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Validation Scale for Measuring the Leadership Style (Transformational and Transactional Leadership Style) In Education Ministry

Fattah Nazem and Susan Gheytsi

Department of Education, College of Education and Counselling, Roudehen Branch, Islamic Azad University, Roudehen, Iran

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ABSTRACT

Background: The purpose of the research was validation scale for measuring the transformational and transactional leadership style and its components in the offices of Ministry of Education in Tehran city. The population of the research consisted of all staff of Education Offices in 19 Zones of Tehran city in the academic year of 2012-2013. The sample consisted of 400 people chosen through using Morgan Table and stratified random sampling. The research tool was the Bass and Avolio's (1997) 36-item questionnaire which tested the transformational and transactional leadership style. In order to analyze the obtained data, the method of discovery factorial analysis was applied. The results of the analysis showed that six factors from rotated of factor analysis for variab leadership style emerged, that among the different components of leadership style, the components: behavior of ideal (items: 12, 13, 14, 15, 16, 17, 18, 19), encouraging mental (items: 20, 21, 22, 23 and 24), considerations individual (items: 26, 27, 28, 29, 30 and 31) features ideal (items: 1, 2, 3, 4 and 5), active management based on exceptions (including items: 7, 8, 9, 10, 11) and rewards contingent (items: 32, 33, 34, 35 and 36) were obtained. The results of study also showed that the ideal behavior, among all other components, plays the main role in forming the transformational and transactional leadership style. Focusing on the validation scale for measuring the transformational and transactional leadership style and its components, the results of this study emphasized that, the main attention should be paid to the ideal behaviors as the main component which is effective in this type of leadership style.

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INTRODUCTION

The new century has brought a new wave of change. The environment of the organizations is more dynamic than before. It has made the organizations explore the new ways for success and even survival in such an environment, and move towards flexibility, dynamism, and transformation [12].

In order to cope with the unsecure environment and continuous changes, there is an urgent need for people who play the role of a leader. It is clear that a traditional leader cannot survive in the third millennium, and the world needs the leaders who are transformational [1]. Because, the activities of a transformational leader provide the companies with the possibility to promote their performance, when they compete in an unpredictable, and unstable environment. The origin of transformational leadership paradigm goes back to 16th century in studies done by Makiavel. Furthermore, this term was independently used by Antowan for the first time, and Bass and Avolio developed it [13]. Regarding different viewpoints, theoreticians presented different theories which changed the leadership views. In 1950s, the studies continued following behavioral approach. The most important change in the recent stage was introducing transformational and transactional leaderships by Burns [4] which Brayman [3] refers to it as "new leadership viewpoint" [14]. The theory of transformational leadership is in line with Weber's theory of non-material power. In fact, the transformational leadership is a spiritual, moral, and Conscious process which includes equal patterns of power relations between the leader and the followers in order to attain the collective goals. In other words, transformational leaders emphasize on strengthening the followers, and following the official and organizational changes in systems, processes, and values. In fact, the people who change the world are the transformational leaders and managers. These managers have more freedom in their activities. They lead the subordinates to move, inspire them to attain the goals. They keep their

Corresponding Author: Fattah Nazem, Department of Education, College of Education and Counselling, Roudehen Branch, Islamic Azad University, Roudehen, Iran

relations with subordinates, and share the information with them. In this regard, the transformational leadership consists of four main dimensions: 1. the dimension of idealized influence (attributes and behavior) which makes the leader pay attention to other's needs rather than his own needs; 2. dimension of inspiring motivation pays attention to the use of symbols, and presenting ideas to affect and activate the followers' mind; 3. Dimension of mind persuasion refers to the leader's strength which make him help colleagues to solve old problems by applying new solutions; 4. Regarding individual attributes, the leader should have developmental attitude (empowerment) towards his followers, and consider them as independent identities [13]. Regarding the research problem, the researchers in this study try to find the most effective components of transformational leadership which form this variable, and investigates the related items. In this regard, Keegan and Hartog [8], in their research entitled, "transformational leadership in high level management of human resources: a comparative study of leadership style and management in organization (from dimensions of knowledge management)" investigated the relationship between transformational leadership style and leadership and management in organization. The results of the study showed that although high level managers had a little of transformational leadership attributes, the relationship between transformational leadership and expected result was lower for high level managers compared to operational managers. Charles *et al.* [5] investigated the effect of transformational leadership style and quality management on knowledge management. They wanted to know the role of transformational leadership as a mediator in knowledge management. The results showed that transformational leadership and quality management do not have continuous effect on knowledge management. On the other side, the increase of transformational leadership is the basis of emphasis on knowledge. The impact of quality management on the performance of the organization is incomplete. Nguni *et al.* [10] revealed that the dimensions of transformational leadership have strong effect on some attitudes like, job satisfaction, organizational commitment, and organizational behaviors of the teachers. Bycio *et al.* [2] cites Goodwin's *et al.* [6] study of the relationship between transactional leadership style and organizational commitment. The results showed that there is a significant relationship between transformational and transactional leadership styles and commitment. There is also a positive relationship between all dimensions of transformational leadership and emotional commitment. Two dimensions of transformational leadership (individual attention and charisma leadership) have a positive relationship with emotional and assigned commitment. Een buta cites Nyengan [11] who believes that through inspiration (transformational micro scale), adopted by leadership, the sense of belonging increases in the organization, and transformational leadership style increases the emotional commitment. In a study, Joseph and Shanider [7] found that one of the components of transformational leadership (attention to individual differences) has a negative relationship with dissatisfaction. On the contrary, the micro scale of transactional leadership (passive management), has a positive relationship with four indexes of stress. Lurie McAulay [9] conducted a study entitled, "transformational leadership, a reaction to the present limitations to assessing the traditional information systems". In his study, he investigated the expertise of financial managers in England in order to state some of the concepts related to transformational leadership style. The results of the study showed that assessment in the form of transformational leadership is a special responsibility for making decision about the evaluation of information systems. In this process, transformational leadership is a tool based on which individuals accept the consequence of their activities.

MATERIALS AND METHODS

Research questions:

What are the items included in transformational and transactional leadership style and Which component has the main role in forming transformational and transactional leadership style?

Research Methodology:

Regarding the purpose of the study, it is an applied research whose aim is to describe the present situation of Departments of Education in the city of Tehran. The research is descriptive. The population of the study consisted of the staff (5000 employees) in 19 Zones of Education Office in Tehran city in the academic year of 2012-2013. Regarding the sample volume in Morgan Table, 400 subjects were randomly chosen, and the questionnaires were distributed among them. The research tool was Bass and Avolio's questionnaire containing 36 items which investigate micro scales of transformational and transactional leadership style. In order to analyze the obtained data, SPSS 16 software was utilized.

Results:

The results of the study were as follows. The first action which is considered to be the first assumption in the process of factorial analysis is confronting missing data. In this phase, no subjects were not eliminated from the statistical analysis, and none of the questions were not eliminated. The situation indicates that questions not need to be deleted and can be done with all the questions to the analysis process. and The amount (Determinant) data not be zero, so that the value is equal to 4/ 208, that this value suggests that leadership style can be a factor

analysis.. The second assumption of factorial analysis is related to sample size. In this study, the amount of KMO equals 0.706; therefore, the sample size is enough. The third assumption of factorial analysis is known as the normality of multivariate distribution which is also called sphericity. Since the Approximate Chi-Square with the freedom degree of 630 equals 11814.937, it can be stated that the amount of Approximate Chi-Square is statistically significant at the level of 0.999 confidence ($\alpha=0.001$). So, the given statistic is significant. The fourth assumption of application of factorial analysis is to recognize the shared amounts. Regarding the fact that all loads of scale or shared coefficients of items have the scale of more than 0.5, it can be stated that there is an internal congruence among the items and in turn in the whole test; therefore, factorial analysis can be applied emphasizing on all items. The fifth assumption of factorial design is the explained variance above 0.50, and the emphasis is on the cumulative frequency column. In other words, all variables explain 62% of the whole variance.

Table1: Component Matrix.

	Component					
	1	2	3	4	5	6
r17	.616					
r19	.611					
r3	-.579			.334	.386	-.388
r4	-.578			.395	.481	
r16	.575					-.368
r18	.574					
r15	.569	.306				-.474
r2	-.561				.346	-.386
r20	.539			.310		
r14	.516	.426				-.313
r1	-.468				.318	-.386
r21	.466	-.378		.373		
r8		.609		.393		.444
r9		.595		.354		.473
r11	.336	.572				
r10		.540		.302		.354
r7		.536		.413		.336
r13	.470	.519				
r12	.439	.496				
r23	.326	-.475	-.308	.428		
r22	.380	-.420	-.308	.382		
r31			.665			
r30		-.391	.654			
r29		-.350	.631			
r32			.606			
r33			.581	-.351	.354	
r28		-.323	.553	.394	-.367	
r5	-.443			.500	.457	
r25		-.411		.488		
r6		.317		.484	.383	
r26		-.384	.335	.479	-.342	
r27		-.404	.433	.469	-.325	
r24		-.442		.447		
r35			.413		.534	.328
r34			.470	-.317	.488	
r36					.452	

Extraction Method: Principal Component Analysis:

a. Six Components extracted:

Extraction Method: Principal Component Analysis:

Rotation Method: Varimax with Kaiser Normalization:

However, for factorial analysis, the items have been put in a component matrix, and presented with emphasizing on extracting main elements. Regarding the component matrix of items, it can be stated that in which factor each item has been located. In this way, the location of each item in the related factor is defined by referring to the factorial load. After investigating the table of component matrix, the rotation method is used in order to determine the load of each item by emphasizing on putting each item in one of the six components. Emphasizing on the fact that in this study, the process of exploratory factorial analysis has been followed, and the method of principle components (PC) from extracting factors has been applied, the rotation method of the maximum transmittance is used. Table 3 represents the matrix of rotated components. Regarding the matrix of

rotated components of items, the location of each item in the related factor is determined after rotation, and the location of each item in the related factor is determined by referring to the factorial load. Finally, six factors were extracted from the rotation of factorial analysis, and in fact, transformational and transactional leadership been built on six factors which are the Ideal behavior, the Mental persuasion, the Personal considerations, the Features an ideal, Active management based on exceptions, and the Contingent rewards. Therefore, the items related to each index have been summarized in Table 3.

Table 2: Rotated Component Matrix.

	Rotated Component Matrix					
	Component					
	1	2	3	4	5	6
r22	.803					
r21	.800					
r23	.797					
r20	.725					
r24	.707					
r19	.663	.310				
r15		.842				
r16		.791				
r14		.784				
r13		.735				
r17		.686				
r12		.644			.310	
r18	.455	.501				
r28			.845			
r29			.820			
r27			.818			
r26			.752			
r30			.734			
r31			.514			.464
r25	.417		.499			
r3				.854		
r4				.852		
r2				.767		
r5				.751	.306	
r1				.676		
r6				.569	.502	
r9					.868	
r8					.857	
r7					.750	
r10					.737	
r11		.412			.581	
r34						.835
r35						.819
r33						.804
r32						.738
r36						.621

Table 3: The Results of Construct Factorial Analysis of transformational and transactional leadership Style.

Factors	Index	Items
First Factor	Ideal behavior	Items: r19 - r15 -r16 -r14 -r13- r17 - r12- r18
Second Factor	Mental persuasion	Items: r22 - r21 -r23 -r20 -r24
Third Factor	Personal considerations	Items: r28 -r29 -r27 -r26 -r30 -r31
fourth Factor	Features an ideal	Items : r3 -r4 -r2 -r5- r1
fifth Factor	Active management based on exceptions	Items: r9 -r8 -r7 -r10 -r11
sixth Factor	Contingent rewards	Items: r34 -r35 -r33 -r32 -r36

Discussion And Conclusion:

The purpose of the study was the validation Scale for Measuring transformational and transactional leadership leadership style and its components. The results of the analysis showed that six factors rotated factor analysis for variab leadership style emerged that among the different components of leadership style, the components : behavior of ideal (items: 12, 13 , 14, 15 , 16, 17 , 18, 19) , encouraging mental (items: 20 , 21, 22, 23 and 24) , considerations individual (items:, 26, 27 , 28, 29 , 30 and 31) features ideal (items: 1 , 2, 3 , 4 and 5) , active management based on exceptions (including items: 7 , 8, 9, 10, 11) and rewards contingent (items: 32 , 33 , 34, 35 and 36) were obtained. The results of study also showed that the ideal behavior , among all other components , plays the main role in forming the transformational and transactional leadership style. Focusing on the validation scale for measuring the transformational and transactional leadership style and

its components, the results of this study emphasized that, the main attention should be paid to the ideal behaviors as the main component which is effective in this type of leadership style.

Nowadays, the most noticeable features in the work place are lack of trust, complication, globalization, and increasing technological changes. Success in this situation and condition necessitates the change in activities and organizational roles, especially in organizational leadership. In order to be successful, the managers should study the staff's behavior, select their leadership style based on reality, conditions, as well as staff's duties and characteristics. Therefore, successful organizations need leaders who define the future of the organization by deep insight, lead the staff towards it, and create the motivation for change in their staff. Transformational leaders provide the organization with growth and flourishing through new viewpoints and routes to attain the organization goals.

Regarding the fact that in many organizations in Iran the context in which the staffs are encouraged to be creative is not provided yet, and managers do not pay enough attention to subordinates, this paper was to introduce the most important components of transformational leadership style. Applying the components of this style leads the organizations, including the Education organization, to become creative, entrepreneurial, and motivated for more efficiency and effectiveness in the work place where the staffs' individual differences and capabilities are taken into consideration.

In line with this study, Keegan and Hartog [8], in their study entitled, "transformational leadership in high level management of human power", showed that there was a weaker relationship between transformational leadership and expected results for high level managers compared to operational managers. Charles *et al.* [5] investigated the effect of transformational leadership style and quality management on knowledge management. Nguni *et al.* [10] revealed that the dimensions of transformational leadership have strong effect on some attitudes like, job satisfaction, organizational commitment, and organizational behaviors of the teachers. Baiso *et al.* [2] showed that there was a significant relationship between transformational and transactional leadership styles and commitment. Een buta cites Nyengan [11] who believes that through inspiration (transformational micro scale), adopted by leadership, the sense of belonging increases in the organization, and transformational leadership style increases the emotional commitment. In a study, Joseph and Shanider [7] found that one of the components of transformational leadership (attention to individual differences) has a negative relationship with dissatisfaction. Lurie McAulay [9] conducted a study and showed that assessment in the form of transformational leadership is a special responsibility for making decision about the evaluation of information systems. In this process, transformational leadership is a tool based on which individuals accept the consequence of their activities.

In line with the results of this study, it is suggested that the organizational leaders, applying transformational leadership style, coordinate the subordinates, change their viewpoint, and provide them with a clear image of the future in order to induce their voluntary participation. They should also encourage the subordinates to move forward by presenting new ideas.

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