The relationship between the leadership styles and moral intelligence

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ABSTRACT

The main purpose of the study is to investigate and determine the leadership and moral intelligence styles. This research is a descriptive and correlation type of study that about 108 people of physical training experts working in 52 medical sciences college were accidentally selected and entered into the related research. The information was collected by the questionnaire of Clark leadership style and moral intelligence questionnaire. The validity of the questionnaires was confirmed by the experts and the reliability of these questionnaires was also submitted by measuring Cronbach alpha coefficient in this regard. SPSS-19 software was used to analyze the related data. The results showed that the democratic leadership style has the highest score among the subscales of the leadership styles. Also, there is a direct significant correlation between the democratic leadership styles and moral intelligence. (r =0.268, p =0.038). The relationship between the democratic leadership and moral intelligence can be a high potential foundation of organizations' success effectively. It is suggested the entire managers particularly the managers of the universities to apply the aptitude and talents of the people to raise the degree of prodigy and skillful ones due to the moral intelligence subscales that it also raises the group task temperament of the same people.

Key words: *leadership style, moral intelligence*

INTRODUCTION

The completion of every group-task requires the correct management and leadership efficiently and usually a one can be taken as a success leader or responsible person that he has to have the necessary skills and features of the group leadership to be able to conduct the members towards their targets successfully[1].originally the leadership is an emotional process that it can cause to the emotional moods of leaders to recognize their staffs' morality affairs. This makes the excitement moods of the same staffs and then they try to conduct these excitements in a correct way[2]. Bennis states that the process of the leadership is not a genetically affair and it does not get formed by reading and listening to the lectures but it gets constructed by the practical action potentially. In addition, everyone has the ability of leadership but nobody can get in the leadership situation [3]. The leadership style is a collection of attitudes, traits and managers' skills that has been formed based on four values, trust in staffs, leadership tendencies and privacy feeling systems in intriguing situations [4]. Generally, the management and leadership methods can be divided into three groups as following:

Dictatorship, controlling, judgment and freedom-based methods that these methods have been introduced as the power or dictatorship, democratic or partnership and panic or freedom based methods in other texts[5]. the psychologists consider the intelligent as the ability of doing an effective action in the world. The intelligent people are subjected to those ones saving many skills and talents through gaining their experiences that it let them to manage their daily tasks[6]. recently, the moral intelligence has been paid attention by many scientists and the results of the researches represent that the moral intelligence is focused on the success of people and their organizational efficacy[7]. Lenik believes that the moral intelligence is specifying the organizations' success as following: the cohesion, responsibility, kindness and forgiveness[8]. Borba believes that the moral intelligence is subjected to the ability and capacity of understanding the wrong action and having strong moral beliefs; he divided this process into seven values of cooperation, virtue, self control, respect, kindness, tolerance and justice[9].
According to the pattern of Lenik and Kiel, the moral intelligence includes the following dimensions:

1. Honesty: making the necessary cohesion between what we believe in and what we act on it
2. Responsibility: a person having high moral intelligence can accept his or her failures and mistakes
3. Kindness: paying attention to others has its own bilateral impact. If we make our kindness towards others, they will also make or give their cooperation to us timely
4. Forgiveness: consciousness of others mistakes and failures trying to forgive their problems in this path.

Hence, leaders with higher moral intelligence are more arranged with their values and comments; they will have higher function, too[10]. in one hand, the lack of attention to the morality in the process of the management makes high potential problems for the entire organizations. Among this, judgment of people in relation to the morality or non-morality affairs can influence on the quality and quantity of the entire affairs in this regard. In relation to the leadership styles and its effective factors, there have been many various researches done representing that there is a positive significant correlation between the subscales of the moral intelligent of the educational and non-educational managers[11]. Another research shows that there is a significant correlation between the job success of staffs and four fields of moral intelligent issues [12]. The future of the physical training and the sport of the country as well as its growth and development require an effective management along with high potential effectiveness in this regard. Also, the recognition of suitable methods applicable can progress the development of the sport system in the country potentially. The application of these systems is very necessary for the entire officials in this case[13]. the universities should have to be highly connected to these systems in order to grow the human resources in this pavement. Thus, the university requires a space that the staffs, managers and students should have to be grown with high kindness, responsibility and honest; generally, they have to be grown in a high potential morality affair relying on their interior energy overcoming the entire failures trying to reach to the victory. It should be believed that the managers having the management of resources are the first ones who can publish the morality affairs into the organizations [1].

The managers have to make a healthy setting in terms of the morality affairs; this makes them to be potential for achieving their actions into organization. Also the structure of the universities should be designed so that the entire scientific dimensions being considered in this path; the present study is to determine the correlation between the leadership styles and moral intelligent in terms of the physical training experts' viewpoints in the medical colleges of the country.

METHODS AND MATERIALS

This research is a correlation-descriptive study that has been carried out by field-based method using the leadership styles and moral intelligent questionnaires. The entire experts are working in physical training management department of the medical sciences colleges. The statistical community of the present study includes about 108 people of physical training experts that have been taken up accidental and responded to the questionnaires. In order to gather the related data:

1- leadership style questionnaire of Clark
2- Moral intelligent questionnaire of Lenik and Kiel were applied in the present study.

The leadership style questionnaire has been designed by Clark in 1998 in order to specify the leadership style and management of people into an organization [14].

This questionnaire includes 30 questions and three subscales of imperative, democratic and non-imperative methods; every subscale includes 10 questions [14].

The moral intelligent questionnaire also includes 40 questions being designed by Lenik and Kiel in 2005. The related questionnaire has got 10 indices:

Achieving on approaches, values and beliefs, telling truth, preservation and resistance for the right thing, loyalty, responsibility for personal decisions, begging to mistakes and failures, accepting responsibility to serve others, paying attention to others, ability at forgiving others mistakes; every indices is measured by 4 questions in this regard[14].

The validity of the questionnaires was confirmed by 6 management experts. For the reliability of the questionnaire the calculation of Cronbach alpha coefficient was measured as alpha =0.94 and alpha =0.89, respectively. After collecting the related data and scoring, the data was entered into SPSS-19 software; then they were analyzed by the use of descriptive statistical test (distribution tables, mean, and deviation) and inferential statistics due to the normality of the data distribution by the test of Smirnov-Kolmograph and Pearson linear correlation coefficient.

Findings:

In this research about 108 people of physical training experts of medical sciences colleges ranging from 26.51 ± 7.91 and job background of 9.55 ± 6.24 participated that 45 females (41%) and 63 males (59%) had been participated in the study. 23 ones (21%) were single and 85 ones (79%) were married; 34 people (31.48%) had BA, 68 (63%) MA and 6 ones (5.52%) had PhD degrees in the related research. The

comparison of the mean scores and their subscales showed that the democratic leadership style (partnership) had the highest score with the mean and deviation 39.86±4.05 and most experts selected the democratic leadership style as the best approach in this relation.

Table 1: comparison of mean scores of leadership style subscales among participants

Subscales	Mean and deviation
Dictatorship	32.16±3.16
Democratic	39.86±4.05
Delivery	35.13±3.93

The data in table 1 shows that the democratic leadership style has the highest score among other subscales of leadership style (39.86±4.05).

Table 2: mean scores of subscales of moral intelligence among participants

Subscale	Mean and deviation	Min	Max
Moral intelligence	79.52±3.22	69	87
Acting based on approach	8.15±0.78	6	9.50
Telling truth	8.12±0.78	6.50	9.50
Resistance on right	7.97±0.80	6.50	10
Loyalty	8.10±0.96	5.50	10
Responsibility	7.05±0.76	5.50	8.50
Begging to mistakes and failures	7.79±0.73	6	9.50
Accepting responsibility for serving others	8.20±0.57	6.50	9
Paying attention to others	8.29±0.66	6.50	9.50
Ability at forgiving self mistakes	7.90±0.66	6	9.50
Ability at forgiving others mistakes	7.90±0.66	6.50	9.50

Data in table 2 indicates that the subscales of paying attention to other (8.29±0.66) is acceptable, responsibility to others (8.20±0.57), acting based on approach (8.15±0.78), telling truth (8.12±0.78) and loyalty (8.10±0.96) are the highest scores among the subscales of the moral intelligence, respectively.

Table 3: correlation between the leadership styles and moral intelligence among participants

Subscale	Mean and deviation	Statistical test
Dictatorship	32.16±3.16 79.52±3.22	R =-0.203 P =0.191
Democratic	39.86±4.05 79.52±3.22	R =0.268 P * =0.038
Delivery	35.13±3.93 79.52±3.22	R =0.156 P =0.318

Table 3 shows that there is a direct significant relationship between the democratic leadership style and moral intelligence. (p =0.038).

DISCUSSION

The results show that among the leadership styles, the partnership style has the highest selection; that is, the process is subjected to a behavioral method that facilitates the decision making process in this path. It should be stated that the partnership leadership style is very suitable for the entire chairmen and there is an intimacy relationship between the entire affairs in this case. In the partnership style the whole decisions are being shared together and the formal and informal groups get combined together, too. People trust each other and the degree of the group task completion is in high level; this cohesion makes

the support of social affairs as an obstacle against the whole tensions in this way. Also the moral growth of leaders has a direct correlation with their behaviors.

Due to the various attitudes of the organizational values and beliefs and their skills, there have been many different viewpoints in this relation; thus, a better leadership group follows the same leadership potentially that Alavi et al have been reached to this conclusion in this regard[15].

Also, there is significant correlation between the democratic leadership styles and moral intelligence. This finding is coincident with the results [1,4,16,17,18,19,20]. The responsibility of a leader in the partnership leadership makes a trustful environment responding to the whole requirements bilaterally. The partnership should never let the personal benefits get governed; in this case, the members understand that without cooperating, they cannot get success. Also, the leaders with high morality affairs can consider the humanity rights respecting to the whole affairs in this case. [21]. Hence, the moral intelligence of the staffs and managers can influence on the general function of the organizations [22]. Due to the results the application of the democratic leadership style can increase the effectiveness of the entire organizations. It is necessary for the whole managers and staffs to have this kind of leadership at their job fields along with various gender, age, race, religion and ethnographical issues. This makes and regulates the relations between the members of the organizations recovering the group functional affairs; in the other hand, having higher moral intelligence can increase the commitment and responsibility of the entire staffs going towards the effectiveness of personal and group issues. Thus, it is necessary to apply the managers particularly the managers of the colleges to raise the moral intelligence of people; one of these limitations can be subjected to the inequality of female and male experts and their age distributions at various universities.

ACKNOWLEDGEMENT

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