

leadership intelligence and individual values: A relative importance survey at cultural institutions

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Abstract

The main purpose of this study, is surveying the relative importance of leadership intelligence dimensions in influencing the expression of individual values among employees of cultural institutions in Ardabil province. The research method is correlational, and the statistical population includes all employees of cultural institutions of Ardabil province. According to the Cochran's formula, the sample size 164 was selected and the respondents were selected by a simple random sampling method. A questionnaire was used to collect information. To test the hypotheses, first, the Kolmogorov–Smirnov test was used to find out whether the variables were normal. It was observed that the variables have a normal distribution. Pearson correlation was used to find the relationship between independent and dependent variables, and the technique of relative importance was used to find the relative weight of leadership intelligence dimensions in the expression of individual employee values. The findings suggest that the relative importance of leadership intelligence is not equally important in the expression of individual values of employees.

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1-Introduction

The study of values was initiated by Allport, Veron and Lindsay (1960). Values are desirable and trans-situational goals that differ in importance and act as guiding principles in a person's life (Schwartz, 1996). Schwartz's intercultural model (1996, 1992) restores three universal needs of human life, which are: security needs, the need for harmonious social interaction, and the need for human performance and survival. Accordingly, Schwartz (1992), ten types of individual level values categorized that express different motivations and include: conformity, tradition, benevolence, cosmopolitanism, self-leadership, excitement, pleasure, progress, and power and security. This issue is actually a unique aspect of Schwartz's value theory. Which does not exist in other typologies of values (Allport, 1960). Also, Schwartz predicted that these ten types of values can be arranged and categorized into four higher-order value domains, which include conservatism, variability, self-enhancement, and self-superiority (Sagiv & Schwartz, 1995). Individual values affect employees' attitudes and behavior (Peter & Olson, 2008) and affect self-evaluation and evaluation of others and

play a major role in establishing organizational goals (Brown, 2002: 80). Values are ideas about whether experiences are important or unimportant, or whether customs and even thoughts and actions are right or wrong. In a broad view, everything good or bad is a value (Horton, 1984).

Leaders embrace values; Leaders capture values. The stronger the value systems, the more powerful the leaders, and the more powerful leaders can empower the followers (Burns, 2003: 211). Is the relationship intrinsically value oriented? Are values related to leader style and results? Scholars often think about these questions and in the study of charismatic leadership, which often refers to their role in influencing the behavior of leaders and followers and their attitude towards action beyond all tasks, the importance of individual values as desirable models. They examine behavior (Gardner & Avolio, 1998; Egri & Herman, 2000; Burns, 2003).

Anyway, people behave according to their own ideology and values, as well as the way of thinking of their powerful superiors. In a study conducted in the West, it has been determined that increasing people's adaptation to their jobs requires a correct understanding of job requirements and organizational values, as well as a correct understanding of organizational satisfaction and commitment (Schneider, 1987). In fact, leadership has always been associated with humans (Parker & et al., 2014).

Some theorists believe that the difference in cognitive abilities is the result of the difference in the information processing system in a person's mind. For example, Hunt and his colleagues state that individual differences in information processing include three foundations: awareness; information processing method; Basic information processing programs (Kamkari & Afruz, 2011). What leaders say, and what leaders say they do, often provide critical insight into individual, group, and organizational issues (Bligh & Kohles, 2014).

People do not act the same in social situations. These individual differences refer to leadership intelligence in psychology literature. Leadership intelligence was seriously discussed for the first time when Thorndike defined intelligence as mechanical and abstract leadership intelligence in 1920 (Dogan & Cetin, 2009). Leadership intelligence simply means the ability to cope and communicate with others. The human brain is one of the most complex, sensitive and powerful organs in the universe. Humans have problems even with their own brains, let alone communicating with other people's brains. People who have leadership intelligence must be able to communicate effectively with others. They must have a personality that will influence others, and the creativity of communication and friendship will grow in them and know how to make friends, and how to keep them. Increasing leadership intelligence helps one to be a good listener and communicator and to communicate powerfully with everyone. People who have developed this leadership intelligence can easily relate to all people of any age, cultural or social group, and those who encounter such a person are more comfortable with him (Hampel & et al., 2017). . The main purpose of this research is to know the relative importance of the dimensions of leadership intelligence in influencing individual values in cultural institutions of Ardabil province. Some theorists believe that the difference in cognitive abilities is the result of the difference in the information processing system in a person's mind. For example, Hunt and his colleagues state that individual differences in information processing include three foundations: awareness; information processing method; Basic information processing programs (Kamkari & Afruz, 2011). What leaders say, and what leaders say they do, often provide critical insight into individual, group, and organizational issues (Bligh & Kohles, 2014).

Hosseini et al. (2012) in the research aimed at measuring the strategy intelligence of leaders in organizations. For this purpose, they prepared a questionnaire and distributed it among the employees of government organizations in Kohgiluyeh and Boyer Ahmad provinces. The collected data were analyzed using descriptive statistics and structural equation modeling method. The results showed that the strategy intelligence of leaders is measured through dimensions such as practical intelligence, emotional intelligence, cultural intelligence, social intelligence, creativity, wisdom and reason, self-direction. Among these variables, creativity and practical intelligence have the greatest effect in measuring the intelligence of leaders.

Mabee et al. (2012) examined knowledge leadership and concluded that any attitude or action (group or individual, objective and implicit) that stimulates new and important knowledge in ways that ultimately lead to collective thinking and consequences. Create, share and use

Hait (2008) in a qualitative research (based on grounded theory) that he has conducted regarding leadership and participation of girls in leadership, found that by introducing women leaders to girls, they conceptualized the concept of leadership in a broader spectrum and from trust and Mutual respect is mentioned as the factors that have caused the expansion of their conceptualization.

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2-Conceptual model

Research hypothesis: the dimensions of leadership intelligence do not have the same importance in influencing individual values.

Research conceptual model

To conduct scientific and systematic research, a scientific and theoretical framework is needed. Which is called a conceptual model, the following conceptual model is used in this research

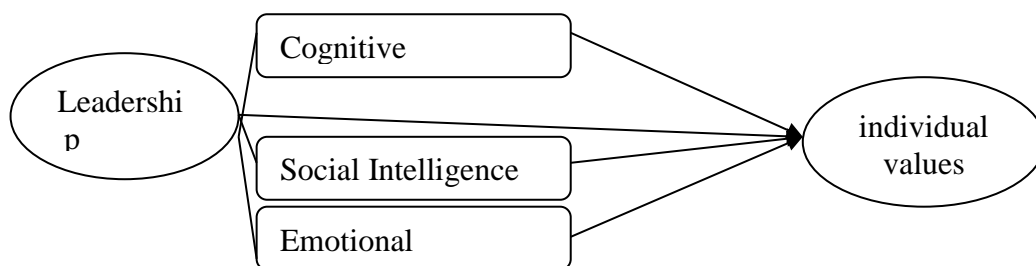


Figure 1- Conceptual model of the research

Standard questionnaires were used to measure each of the research variables. In this way, to measure leadership intelligence, the standard questionnaire of multiple intelligences in transformational leadership (Moqimi & Ramazani, 2011) and individual values from Schwartz's questionnaire (1992) were used.

3-Methodology

Based on how to obtain the desired data, this research can be considered as a descriptive research, and because the desired data is done by sampling from the community, to investigate the distribution of the characteristics of the statistical community, this research is a correlation survey branch. Which takes place in a cross-sectional manner.

The statistical population of this research consists of the employees of cultural institutions, which were 285 people in total. The sample size was determined by Cochran's sample size formula, and it was determined as 164 samples, and a simple random sampling method was used for sampling.

The methods of information collection have been carried out in the library and field, and the data collection tool is a standardized questionnaire as follows:

Leadership intelligence: King's (2003) 5-option spectrum (very low, low, medium, high, very high) is used.

Individual values: Schwartz questionnaire, 1992, a spectrum of 5 options (very low, low, medium, high, very high) that people give to each question of the eight dimensions of the questionnaire of individual values

Since the questionnaires are standard, there is no need for validity to be surer; To determine the content validity, the questionnaires were presented to 3 experienced professors in the field of management to review the content, and with the review and changes made, all of them confirmed the set questions, and in this way, the content validity of the questionnaires was confirmed.

Also, Cronbach's alpha coefficient was used to check the reliability, and Cronbach's alpha coefficient was calculated above 70% for the questions of all variables. Table number (1) shows the results of Cronbach's alpha test.

Table 1- Cronbach's alpha calculated for each of the variables

<i>variable</i>	<i>Cronbach's alpha coefficient</i>
<i>Leadership intelligence</i>	0.799
<i>Individual values</i>	0.856

Relative importance technique is used to understand the importance and priority of leadership intelligence dimension constructs in the emergence of individual values, and also to find the appropriate combination of leadership intelligence in the emergence of individual values to explain these two variables. This technique is used when independent variables are correlated with each other. The issue of determining the relative importance of predictor variables in justifying the changes of the criterion variable is one of the issues that has received more attention in recent years. In the simplest definition, relative importance indicates the relative contribution of each variable in R². In calculating the share of variables, both the direct effect (its correlation with the dependent variable or criterion) and the indirect effect, that is, when it is combined with other independent variables, are considered (Johnson & Lebreton, 2004).

To analyze the research hypothesis, Kolmogorov-Smirnov tests were used to measure normality, correlation test and R test to check relative importance. The software used is SPSS software and R statistical software.

4-Findings

For the inferential analysis, the research hypotheses were first tested and then the weighted correlation of the independent variables in the dependent variable was calculated with the help of R software. Before examining the research hypotheses. Kalmogorov-Smirnov test was used for each variable. The data of this test are shown in Table 2.

Table 2- Kolmogorov-Smirnov test results

Statistical index	leadership intelligence	individual values
Average	41.11	80.80
standard deviation	6.83	10.76
Z	0.727	0.784
Sig	0.666	0.570

According to table number (2), the data distribution is normal, and a parametric test was used for the variables. Therefore, Pearson's correlation coefficient has been used.

Research hypothesis test

First, to check the relative importance of the dimensions of leadership intelligence, the degree of correlation between the dimensions of this variable should be determined, because the relative importance is used if the dimensions of the independent variable have a strong and intense relationship with each other. Pearson's correlation test was used to examine the relationship between the dimensions of individual values, the results of which are shown in Table No 3.

Table 3- Correlation coefficient between the components of leadership intelligence and individual values

		1	2	3	4	5
1- Cognitive intelligence	r	1				
	Sig.	-				
2-Social intelligence	r	0.563	1			
	Sig.	0.000	-			
3- Emotional intelligence	r	0.239	0.230	1		
	Sig.	0.005	0.004	-		
4- Leadership intelligence	r	0.810	0.866	0.477	1	
	Sig.	0.000	0.000	0.000	0	
5- Individual values	r	0.488	0.446	0.677	0.622	1
	Sig.	0.000	0.000	0.000	0.000	-

The results of table (3) showed that there is a significant relationship between the dimensions of individual values according to the obtained significance level, which is lower than the standard significance level of 0.01. To test this hypothesis, first the correlation coefficient between the independent variables is calculated, so that if a correlation is observed between the independent variables, the relative importance method is used. The above table shows the correlation coefficient of research variables and the correlation between independent variables. In some cases, this coefficient is very high.

Table (3) correlation coefficient of the research variables shows the correlation between independent variables, in some cases this coefficient is very high. The results showed that there is a significant relationship between the dimensions of leadership intelligence and individual values because the obtained significance level is lower than the standard significance level ($p < 0.01$). According to the obtained correlation coefficient, it can be claimed that the highest correlation in the relationship between dimensions (leadership intelligence) with individual values belonging to the relationship between emotional intelligence and individual values is (0.677) and the lowest correlation coefficient is related to the relationship between intelligence variables. Social and individual values with 0.446. For such research that has several independent variables and the independent variables are correlated with each other, the method of importance or relative weights is used (Table 3). This technique shows the direct effects of each of the independent variables on the dependent variable, as well as the effect of the independent variables when they are combined with each other, on the dependent variable, the importance or relative weights showing the contribution of each independent variable (predictor). In R2, it is the overall model.

Table (3) shows the correlation between the independent variables of the research with the variable of individual values. Using the relative importance technique, the effects of the weighted composition

and the weight of each of the independent variables are investigated. A combination of leadership intelligence constructs that influence individual values is shown in Table 4.

Table 4- The relative importance of dimensions of leadership intelligence in influencing the emergence of individual values

	<i>weight of each variable</i>	<i>weight of each variable from 100 percent</i>	<i>n</i>
1- Cognitive intelligence	0.191	31.20%	164
2- Social intelligence	0.184	30.06%	164
3- Emotional intelligence	0.237	38.72%	164
Total	=0.612R ²	100%	164

The results of table (4) show that the components of leadership intelligence describe 61% of the incidence of individual values, that emotional intelligence has the highest relative weight and social intelligence has the lowest relative weight. And cognitive intelligence 31%, social intelligence 30% and emotional intelligence have a significant share in influencing individual values. Therefore, the research hypothesis that the relative weight of the dimensions of leadership intelligence is not the same in influencing the occurrence of individual values was confirmed. That is, it can be claimed that the dimensions of leadership intelligence have a significant effect on the emergence of individual values among the employees of cultural institutions in Ardabil province.

5-Discussion and conclusion

In the research, the relative importance of leadership dimensions, knowledge and leadership intelligence in the emergence of individual values of employees of cultural institutions in Ardabil province was intended, and the concepts were measured in a 5-option Likert scale.

The statistical population of this research was made up of all employees of cultural institutions in Ardabil province, and our sample number was 164 based on Cochran's formula, which was distributed by simple random sampling method, and finally 164 analyzable questionnaires were returned.

In order to analyze data from statistics, inferential statistics were used to analyze research data. The prerequisite for using the relative importance technique is the existence of a relationship between the components of the independent variable, which was obtained based on the Pearson correlation test in this research, then R statistical software was used to determine the relative weight of each of the components of leadership, knowledge and leadership intelligence in influencing the dependent variable. Became

The results of the research hypothesis showed that there is a significant relationship between the dimensions of leadership intelligence and the correlation coefficient of research variables shows the correlation between independent variables. In some cases, this coefficient is very high. As a result, it can be claimed that there is a significant relationship between the dimensions of leadership intelligence and individual values. Using the relative importance technique, the effects of the weighted combination and the weight of each of the independent variables were investigated, and the results show that the components of leadership intelligence explain 61% of the occurrence of individual values, that emotional intelligence has the highest relative weight and social intelligence has the lowest relative weight. Is. And cognitive intelligence 31.20%, social intelligence 30.06% and emotional intelligence have a significant share in influencing individual values. Therefore, the research hypothesis that the relative weight of the dimensions of leadership intelligence is not the same in influencing the occurrence of individual values was confirmed. That is, it can be claimed that the dimensions of leadership intelligence have a significant effect on the emergence of individual values among the employees of cultural institutions in Ardabil province.

Bass and House believe that charismatic leaders have strong beliefs and use them as guideposts for behavior and vision that inspire followers to act beyond expectations. Bass and House's ideas are

reflected in recent research on trust leadership and positive psychology, which identifies values as corresponding to personality forces that are demonstrated through behaviors in which desirable perfection is employed. Peterson & Seligman, 2004). Although values appear to play an important role in charismatic leadership processes and outcomes, only a few studies have addressed them, with a clear expectation of values and leadership studies published in *Leadership Quarterly* (Burns, 2003). Recent criticisms of charismatic leadership studies note that more attention should be paid to the role of values and intentions in leadership (Yukl, 2002).

Suggestions based on the results are presented as follows.

- 1 -Cultural institutions should reduce the undesirable behavior of employees.
Strengthen positive behaviors in cultural institutions.
- 2 -To increase the teaching-learning process in cultural institutions.
- 3 -Communication interaction between employees and management in cultural institutions should be increased.
- 4 -Employees should have a positive self-concept.
- 6 -To create a favorable atmosphere in the environment of cultural institutions.
- 7- To determine the effect of expectations of employees and managers of cultural institutions.

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