UNIVERSITI PUTRA MALAYSIA

RELATIONSHIP AMONG TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP STYLES, EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE OF BANK MANAGERS IN SEMNAN PROVINCE, IRAN

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By

MOHAMMAD SHAHHOSSEINI

Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in Fulfillment of the Requirements for the degree of Doctor of Philosophy

November 2012

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DEDICATION

This thesis is dedicated to:

My parents;

My beloved wife, Taherh; and

My son, Mehdi and my daughter, Sahar.

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Abstract of the thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement of the degree of Doctor of Philosophy.

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November 2012

Chairman : Professor Abu Daud Silong, PhD

Faculty : Educational Studies

This study examined the relationship between emotional intelligence, leadership styles and Job performance. Data from 192 managers of banks indicated significant positive effects of emotional intelligence on job performance (r=.55, P<.001). In addition, it also appears that transformational leadership style is correlated with job performance (r=.45, P<.001), while transactional leadership is not correlated with the job performance (r=.076, P>.05). A factorial analysis of variance (ANOVA) was used to determine the influence of level of education, age, and management experience on job performance. The results of this research indicated that the level of education, age, and management experience had no significant effects on bank managers' job performance. The findings of the study revealed that there is a significant difference in managers' job performance in terms of type of bank (t=2.45,

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P<.05). The result of multiple regression about independent variables is that emotional intelligence and transformational leadership style altogether predict 35% of job performance. The study also showed that there is no significant difference in managers' emotional intelligence and transformational/transactional leadership styles in terms of type of bank (t=.31, P>.05; t=1.29,P>.05; and t=1.87,P>.05 respectively).

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Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah.

HUBUNGAN ANTARA GAYA KEPIMPINAN TRANSAKSI DAN TRANSFORMASIONAL, KECERDASAN EMOSI DAN PRESTASI KERJA PENGURUS BANK DI SEMNAN PROVINCE, IRAN

Oleh

MOHAMMAD SHAHHOSSEINI

November 2012

Pengerusi : Professor Abu Daud Silong, PhD

Fakulti : Pengajian Pendidikan

Kajian ini bertujuan meneliti perhubungan antara kecerdasan emosi, gaya kepimpinan dan prestasi kerja. Data yang diperolehi daripada 192 pengurus bank menunjukkan kesan positif yang signifikan antara kecerdasan emosi ke atas prestasi kerja (r=.55, P<.001). Di samping itu, ia juga membuktikan bahawa gaya kepimpinan transformasional mempungai hubungan dengan prestasi kerja (r=.45, P<.001), manakala gaya kepimpinan transaksional tidak mempungai hubungan dengan prestasi kerja (r=.076, P>.05). Oleh itu, satu analisis multifaktor (ANOVA) telah digunakan untuk menunjukkan pengaruh tahap akademik, umur, dan pengalaman dalam bidang pengurusan ke atas prestasi kerja. Keputusan bagi penyelidikan ini telah menunjukkan bahawa tahap akademik, umur dan pengalaman dalam bidang

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pengurusan tidak memberikan kesan penting kepada prestasi kerja pengurus bank. Penemuan kajian ini juga telah mendedahkan bahawa terdapat perbezaan signifikan di dalam prestasi kerja pengurus bank dari segi jenis bank (t=2.45, P<.05).keputusan dari regresi pelbagai mengenai pembolehubah bebas adalah kecerdasn emosi dan gava kepimpinan transformasional kedeluruhannya menjangka 35% prestasi kerja. Malahan, kajian ini juga telah menunjukkan bahawa tiada perbezaan yang di dalam kecerdasan emosi pengurus bank dan gaya kepimpinan transformasional/transaksional dari segi jenis bank (t=.31, P>.05; t=1.29, P>.05; dan t=1.87, P>.05 berturut-turut).

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I certify that a Thesis Examination Committee has met on 2 November 2012 to conduct the final examination of Mohammad Shahhosseini on his thesis entitled "Relationship among transactional and transformational leadership styles, emotional intelligence and job performance of bank managers in Semnan Province, Iran" in accordance with the Universities and University College Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The committee recommends that the student be awarded the Doctor of Philosophy.

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DECLARATION

I declare that the thesis is my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently submitted for any other degree at Universiti Putra Malaysia or at any other institution.

_____

MOHAMMAD SHAHHOSSEINI

Date: 2 November 2012

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