

REDUCE JOB STRESS: DEPENDENT EFFECTS (MUTUAL) EMOTIONAL INTELLIGENCE AND LEADERSHIP STYLE

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Abstract: Purpose—The purpose of this article, examining the interaction effect between managers' emotional intelligence, leadership style and job stress among employees. In particular, this article seeks to examine the potential moderating effects of transformational leadership style on the relationship between emotional intelligence and job stress management (pressure). The study at the Islamic Azad University of Damavand and in population consists of managers and employees are 80 persons.

Results: The results showed that the manager's transformational leadership style adjusted the relationship between managers emotional intelligence and employee job stress.

Originality/value findings of the research helps to insights in relationships between managers' emotional intelligence, leadership style, employee job stress and show the severity of the impact of managers emotional intelligence on job stress through a third variable, show transformational leadership.

Keywords: Emotional intelligence, transformational leadership, job stress

INTRODUCTION

Present era named era of intense changes and accelerated. Organizations, including educational organizations placed in the path of this change. These organizations forced to survive with these rapid changes and unprecedented coordinated and parallel hardware changes, staffing and software to update. In this way, changes in management practices and organizations leadership are inevitable: because the traditional methods of management and leadership in today's dynamic change and lack of required effectiveness (Leithwood, 1992, Leithwood 1992). Today's organizations need leaders who can help the attributes of personality and exceptional gravity, high penetration power and broad vision, commitment and enthusiasm necessary for the best use of talented subordinates and their

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efforts to achieve organizational goals. Such leaders today called transformational leadership (according to the Bse 1997 Schermerhorn 1996, Burns 1978, Robbins 1999, bse and Steidlmeier 1999, e and Colvin 2002).

Burns quotes Ritner 1996, also believed that only transformational leadership are able to draw necessary and new paths for new organizations. These leaders are a major source of changes and aware of changes of the organization and are at the winds of change. Such leaders can present a better and clearer picture of future, their vision explain effectively to subordinates and persuade them to do exceptional challenge (Zali, 1998). More researchers played a role in the definition and development of emotional intelligence models. The concept has roots in studies of "social intelligence" (Thorndike, 1920). Outstanding model of emotional intelligence by Goleman developed. His emotional intelligence as "the ability to identify their feelings and relationships with others" defined. Studies have shown that emotional intelligence to work out a variety of jobs including performance, success, leadership, citizenship behaviors and quality of problem solving is concerned (Ciarrochi et.al, 2002) stated that the relationship between emotional intelligence and mental health stress adjusted. In addition, this research was the issue, emotional intelligence positively with problem-solving strategies and negatively related conflict management and negotiation strategies. Overall, the results show that emotional intelligence has a positive impact on behaviors, actions and attitudes of the staff.

The aim of this study was to analyze each of these three variables emotional intelligence, transformational leadership style, organizational commitment separated. It seems both emotional intelligence and transformational leadership related to similar effects of organizational commitment. Thus, know whether both emotional intelligence and transformational leadership together are essential for organizational commitment or individually are able to influence, seems essential. Therefore, the main objective of this is study dynamic interactions between these three concepts of the role of potential mediator on the relationship between manager's emotional intelligence and transformational leadership style and organizational commitment.

THEORETICAL FRAMEWORK

History and Concept of Emotional Intelligence

The concept of emotional intelligence first proposed in 1990 by Peter Salovey and John Mayer that state emotional intelligence is an emotional process that includes proper evaluation of emotions in themselves and others.

Doctor Daniel Goleman know emotional intelligence involves the ability the person can maintain his motivation and perseverance in the face of difficulties and frustrations and their impulse control and composure in critical condition and his empathy, and maintain and hopes with others (Tabari and Qorbati, 2009). Two different areas, “excitement” and “intelligence” help structure make up the emotional intelligence. Emotional intelligence involves the ability to understand emotions and use them to improve the quality of personal and social life, in fact, emotional intelligence involves the ability to accurately perceive emotions and use them to facilitate thoughts and understanding of emotional emotions and control management. Of course, some concepts include emotional competence, emotional creativity, and, empathic accuracy, as well as partially by scholars and researchers so far have been used for the description of the structure. This based on the evidence that will review during this season well in the world of work and the organization has flaws (Harris, 2012).

Among the recent achievements was psychological origin and have recently been made in the field of management is emotional intelligence topics. Over the past few decades, the concept of emotional intelligence is increasingly theoretical background and research in psychology as a structure linked to human multiple behaviors in different environments has introduced. Emotional intelligence involves the ability to understand emotions and use them to improve the quality of personal and social life, in fact, that emotional intelligence involves the ability to perceive and express emotions accurately and uses them to facilitate the understanding of thoughts and emotions management for emotional growth. However, a number of concepts, including emotional competence, creative, emotional, empathic accuracy, as well as partially by scholars and researchers so far have used for the description of the structure. Emotional intelligence consists of several components that include:

1. Self-awareness: awareness of the excitement
2. Self-regulation: office or self-emotional management
3. Empathy: understanding other people’s emotions and feelings
4. Social skills: guidance or training other people to be able to manage their emotions (Sharifi Ansany, 2004)

Transformational Leadership Style

One of the concerns of organizations and researchers from four decades ago, has been leading the effort, we have this phenomenon with a number of academic standards. One of the newest approaches to the study of leadership has

emerged. It was transformational leadership. Transformational leaders needs and raise follower's processes and change prominent in individuals, groups and organizations. Based on the theory of transformational leadership a leader requires the use of local actors to perform the necessary tasks for the organization to achieve its desired goals. In this context, the goal of transformational leadership will ensure the route to the objective, clearly perceived by local actors.

Transformational leadership is person who enhances the performance of employees, establishes a positive relationship with subordinates, and encourages employees who go beyond the personal needs and desires of groups and organizations in the field of work (Yaghobiet al., 2009).

Component of Transformational Leadership

Transformational leadership for the implementation of the four agents or components have identified as factors that need:

1. Idealized influence: In this mode, the characteristics of its charismatic leader are trusted and admired subordinates, subordinates, known he as a model and try to be like him.
2. Inspirational motivation: encourages employee's leader to achieve its aims and efforts, they believe. These people usually are optimistic about the future, and availability goals.
3. Intellectual stimulation: leader raises mentally staff these leaders and their followers that encourage problem solving, creative approach and innovative problem-solving techniques implemented.
4. Individual considerations: leader to meet the needs of subordinates feeling. These leaders recognize their needs and help them to develop skills that are necessary to achieve the purpose specified.

Job Stress

As previously mentioned, stress is a complex phenomenon and individual and integral part of human life sometimes is a problem. If people are not able to adapt to it, his body and soul threatened (Glazer and Gyurak, 2008). In the life of all people working, stress exists, and various forms of psychological pressure imported. (Ebrahimi et al., 2007)

Mental pressure from job, including the stress if too much can cause physical, psychological and behavioral symptoms in individual, his health at risk, threaten organizational goals and lead to reduce individual performance quality (Wang, 1991).

Job stress in all areas of life and with varying degrees everywhere, always there exist and creates changes in the body, can disrupt immune system function, and weaken immune systems, the body for physical and mental development of large numbers of patients will be ready (Anjazab and Farnia, 2002).

Stress reaction in the field of social, psychological, physical and family impaired and professional dissatisfaction, reduced productivity, increased errors, and reduced decision-making powers and creates a slow reaction times (Burnard & et al, 2007). According to one reviewer in Princeton research society in 1997, three-quarters of employees believe that over the past generation has more affected by job stress. A person working in a certain area, are job-related stress in the definition, personal characteristics and occupational factors implicated. Since the individual and environmental factors interact with each other, it said that the process of job stress arises in the context of the interaction. Therefore, we can say that the interaction between working conditions and personal characteristics employed so that the demands of the workplace, exceeds the ability of the individual. According to popular demand control, job stress arises when psychological demand, high and range of decision-making, or the control of labor is low. Thus, jobs, stress and some have less stress.

Emotional Intelligence and Transformational Leadership

This issue years scholars think that what makes certain people, select the transformational leadership style and what makes some leaders are more effective than others (Judge & bono, 2000). Recently, transformational leadership is linked with concept of emotional intelligence and various studies (Sivanton, Barling et al, 2000; Gardner and Stu, 2002; Palmer et al., 2001; Fekken, 2002; Leban & Zulaof, 2004; and Rosette and Ciarrochi, 2005) have shown that transformational leadership is inherently associated with emotional intelligence. Ashkanasy & Tse stated that transformational leadership requires a high level of emotional intelligence, and suggested that this insight on the relationship between performance - leadership considered (Ashkanasy & Tse, 2002) research on emotional intelligence and transformational leadership style show that a positive relationship exists between them. The advantages of this style can be job satisfaction, increase productivity of organization, and reduce stress among subordinates named (Keyvānlu, Seyed Ahmadi, 2010).

Job Stress and Emotional Intelligence

Since the emergence of emotional intelligence construct in psychology literature, mentioned structure in various fields, including business and working environment

discussed. In fact, researchers have tried to respect the structure of the important factors in the success of employment. For example, based on the findings of numerous studies, emotional intelligence has a direct and significant relation with job satisfaction that due to increased empathy, emotional intelligence and stress resistance, improves job performance (Bar-on & Parker, 2000). According to Goleman, emotional intelligence, the ability to cope with stress and shock and suffering from mental and psychological turmoil inhibited (Lotfi, 2006). Emotional intelligence has an important effect on health when faced with difficult situations, such as severe disorders, anxiety reduces the stress. The findings of earlier research at Harvard Medical School showed that emotional intelligence skills, strengthens the ability of the brain and causes the immune system to be more resistant to disease (Rajae et al., 2006).

Ciarrochi (2000), about the role of emotional intelligence in the modulation of stress and mental health, believed that some form of emotional intelligence, protects people from stress and leads to better compatibility. For example, the ability to control the tendency to maintain a positive mood, emotion, communication and helps prevent depression. They showed that young people have the ability to control the emotions of others, has more social support and satisfaction are better.

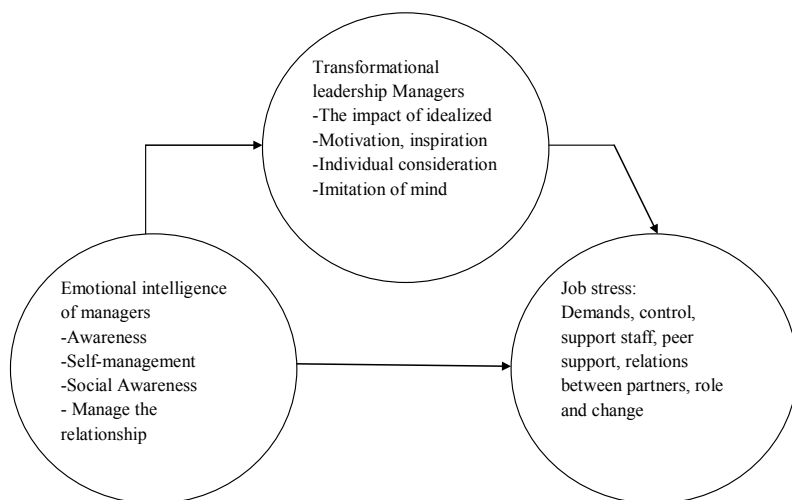
Sarni (1998) in a study 400 employees found that people have intelligence that is more emotional, are freshness, liveliness, vitality and independence in their work and have a better performance. The life is more optimistic, is more resistant to stress and have enjoyed progress and more success in life.

Salovey (2002), the relationship between emotional intelligence and stress resistance has concluded that there is a significant positive relationship between perceived emotional intelligence and interpersonal function and psychological function.

Job Stress and Transformational Leadership Style

Kattraba (2003) stated that leadership in the management of staff stress levels in the workplace to act more effectively. Other studies have shown that job stress is what causes the behavior of the leaders not to try and volume pressures. David and Kim (1998), argue, "Unhappy relationship with the manager or direct supervisor is the primary reasons for job stress among employees. In this situation, they faced with stressful stimuli that derived directly from painful and incomplete communication. "In addition, the employees, when managers use the advantages (benefits) such as mental acknowledgment, respect, self-esteem and behave kindly with them, their job satisfaction and organizational commitment can be improved.

Based on the above assumptions and the conceptual model presented below:



Hypothesis 1 Emotional intelligence has an impact on job stress.

Hypothesis 2 Emotional intelligence has an impact on leadership style.

Hypothesis 3 transformational leadership style of managers has an impact on job stress.

Hypothesis 4 transformational leadership style of managers has a positive impact on emotional intelligence and increase job stress of staff.

RESEARCH METHODOLOGY

Sample

The sample in this study consisted of managers and employees Azad University Damavand with 80 participants. 80 questionnaires distributed 72 employees and managers with a return rate of 90% of the questions were answered. 52% of respondents were female and the rest male. Range from 27 to 50 years is the age of the respondents. All samples had MA and higher education.

Instrument and Statistical Techniques

The data related to transformational leadership using the Multifactor Leadership Questionnaire designed by Bas and Avlio. The questionnaire with questions related to the merging of three methods of leadership, transformational, transactional and non-intervention, participants completed a questionnaire at the location that is

closer to what is in reality marked. The questionnaire included 36 questions in a Likert scale of five options to either form for leaders or followers form is set, that a person's leadership style based on the views and followers. In addition, to assess the level of emotional intelligence in the management, emotional intelligence scales of Wang et al (2004) which contains 40 questions used. As well as to determine the job stress of job stress standard questionnaires British HSE Institute used. The questionnaire contains 35 questions with 7 sub-scale, demand, control, managerial support, peer support, relations between partners, the reliability and validity by AzadMarzabadi and colleagues examined. The results ready HSEJob Stress Questionnaire, valid and reliable questionnaire of occupational stress is to review the questionnaire every scale from 1 to 5 scored; average scores on each subscale statements represent the measured value of each subscale that has changes range from 1 to 5, in which 1 ideal modes and 5 stressful and undesirable modes.

FINDINGS

As Table 1.1 shows, estimation results indicate the suitability of the RMSEA index. RMSEA value is equal to 0.076. Limit RMSEA, is 0.08. According to LISREL output 2χ amount calculated is equal to 2.22 is less than 485 degrees of freedom and less the number 3 and P-Value is not significant according to the chi-square statistic indicative of a good fit. GFI, AGFI and NFI Index respectively is 0.91, 0.91, and 0.95, which represents quite high fitness.

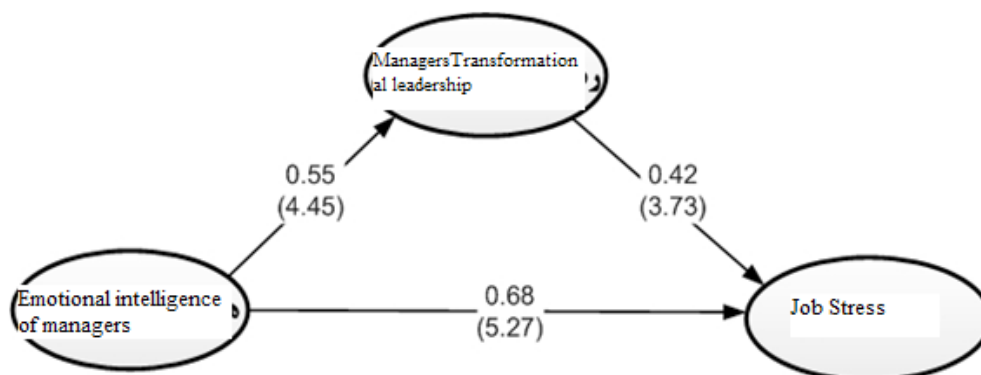
Table 1.1
Model fitness indexes

<i>df</i>	$^2/df \chi$	<i>RMSEA</i>	<i>p-value</i>	<i>GFI</i>	<i>AGFI</i>	<i>NFI</i>
485	2.22	0.076	0.107	0.91	0.91	0.95
More than zero	Less than 3	Less than 0.08	More than 0.05	More than 0.9	More than 0.9	More than 0.9

Hypotheses Test

To evaluate the hypothesis of this study, we first calculate the path coefficient, development path analysis of regression method and, in fact, application of multiple variable regressions, related to the development causal model is obvious. Its purpose is to obtain quantitative estimates of the relationships between a set of structures (Homan, 2008). In analyzing, the relationship between the variables in a direction of flows and paths considered distinct.

Table 2.1: Study confirms or rejects the hypothesis



Hypothesis	Effect			Significant direct effect	Approve / Reject
	Direct effect	Indirect effect	Total effect		
Emotional intelligence affects Job stress	0.68	0.55*0.42	0.91	5.27	Confirmed
Emotional intelligence affects leadership style	0.55	--	0.55	4.45	Confirmed
Manager's transformational leadership style effects on job stress	0.42	-	0.42	3.73	Confirmed

The results show that emotional intelligence effect on leadership style and job stress in the organization. The emotional intelligence through transformational leadership style has a greater impact on job stress without intermediaries.

CONCLUSIONS

The results of the field study shows that emotional intelligence has an impact on leadership style (0.55) the other side emotional intelligence has an impact on job stress (0.68). But the effect is even more with transformational leadership style, i.e. emotional intelligence indirect effect on job stress (0.91) is higher than the direct effect of transformational leadership style and the role of mediator in this relationship managers are effective. It argued that the existence of a positive relationship between emotional intelligence and leadership style in this study is convergent with the findings Benjamin Paymr and Coetzee and ESCAP studies,

Mortazavi (Mortazavi, 2005). Moreover, confirmed the existence of the relationship between emotional intelligence and job stress in this study, similar results Adib Rad (2004) and Asadi (2003).

Adib Rad in his research concluded that emotional intelligence training has a significant effect on reducing symptoms of stress and cognitive, emotional and behavioral stress and increase skills in coping with stress. The article states, a factor that interacts with the emotional intelligence work, specifically leadership style and transformation. It does not seem, emotional intelligence without transformational leadership itself is able to create better results for employees, but the relationship between emotional intelligence and job stress occurs in leaders with a higher emotional intelligence. The first condition is a mediating or moderating changes in the independent variable levels, are remarkably responsive to changes in mediating or moderating variables are given (ie, emotional intelligence able manager to predict transformational leadership style) as mediator or variable response moderating variables (stress). This is how a manager with a transformational leadership style, a mediator in the relationship between emotional intelligence and stress management, will play.

SUGGESTIONS

Because of self-knowledge and other knowledge, is requirements of management, and the two main elements of emotional intelligence are able to manage themselves, on the one hand and the other hand to improve the management of others. Then the high EI in administrators can as an indicator, particularly in administrative development programs, which in recent years has raised the level of public organizations and companies will be useful. According to the survey, results can include emotional intelligence in the selection and appointment of directors, along with other important factors (light emitting diode) on the employment of executives in leadership positions, the possibility to predict the effectiveness of performance management, resulting in improved employee output. Ultimately the success of the organization and increased and more importantly, unlike IQ or cognitive intelligence, emotional intelligence can be learned, therefore, could be an important topic of emotional intelligence (the management plan) training managers and staff will also be on the agenda.

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