theory of the three needs, Victor Vroom theory of waiting, Khaksar (2005), Sajedi (2007), Miller (2002), Chen (1999), Levingston, Fester and Smith (2002).

- The second subhypothesis:

There is a relationship between self consciousness of principals and their decision making styles. The findings show that $\text{sig} = 0.071$ which is significantly higher than 0.05. So the relationship is not confirmed by 95% reliability. This result is not consistence with Ebrahimzadeh (2002).

- The third subhypothesis:

There is a relationship between self control of the principals and their decision making styles. The findings show that $\text{sig} = 0.018$ which is significantly lower than 0.05. Therefore, the relationship is confirmed by 95% reliability. The result is consistent with Bradberry and Greeves (2008).

- The fourth subhypothesis:

There is a relationship between social awareness of the principals and their decision making styles. The findings show that $\text{sig} = 0.001$ which is significantly lower than 0.05. Therefore, the relationship is confirmed by 95% reliability. This hypothesis has not been evaluated by other researchers.

- The fifth subhypothesis:

There is a relationship between social skills of the principals and their decision making styles. The findings show $\text{sig} = 0.052$ which is significantly higher than 0.05. Therefore, the relationship is not confirmed by 95% reliability. This result is not consistent with followings: Appleby (2000), George Yancy (2001), John Johnson (2002) but it is consistent with Stephen Cowey (1989).

Suggestions

According to the findings along with special focus on emotional intelligence significance for management and leadership, it is suggested that various tests must be used to evaluate manager job applicants before they actually get

the job. Training them in terms of emotional intelligence skills is valuable. Partnership style is highlighted in the findings, so it should be encouraged among the managers as an optimal cultural pattern in the organizations.

REFERENCES

- Abedi,Hoseyn(2007):Exploring the relationship between emotional intelligence and power source of the high school principals in Neyshabour in 2004-2005 school year;M.A.final;Ferdosi Univ.
- Araghi,Farahnaz(2006):Exploring the relationship between personality type of principals and their decision making style in high schools of Shiraz;M.A. final;Azadeslami Univ.,Shiraz branch.
- Aghyar,Sirus;Sharifi ;Daramadi,Parviz(2007): organizational emotional intelligence;Isfahan,Spahan Pub.
- Bing, Jonathan, Simson, Maria, Zeleski, Jeff. (1998).working with emotional intelligence.Publishers Weekly, Vo1245 pg: 376.
- Bradberry,Travice;Greevse,Jeen(2008):What is IQ and why it is more important than EQ;translated byHadi ebrahimi;Tehran,Naslenoandish Pub.
- Chan, Edward. (1999) New Rules for the workplace,Malaysian Business.pg55.
- Cherniss,carhy (2005).Emotional Intelligence: what it is an why it matters, consortium For research on Emotional intelligence in organization.
- Cherniss.C.E.I (2001). An organizational Effctiveness.www.einsortium.org.
- Damasio, Antonio, (1994). Descartes Error: Emotion, Reason, and the Human Brain (New York: Grosset. Putname).
- Ebrahimzadeh,Eisa(2002);Adult education,Tehran,Payamnour Pub.
- Ebrahimi,Ahmadali(2007): exploring the decision making patterns for the guidance schools principals in Isfahan based on Iranian rules;M.A. final,the university of training.
- Goleman,D.(1995)Emotional Intelligence:The Theorg in Practice.Newyork:Basicbook.
- Ghorbani,Mohamad,Sanavigrusian,Vahid(2006):The basis of organization and management;Mashad.Toos research center.
- Goleman,Daniel(2004):emotional intelligence in work;translated by Bahman Ebrahimi and Mohsen Jooyandeh;Tehran,Bahman danesh Pub.
- Hoseynihoseynabadi,Fatemeh(2003):What do you know about emotional intelligence?;Hamshahri
- Khaksar,Fakhri(2004):the relationship between emotional intelligence and job satisfaction;M.A.final in general psychology;higher education unit of Azadeslmi Univ. Khoraskan branch.
- Livingstone, Holly; Foster, Maria; Smithers, (2002) sony a Emotional intelligence & Militaryleadersmp; can adianforces Leadership institule; Retrieted from.
- Merati,Aminreza(2004):exploring the relationship between decision making patterns of principals and organizational commitment of guidance school teachers in Shirvan;M.A. final.Azadeslami Univ.Shiraz branch.
- Monavari, Mania(2008):making decision about leadership and motivation; Misagh cite with following int. address:
- Miller, Jane. F.(2002).Motivating People.Executiv Excellencevoll9.pg15.
- Rabinze,Stephen P.(2004):organizational behavior:definitions,theories,and functions;translatd by Ali Parsian,Seyedmohamad E-arabi;Cultural Research Office.
- Sajedi, Soheyla(2007):Exploring the relationship between emotional intelligence of Isfahan Gas Company employees (guards) and their job motivation; training research for Azadeslami Univ, Shiraz branch, No 12.
- Safi, Ahmad(1999):organization and management in Education Ministry; Tehran, Arasbaran, Pub.
http://www.mania_monavari.blogfa.com/post177.aspx
- wiki pedia(2008) Emotional Intelligence <http://wiki.pedia.Org>.
- W.Jackson. Christopher(2008)Analysis of the Emotional Intelligence and Personality of Principals Leading Professional Learning Communities. Digital. Library unt.Edu/permalink/meta-dc.
- W.Warner Burke (2005) Emotional Intelligence and decision Making: the Impact on gudgment biuses Ginabuontempo. Columbia university.