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

MOHAMMAD SHAHHOSSEINI

FPP 2012 49
RELATIONSHIP AMONG TRANSACTIONAL AND
TRANSFORMATIONAL LEADERSHIP STYLES, EMOTIONAL
INTELLIGENCE AND JOB PERFORMANCE OF BANK
MANAGERS IN SEMNAN PROVINCE, IRAN

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
DEDICATION

This thesis is dedicated to:

My parents;

My beloved wife, Taherh; and

My son, Mehdi and my daughter, Sahar.
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 ($t=2.45$, $P<.05$).
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).
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 mempunyai hubungan dengan prestasi kerja ($r=.45, P<.001$), manakala gaya kepimpinan transaksional tidak mempunyai 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
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 kecerdasan emosi dan
gaya 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).
ACKNOWLEDGEMENTS

My first and foremost debt of gratitude is to the Almighty Allah. There is just too much of His blessings in this life to count as I pray to Him in my time of happiness and sorrow.

This dissertation could not have been completed without the help of many people. It is my pleasure to acknowledge the contributions of several individuals, institutions, friends and families whose support and assistance have made the actual realization of this piece of work possible. I would like to express my special gratitude and appreciation to Professor Dr. Abu Daud Silong, the Chairman of the dissertation supervisory committee, and two of its members, Associate Professor Dr. Jegak Uli and Dr, Ismi Arif Ismail for their professional guidance, comments and advice, constructive ideas and suggestions, support and encouragement in the preparation and completion of this dissertation. I am particularly grateful for their insightful comments on the crucial aspects of the research made at various stages of my research that not only broadened my perspective but also gave me invaluable practical experience. I would also like to express my sincere thanks and appreciation to the managers of the many public and private banks for their participation and cooperation in the process of obtaining data for this study.

I am deeply grateful to my parents and to the rest of my family, who kept encouraging me during my study. My thanks to them for believing in me, for their patience and for providing me with moral support for the past four years. My special thanks to my dear brothers Ali and Mahmuod, who have always been supportive.
Also, my very special thanks to my wife, and my two beautiful children, Mehdi and Sahar, for their support and patience throughout the course of my graduate study from beginning to completion. It has been a long journey and without these gifts of love, friendship and professionalism, many obstacles could not have been overcome.
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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This thesis was submitted to the Senate of University Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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Date:
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 SHAH Hosseini

Date: 2 November 2012
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