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Investigating the Correlation between the Leadership Styles (Transformational and Transactional Leadership) With Intellectual Capital Management at Departments of Education in Tehran

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ABSTRACT

Background: The statistical population of this study includes all 2477 employees in nineteen districts of education in Tehran during the scholastic year of 2012-2013. The sample size is determined according to Morgan table and then a sample of 403 subjects is determined through the simple random sampling. The research instrument has three standard questionnaires including Avlio questionnaire with 19 questions for evaluating the transformational leadership style, Avlio questionnaire with 22 questions for transactional leadership style and Bontis's questionnaire with 52 questions for Intellectual Capital; its validity is determined through Cronbach's alpha and its reliability coefficients are determined using Cronbach's alpha coefficient equal to 0.94, 0.77 and 0.93, respectively. The required data is collected from library sources by field method and analyzed in terms of descriptive and inferential aspects in SPSS software through multivariate linear regression model and ANOVA table. **Objective:** This study is conducted with the aim at investigating the relationship between transformational and transactional leadership styles with Intellectual Capital Management at departments of education in Tehran by correlative-descriptive research method. **Results:** The obtained results indicate that the correlation coefficient between transformational and transactional leadership styles with the intellectual capital management is equal to 0.66 that **Conclusion:** indicating the significant positive correlation which is higher in transformational leadership style.

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INTRODUCTION

Since the education system, as the most obvious phenomenon of labor investment, plays the main role in social development and today, this system contributes in allocating a major of budget in every country and according to its economic, social, cultural and political role, it is essential to take fundamental measures to improve its quality. According to Philip Coombs's viewpoint, the development is going to be emerged in education; it should be started from in management [11]. [2] The lack of attention to this system and on the top of that the management styles, causes damages to different functional and developmental fields of educational institutions [2]. Given the importance of human resources as the most important capital of each organization especially the educational organizations and consequently the management, which is the factor for improvement, efficiency and effectiveness of material resources and facilities and labor in line with the organizational objectives, the education in any society is placed in the top priority, thus the educational management with the same logic plays the important role in improvement and development of community. Nowadays, the organizations have found that their future largely depends on the ability to manage the intangible assets successfully, and a large portion of organizational knowledge is missed in the case of inappropriate management due to staying tacit and this is an irreparable loss which the organizations today have no more abilities to incur [18]. Therefore, the organizations should now learn how to identify their tacit knowledge and convert to the intellectual capital, and this makes the competitive advantages for themselves by tacit knowledge in economic world. In today's knowledge-based era, the management's success depends on the manager's ability to manage the intangible assets [18,29].

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The intellectual capital provides a basis for new resources through which the organization can compete and it also has the tools necessary for obtaining the sustainable competitive advantage and includes a set of non-technical value sources and the cases such as the employees' capabilities, available resources within the organization, resources operational paths and communication with stakeholders all of which affect the organization's competitiveness [8]. The empirical evidence shows that the intellectual capital management is not properly done in education, and the manager's thinking styles are among the variables affecting the intellectual capital. Despite the fact that the researcher is faced with a lot of research on the noted variables, thus it cannot be certainly argued whether there is a correlation between the leaders' thinking styles and the intellectual capital management? Thus this study seeks to investigate the correlation between the managers' transformational and transactional leadership styles with the intellectual capital management at departments of education in Tehran in order to improve the quality of education system and consequently the quality of other social systems.

Theoretical Principles of Research:

A transactional leadership involves an exchange relationship between the manager and subordinate (a superior-subordinate relationship) in which the subordinate is rewarded for basic needs (security, dependency and cognition) due to fulfilling the manager's demands [22].

Burn defined the transformational leadership as follows: The relationship in which the manager encourages the subordinate to reach the greatest power and this encouragement is for achieving more classified needs such as the group success and goals [22].

Bontis [8] considers the intellectual capital as a concept which classifies all intangible as well as their internal relationship (within the organization) with each other [6].

Different definitions of intellectual capital components suggest that the generally, the intellectual capital researchers and authorities agree on three main structures including the human, structural and relational capital. [6].

Human capital:

The human capital of an organization includes the skills, expertise, and ability to solve problem and the leadership styles. The human capital, as the basis of intellectual capital, leads to improved performance and profitability for company [11].

The human capital refers to the individuals' knowledge in an organization (Bontis *et al*, 2000) and according to Ross *et al* [26], the employees creates it through the competence, attitude and intellectual agility[7,26].

Brooking[10] considered the organizational human asset including the skills, expertise, the ability to solve problem and leadership styles [10].

Relational capital (customer):

The main theme of relational capital is knowledge in marketing channels and relationship with customers and it is the main determinant in converting the intellectual capital to the market value and thus the business performance of organization [11].

In the field of market assets, Brooking paid attention to the customers, their loyalty and distribution channels associated with customer capital [10].

Furthermore, Stewart [28] stated that the customer capital referred to the market information for utilization in customer acquisition and retention [28].

Structural capital (organizational):

The structural capital includes the databases, organizational charts, operating instructions of processes, strategies, and executive plans [33,13]. considers the human capital as the institutionalized knowledge belonged to an organization and stored in databases, guidelines and so on. The organizational capital is often called the structural capital. However, Yundeth prefers the organizational capital term because he believes that the organizational capital clearly indicates that this knowledge belongs to the organization.

Leadership Style:

Through the adoption of specific leadership styles or approaches, the managers affect the subordinates' behavior. The results of scientists' efforts, studies and research during the recent seventy years have provided the schools such as the Trait School, the Behavioral or style School, the Contingency School, the Charismatic School, the Emotional Intelligence School, and Competency School of leadership [3]. Applying the appropriate leadership style by managers leads to appropriate decisions, and thus achievement of competences in the organization. A review of literature on the leadership styles suggests that the managers, who are willing to change and transform the leadership styles or choose the transformational leadership style, transfer this spirit and ability to their subordinates to fulfill the target objectives and competences of organization at higher levels.

The transformational leadership style is evolutionary and requires the managers who have the creativity and ability to convey the thoughts and aware of the subordinates' emotions and position [3]. According to what was mentioned, investigating the relationship between the managers' pragmatic and transformational leadership styles with the intellectual capital in the statistical population is the effective step towards improving the quality of educational system output and then other social systems. Therefore, the main objective of this study is to examine the relationship between the managers' transactional and transformational leadership styles with intellectual capital management at Departments of Education in Tehran.

MATERIALS AND METHODS

This study is applied in terms of objective and among the descriptive studies [4]. Furthermore, since the research objective is to investigate the relationship between research variables, the transactional and transformational leadership styles, with the intellectual capital management, this research is among the correlative studies conducted by the multivariate correlation method. The statistical population of this study consists of the employees at Department of Education in 19 districts of Tehran with educational degrees of Diploma and above in winter 2012. The population size is equal to 2477. The statistical sample is determined according to Morgan Table and selected as the simple random sampling and a total of 403 subjects determined. The main objective of this study is to investigate the relationship between the managers' transactional and transformational leadership styles with the intellectual capital management at the Departments of Education in Tehran.

Subsidiary objectives:

1- Investigating the relationship between the transactional leadership style and the managers' intellectual capital management at the Departments of Education in Tehran.

2- Investigating the relationship between the transformational leadership style and the managers' intellectual capital management at the Departments of Education in Tehran.

Three standard questionnaires are utilized to collect data. Avlio questionnaire is applied to assess the transactional leadership style; it contains 22 closed questions at Likert interval scale and investigates the transactional leadership style at sub-scales. It assesses the contingency reward-based management from questions 72 to 76, the exception-based active management from questions 77-82, the exception-based passive management from questions 83-88, and the non-interventional leadership from questions 89-93. Avlio questionnaire is applied to study the transformational leadership style; this questionnaire has 19 closed questions at Likert interval scale and investigates the transformational leadership style at the sub scales. The questions 53 to 57 investigate the influence of perfectionism behavior, 58-61 the perfectionism behavior, 62- 63 the spirit of motivation, 64-67 pursuing to intellectual effort, and 68-71 attention to the individual differences. The intellectual capital consists of three dimensions, human, structural and relational capital, and these dimensions are investigated by Bontis' 52-question questionnaire and Five-point Likert. Human capital dimension is investigated by questions 2-5-7-9-12-15-19-21-24-31-32-33-35-38-39-42-43-46-49-52 of questionnaire in this research. Relational capital dimension is investigated by questions 1-6-10-11-17-18-22-23-25-29-30-36-37-44-45-50-51 in this research. Structural capital dimension is investigated by questions 3-4-8-13-14-16-20-26-27-28-34-40-41-47-48 in this research.

Validity and reliability of questionnaire:

Since all three standard questionnaires are standard, their validity is confirmed in numerous domestic and foreign studies. Furthermore, the content validity is confirmed by getting the viewpoints of advisors and supervisor professors' and three of expert in content validity. Cronbach's alpha for "transformational leadership style" is equal to 0.92, for " transactional leadership style" equal to 0.77 and the "intellectual capital" equal to 0.93.

Statistical description of data and their inferential analysis:

In this study, the descriptive statistics including the central measures, mode, median, mean and histogram are used and the regression coefficient in data analysis. The stepwise regression model is utilized to answer the research questions. The data analysis process is done by SPSS software.

Results:

The regression analysis is utilized to answer the research question "Whether there is a relationship between the leadership styles and intellectual capital management at educational departments of Tehran".

Regression model and its equation are presented in the following table.

Table 1 shows the correlation coefficient, square of correlation coefficient or coefficient of determination, so that the correlation between variables above is 0.66 at the high level. Furthermore, the coefficient of

determination indicates that 44% of changes in the intellectual capital as the dependent variable is covered by transformational and transactional leadership style variables.

Table 1: Correlation coefficient of leadership styles and intellectual capital management.

Correlation coefficient	Square of correlation coefficient	Square of adjusted correlation coefficient	Standard error of estimate
0.663	0.440	0.437	21.033

Table 2: ANOVA table.

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	139029.768	2	69514.884	157.137	0.000
Residual	176953.692	400	442.384		
Total	315983.459	402			

The significance level presented in Table 2 according to the value of f equal to 157.137 is less than 0.01, which indicates the approval of regression model, and the independent variable is able to predict the changes in the dependent variables.

Table 3: Regression of leadership styles and intellectual capital management.

Independent variable	Unstandardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	66.263	6.241		10.617	0.000
Transformational leadership style	0.961	0.078	0.516	12.391	0.000
Transactional leadership style	0.591	0.100	0.247	5.937	0.000

The correlation between transformational and transactional leadership styles and intellectual capital is equal to 0.66 and the coefficient of determination equal to 0.44. In other words, 44% of changes in the intellectual capital as the dependent variable are covered by the independent variable. The beta of transformational leadership style variable is equal to 0.51 with significant level of less than 0.01 in predicting the dependent variable and the beta of transactional leadership style variable is equal to 0.24 with significant level of less than 0.01 in predicting the dependent variable.

Discussion and Conclusion:

The research findings indicate that there is a significant relationship between transformational and transactional leadership styles with the intellectual capital. The correlation coefficient between the leadership styles and intellectual capital is equal to 0.66 and the coefficient of determination equal to 0.44 indicating that 44 percent of changes in the intellectual capital as the dependent variable is covered by the leadership styles as the independent variables. The value of beta obtained in regression is equal to 0.51 for transformational leadership style variable and 0.24 for transactional leadership style. In explaining this research finding, it can be concluded the correlation between the pragmatic leadership style and intellectual capital management is at the lower level than the transformational leadership style. More precisely, the changes in the intellectual capital as the dependent variable is less covered by the transactional leadership style as the independent variable. Therefore, it can be concluded that the transactional leadership style has a weak impact on the intellectual capital management performance at the Department of education, thus the management of intellectual resources and right knowledge help the organizations to be equipped with an important and efficient competitive advantage in today challenging world and this proper management with a flexible and transformational approach empowers the employees in the organizations and improve their work quality. The research finding also confirms that the management is based on the intellectual capital at the Department of Education. It also can be concluded that the culture based on the dimensions of transformational management requires the openness to ideas and a high degree of experience, and all individuals and constituent units of organization should be able to enter new ideas into the organization and the management and leaders in the organization are expected to reward the employees for creative and practical ideas and welcome the employees' ideas. The transformational leadership culture is estimated at a higher level of 0.51 at Department of Education with an emphasis on the management of intellectual and knowledge resources. The finding of Beigi's research based on the relationship between the intellectual capital and organizational performance and M [5]. Yari's research finding [37] indicating the relationship between the intellectual capital and performance of companies listed on Stock Exchange are consistent with the finding of this study since the organizational performance is completely related to the management and leadership style and as the result of adopting the methods and strategies of organization's leadership and also the transformational leadership style facilitates the improvement of

organizational performance according to the organization's environment [37]. Similarly, Rezaei and Saatchi's research finding [25] based on the relationship between attitudes to human factors of leadership style [25], confirms the relationship between transformational leadership style and the intellectual capital because the human capital is among the components of intellectual capital. Furthermore, Nouraei *et al's* research result [35] based on the relationship between the managers' leadership style and organizational climate is consistent with the finding of research question based on the relationship between leadership style and intellectual capital since the organizational climate is among the components of capital structure from the subsets of intellectual capital [35]. Moreover, Moradi Chaleshtori *et al's* research [34] indicating the significant relationship between the transformational leadership style and organizational justice is consistent with the findings of this research since the organizational justice is among the components of structural capital from the set of intellectual capital [34]. The result of question in this research is consistent with the findings of research by "Danesh Pourshafiei" based on the relationship between transformational and transactional leadership styles with the intellectual capital management. This relationship represents the correlation between the transformational leadership style and its all aspects with the intellectual capital and poor correlation between the pragmatic leadership style and the intellectual capital management at Department of Education, but in investigating the relationship between the dimensions of pragmatic leadership with the intellectual capital management, the exception-based management has positive correlation with the intellectual capital management and the non interventional leadership has the negative correlation with intellectual capital management in target organization [9]. The results of this study can be considered consistent with the study by "Amiri" based on the relationship between the intellectual capital and organizational learning if the organizational learning is considered consistent with the factors of subjective encouragement which is among the dimensions of transformational leadership style. The result of Heidari's study [19] based on the relationship between the intellectual capital with the knowledge management also confirms the mentioned finding regarding the relationship between the component "subjective encouragement" from the transformational leadership style with the intellectual capital [19]. Furthermore, the finding of Shirin Zardoshtian's study suggesting the relationship between the dimensions of transformational leadership style with Failure Avoidance Motivation among the players in the Iranian Basketball Super League is consistent with the finding of the question in this study since it refers to the relationship between the dimensions of transformational leadership style and factors affecting the human capital from the intellectual capital set [32]. Among the foreign studies, the finding of "Ningan" indicating the relationship between the transformational and pragmatic leadership styles with the affective continuance, and normative commitment, and [7,17], indicating the relationship between leadership style and increased affective commitment are consistent with the finding of research question since the affective commitment can be considered among the human capital factors from the intellectual capital set. Furthermore, "Chun- Hesi Vivan chen" has concluded in his study that there is a relationship between the transformational leadership style and creativity, and like the findings of other studies, this finding is consistent with the human capital component from the intellectual capital. "Vinoski" pointed out in his study that while facing with the economic crisis from 2007 to 2009, the leadership and management played the main and effective roles in establishment of intellectual capital. "E. Chun Kong" and " Sung-choon-Kang " [30] and "Aman" admitted the relationship between intellectual capital with the knowledge management and changes which are in fact among the factors of subjective motivation for employees.

"Joseph V. Schneider" [17] found the following results in his study entitled as "transformational and pragmatic leadership and employees' stress". One of the components of transformational leadership (attention to individual differences) has a negative relationship with dissatisfaction.

In a study by "Antoine" on the leadership styles and educational administrators' efficiency, it is determined that the humanistic leadership style makes higher efficiency in managers than the task-oriented leadership style. Furthermore, "Lawrence and Hason" argue that the managers, who use the classic management styles, have higher production in their workplace. According to the research by "Dorozhar" on the effects of transformational and transactional leadership styles on the safety and determining the priority in order to reduce damages, it is indicated that the transformational and transactional leadership styles as the complementary leadership style affects the working group and the security among them. The result of research by R "Mulligan Dbrah" suggests that there is a strong relationship between the knowledge sharing and leadership. Similarly, the research by "Keranord" based on the relationship between transformational leadership style and knowledge management, and also the research finding by "Claudio" explaining that the new leadership styles can be related to the performance of intellectual capital, re consistent with the findings of this research.

The finding of question in this research is consistent with the findings of study by following researchers:

"LePage" concludes in his study that there is a relationship between the attitude towards the intellectual capital and human attitude which can be considered as the constructive and effective factors of transformational leadership style dimensions. "Mac Olay" concludes in his study that the transformational leadership style and its dimensions are related to the information system evaluation which is among the main factors of structural capital from the intellectual capital set. "Harmez" explains that there is a relationship between the emotional intelligence, which is the component affecting the human capital, with dimensions of transformational

leadership style. "Apard" concludes in his research that there is a direct and significant relationship between the transformational leadership style and its dimensions with the constructive organizational culture. "Hey and ArdotoImay" have found that there is correlation between the transformational leadership style and affective commitment which affects the human capital from the intellectual capital set [12, 24, 34, 3, 5, 13].

Furthermore, the findings of research by "Chon Hioci Vivan" based on the lack of relationship between transactional leadership style with the creative thinking and internal motivation, and "Graford" based on the lack of relationship between the non-interventional leadership which is among the dimensions of pragmatic relationship style, with the knowledge management, are consistent with the obtained results.

In a study by "Ali Chorli" there is a significant positive relationship between the managers' transformational leadership style and employees' organizational commitment and a significant negative relationship between the transactional leadership style (transactional) and employees' organizational commitment.

The results of study by "Nikoufar" [36] imply that there is a significant positive relationship between the managers' transformational leadership style and the organizational commitment in physical education employees in Sistan and Baluchestan Province. Moreover, "Sima Rasouli" describes that there is a significant relationship between the leadership style and employees' motivation. The obtained result is quite consistent with the finding of research by "Amiri" based on the relationship between the organizational learning at the individual and group level with the human, structural, and relational capital each which are the dimensions of intellectual capital. It is also consistent with the research finding by "Seraji" who indicates high correlation relationship between intellectual capital and high value of stocks in companies listed on Stock Exchange. Moreover, the result of research by "E Chun Hong" proving that the intellectual capital is a phenomenon resulting from the interaction and diversity of technical knowledge and a phenomenon of moderation, confirms this result.

"George Claudio" conducted a research on the evaluation of intellectual capital and argued that: The organizations in a dynamic economy require the use of intangible assets to gain competitive position in the market. The growing importance of intellectual capital has challenged the conventional reporting system and indicated that this system no longer responds to the information needs. "Isabel and Anamartinez" who conducted the research on the importance of intellectual capital for sustainability of organizations, have found that: The organizational structure, intangible assets and intellectual capital are correlated; the intellectual capital is considered as a part of intangible assets and includes different types of capital. "Beigi" concluded: In the private banking sector, the human capital and relational capital (customer) have the greatest effect on the performance. Furthermore, the finding of research by "Pozbora" indicates a strong relationship between the human and relational (customer) capital with the book value of industries in Turkey. Another study by " Abtahi " indicated that: There is a direct correlation between the humanistic leadership style and attention to the managers' human relations with their efficiency [14, 19,37, 4, 6,29,30,10].

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