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The Relationship between Leadership Styles (Transformational and Transactional) and Time Traps in Directors-General and Heads of Government Agencies in Kerman, Iran

¹Abbas Pour Afghan and ²Ali Yaghoubi Poor

¹Department of Management, Islamic Azad University, Sirjan, PO Box, 7615754697, Sirjan-IRAN

²Department of Management, College of Humanities, Sirjan Branch, Islamic Azad University, Sirjan, IRAN

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ABSTRACT

Leadership is the process of influencing individuals and groups to guide them in achieving organizational goals. In a myriad of studies conducted in the field of management, transformational leadership with its impact on employee behavior and organizational outputs is gradually making its way into the literature of management as a new topic. By investigating transformational leadership style, its features, and its differences with transactional leadership which is a traditional leadership style, this study investigates the effects of these leadership styles on time management skills in managers. The results of analysis of data obtained from 166 directors and government agency heads of Kerman, Iran, showed that transformational leadership has a significant negative correlation with wasted time by managers in contrast to transactional leadership. Managers who used this style of leadership faced the challenge of falling into the time traps less than other managers.

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INTRODUCTION

So far, various definitions have been provided for the concept of leadership and its application in knowledge management. Some have emphasized the personal qualities of leadership and some others have relied on leadership behaviors; some have focused on leadership styles, some have explained and defined this concept based on interactive patterns and some others with a focus on the impact of leaders on the staff. However, almost all definitions focus on the basic concept of leadership, namely the ability to influence the employees and push them toward the desired goal. Leadership is the actual or potential force or factor which is used by managers to accomplish the goals and objectives of both the organizational and the group through influencing the subordinates desired and infusing them with trust. Leadership style comprises the intellectual and behavioral patterns of leadership in dealing with subordinates in order to encourage them to follow the leader. In fact, leadership style indicates a leader's worldview, way of thinking and personality in dealing with organizational issues through influencing the subordinates. Much research has been done to date on the styles of leadership and many researchers have been studying in this field. These researches have led to the analysis and introduction of different and sometimes conflicting styles into organizational leadership. Nevertheless, two leadership styles (transformational and transactional) have had a more prominent role in studies in the field of leadership styles. Transformational leadership is known as one of the most effective leadership styles in contemporary theories. On the other hand, if we consider leadership as a process for solving organizational problems and achieving organizational goals through the effective and efficient use of scarce resources in today's changing environment, efficient use of time as one of the most valuable corporate resources plays an important role in improving the performance of leaders. Effective time management and the wise use of time as a valuable resource is an indicator of the personal and organizational effectiveness of leaders. In this study, after identifying and classifying the major time traps into three categories of intrapersonal factors, interpersonal factors and random effects, we examine the relationship between leadership styles and time traps. We also try to identify which style, transformational or transactional leadership, plays a more effective role in optimizing time management and preventing managers from getting caught in time traps.

Corresponding Author: Abbas Pour Afghan, Department of Management, Islamic Azad University, Sirjan, PO Box, 7615754697 Sirjan-IRAN.
E-mail: poorafghan.abbas@gmail.com

*Literature Review:**Transformational and transactional leadership styles:*

Leadership is the process of influencing individuals and groups in order to set and achieve goals. Managers or those who act as managers in organizations guide, direct, encourage and teach others. Leadership style is one of the factors that increase the efficiency, effectiveness and, ultimately, the productivity of organizations. Appropriate behavioral patterns by the manager in any organization create a strong employee morale and motivation and increase their satisfaction with their job [12]. In 1978, Burns laid the first cornerstone of the theory of transformational leadership by identifying two styles of leadership: interactional and transformational. According to Burns, transformational leaders cause change and transformation. Values pursued by transformational leaders are ultimate values such as freedom, justice and equality. These leaders promote their subordinates to higher levels of morality and morale. Transformational leaders direct individuals to better themselves. Burns thought of transactional leadership and transformational leadership as two distinct poles of a continuum. This approach was later developed by Bass. For Bass, the general idea in transactional or interactional leadership is that when a job or job environment is unsuccessful in creating necessary incentives and satisfaction, the leader exercises leadership by reiterating and clarifying the performance criteria or by describing what is expected of the subordinates in return for what they receive. Thus, while the transactional leader encourages subordinates to act as expected, the transformational leader encourages subordinates to act beyond expected limits. According to Bass, developmental processes are comprised of empowerment, the achievement of higher levels in the hierarchy of needs, improvement in the level of motivation and, finally, the development and promotion of ethics. So, the three main key words detected in the theory of transformational leadership are: motivation, empowerment and ethics. According to this theory, if the leader uses transformational leadership, he or she can provide conditions whereby the subordinates and colleagues make more effort than is expected by urging them to achieve greater success and increasing their desire to make more effort. Burns defined transformational leadership as a process in which leaders and subordinates promote each other to higher levels of morality and motivation. These leaders try to embody lofty ideals in morality and character such as freedom, justice, equality, peace and humanity and shun away base attributes such as fear, greed, envy and resentment. In fact, he drew the attention of researchers to the nature of the relationship between leaders and subordinates and proposed two the models of transactional and transformational leadership. For him, the most common type of leadership is transactional leadership which includes a series of contractual relationships and exchange of stimuli and rewards between leaders and subordinates. In this type of leadership, leaders act in the present environment and prefer efficiency and predictability to change and creativity. This style of leadership is the antithesis of transformational style whereby leaders recognize and encourage individual members to achieve organizational goals and try to meet their high-level needs. The main factors in transactional leadership include management based on mutual expectations of the parties and contingent rewards to employees by the leader. According to researchers in the field of leadership, although some functions of transactional leadership such as contingent and occasional rewards lead to the increased effectiveness of leaders, the results of numerous studies have shown that most traits of transactional leadership have no positive impact on productivity. Transformational leaders instill an insight into their subordinates that inspires and motivates them to achieve extraordinary goals beyond expectation, and most importantly, to accept and understand it as their own vision and aspiration. Bass (1997) argues that transformational leadership is conducive to performances beyond expectation in institutional environments. Empirical studies also show that there is a significant positive correlation between transformational leadership and organizational performance. Also, research has shown that a positive relationship exists between transformational leadership on the one hand and employee commitment, low levels of job stress, job satisfaction, satisfaction with the leader, creativity and emotional intelligence employees on the other. In fact, transformational leadership can increase organizational citizenship behaviors in employees.

Time Management:

Researchers believe that the most important and valuable asset of an organization is its employees. In the same vein, the most valuable asset of an individual is the very short span of life. Therefore, time is one of the rarest resources which, if used properly, make timely changes in all dimensions of the organization. Time management means planning for the available time based on individual, work and lifestyle goals [1]. According to Khaki [6], time management means to control your time and activities and not let affairs and events steer you. In other words, if an individual acts passively in connection with the flow of life, his or her time will severely be wasted. Briddell (2000) defines time management as the identification of needs and desires, classification of needs and desires based on priorities and the dedication of necessary time and resources to them [2]. According to Bokunda's definition [13] time management includes activities such as prioritization, timing and the accomplishment of personal responsibilities for personal satisfaction. According to McKenzie (2006), time management is a set of abilities and skills that leads to the optimal control of time by an individual. Time management refers to the providing of scientific and effective management practices to save time and harness it

to achieve greater success in work and life. These practices include goal setting, determining priorities and observing preferences. Time management is not something separate and detached from the term management in a general sense. Its purpose is to avoid wasting time and to regulate working time. In other words, time management is the identification of needs and desires, classification of needs and desires based on priorities and the dedication of necessary time and resources to them [10]. Time management experts mostly focus on time-wasting factors since the identification and controlling of these factors is the first step in effectively managing time. Ron Terry enumerates common causes of wasted time by managers: meeting people whom they do not intend to do, telephoning, other people's problems, greetings, useless meetings, traveling, reading and writing non-relevant content, drafting, revising drafts, taking notes, the postponement of difficult and tedious tasks, loss of essential documents and fixing the mistakes of previous work [5]. Marion Heinz insists that waste of time usually emanates from two sources: the individual and the environment. Hoffstuter considers visitors, bureaucratic practices, telephoning and staff needs as the main causes of wasted time by managers [8].

In this study, time traps are divided into three dimensions: 1 - traps caused by the individual, 2 - traps caused by others, and 3 - traps caused by accidental factors. Traps caused by the individual that include: 1 - management with crisis, 2 - inadequate planning, 3 - trying too much, 4 - inadequacy in devolving affairs to others, 5 - personal irregularity, 6 - lack of self-discipline, 7 - inability to say no, 8 - postponing unfinished tasks to the day after, 9 - abandoning tasks unfinished, 10 - confusion in responsibilities or authority, 11 - poor communication, and 12 - inadequacy in monitoring and reporting progress. Traps caused by others include: 1 - telephoning, 2 - uninvited guests, 3 - meetings, 4 - bureaucratic practices, 5 - incompetent staff, 6 - socializing or friendly chats, 7 - incomplete information, and 8 - travelling.

Research framework and hypotheses:

Results of previous studies show that extensive research has been done on transformational and transactional leadership styles and time management so far. However, there is no research that has compared the relationship between these two factors. The results of a study showed that there is a positive relationship between transformational leadership and emotional intelligence in managers [9]. The results of another study showed a positive relationship between transformational leadership and organizational commitment: so, leaders who use this style of leadership have a higher organizational commitment. Another study examined the relationship between transformational and transactional leadership styles and organizational culture. Three cultures were examined in this study: group, developmental and hierarchical. The results showed that group culture has a significant effect on leader-subordinate exchange and developmental culture has a significant positive effect on both transformational leadership style and leader-subordinate exchange. However, hierarchical culture leaves a negative impact on both leadership styles [3]. In a study conducted on 281 employees of various industrial areas in India, Venkat (2004) examined the relationship between transformational leadership, leader-follower social exchanges and employee effectiveness strategies. The results showed that there is a positive relationship between transformational leadership and employee effectiveness components. Sudha (2008) evaluated transactional, transformational and non-interventionist leadership styles and their impact on the performance of medical directors in American hospitals. His study showed that transformational leadership and each of its components has a significant positive impact on the performance medical directors. In a survey conducted on 118 managers of Australian companies, Fitzgerald *et al.* (2010) showed that managers who have higher self-esteem use higher levels of transformational leadership in relation to their followers. In a survey conducted in 2010 through interviews with 51 senior directors in the public and private sector in five provinces of Canada, Arnold & Loughlin showed that managers with a higher sense of self-sacrifice tend to use transformational leadership in relation their staff and their subordinates rather than transactional leadership. In relation with time management, Mahboudi [8] conducted a study to determine the relationship between time management and organizational effectiveness in secondary school administrators in Shiraz, Iran. They came to the conclusion that there is no significant relationship between time management and effectiveness of managers. Also, there was no significant relationship in organizational time management skills and organizational effectiveness between male and female managers with any level of education, work experience and management experience. Hashemizadeh [2] conducted a study to determine the relationship between time management behaviors and job stress in internal and external department heads of educational hospitals of Shahid Beheshti University of Medical Sciences and Health Services. Analysis of the data showed that there is an inverse correlation between time management behaviors and job stress while proper time management behaviors mitigate occupational stress. Pourkiani and Shahilou [11] examined the relationship between thinking styles and time traps using Sternberg's theory of mental self-regulation and Mackenzie's 20 causes of wasted time. Analysis of the data showed that all thinking styles are associated with time traps. The results also showed that judgmental, conservative and holistic thinking styles have the strongest relationship with time traps in order of importance. Abdolvand *et al.* [1] also investigated the relationship between time management and job stress and in secondary school principals. The results showed a significant negative correlation between the components of time management and stress.

In this study, we investigate the effects of transactional and transformational leadership styles on time traps in three categories: intrapersonal factors, interpersonal factors and accidental factors. The research hypotheses are as follows:

Main hypothesis 1 (H1): There is a significant relationship between transformational leadership and time traps in government agencies of Kerman, Iran.

Main hypothesis 2 (H2): There is a significant relationship between transactional leadership and time traps in government agencies of Kerman, Iran.

Sub-hypotheses:

Sub-hypothesis 1 (H1-1): There is no significant relationship between ideal characteristics and time traps in government agencies of Kerman, Iran.

Sub-hypothesis 2 (H1-2): There is a significant relationship between ideal behaviors and time traps in government agencies of Kerman, Iran.

Sub-hypothesis 3 (H1-3): There is a significant relationship between psychological persuasion and time traps in government agencies of Kerman, Iran.

Sub-hypothesis 4 (H1-4): There is a significant relationship between inspirational motivation and time traps in government agencies of Kerman, Iran.

Sub-hypothesis 5 (H1-5): There is a significant relationship between personal considerations and time traps in government agencies of Kerman, Iran.

Sub-hypothesis 6 (H2-1): There is a significant relationship between contingent rewards and time traps in government agencies of Kerman, Iran.

Sub-hypothesis 7 (H2-2): There is a significant relationship between management by active exception and time traps in government agencies of Kerman, Iran.

Sub-hypothesis 8 (H2-3): There is a significant relationship between management by passive exception and time traps in government agencies of Kerman, Iran.

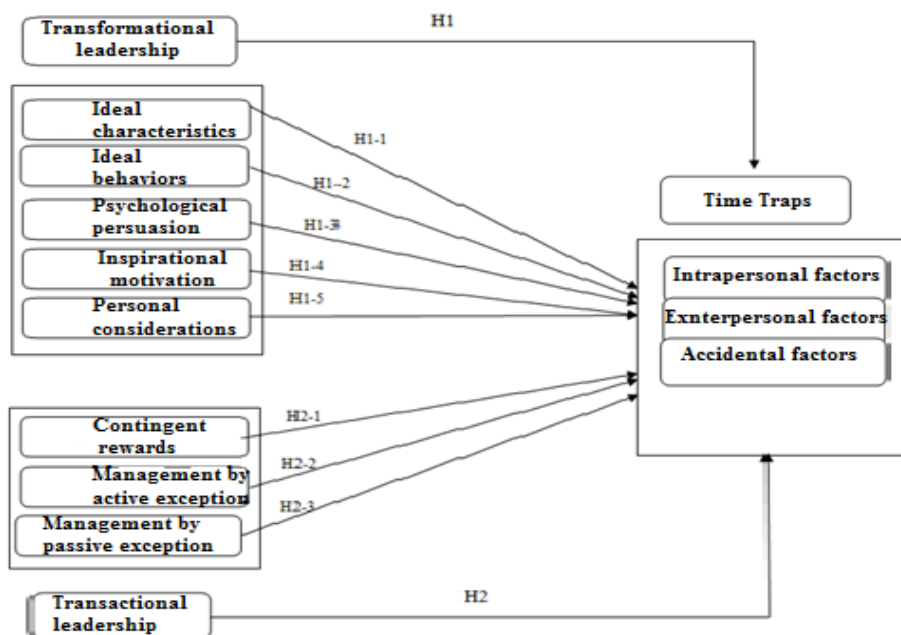


Fig. 1: Conceptual model of the study.

Materials and Procedures:

The present study aims to answer a scientific question and is conducted in the form of an applied survey project. In this study, we have used Persian and English articles and collected theoretical data on the relationship between variables through library methods. For data collection in the field, we have deployed standardized questionnaires. The statistical population of this study includes directors of government agencies and offices in Kerman in the years 2012 to 2013. The population makes up a total of 170: No sampling is conducted and the total population is investigated as the complete sample. After the questionnaire was approved by the Supervisor, 170 questionnaires were distributed among the directors. Finally, 166 questionnaires were received and analyzed. For collecting data required for determining the leadership style, we have deployed a five-item Likert-scaled questionnaire designed by Amir Kabiri *et al.* Also for analyzing time traps, we have used the valid and reliable time traps inventory developed by Pourkiani and Shahilou. All items are rated on a five-point Likert

scale from 1 = completely disagree to 5 = strongly agree. For data analysis, this study uses descriptive and inferential statistics with the help of the SPSS software v19. Descriptive statistics have been used for calculating and describing the statistical characteristics of the respondents. Pearson's and Spearman's correlation coefficients and multivariate regression models have been used for investigating the relationship between variables.

Findings and Analysis of Research Hypotheses:

A look at the demographic variables of the study shows that 98 % of the participants were men and 2 percent were women; 4 percent were single, 96 % married; 45 % of the managers participating in the study had a bachelor's degree, 48 % a master's degree, and the rest a PhD; 54 % had between 20 and 30 years of service, 42 % between 10 and 20 years of service, and the rest less than 10 years of service. Tables 1 and 2 show the descriptive values of research variables.

Table 1: Values of descriptive indices of research variables.

	Transformational Leadership	Individual Considerations	Inspirational Motivation	Psychological Persuasion	Ideal Behaviors	Ideal Characteristics
Frequency	166	166	166	166	166	166
Mean	4.1867	3.9247	4.2304	4.2636	4.1611	4.3539
Median	4.3000	4.0000	4.2500	4.2500	4.2500	4.2500
Standard deviation	.49697	.59510	.70978	.59369	.63605	.55334
Variance	.247	.354	.504	.352	.405	.306

Table 2: Values of descriptive indices of research variables (continued).

	Time Traps	Transactional Leadership	Management by Passive Exception	Management by Passive Exception	Contingent Rewards
Frequency	166	166	166	166	166
Mean	3.3517	3.6135	2.6807	4.1355	4.0241
Median	3.3571	3.5833	2.5000	4.2500	4.0000
Standard deviation	.22370	.39644	.85308	.65748	.63915
Variance	.050	.157	.728	.432	.409

Pearson's and Spearman's correlation coefficients are used for investigating the relationship between transformational leadership and time traps. The results of these tests are summarized in Table 3.

Table 3: Correlation coefficients between the variables of transformational leadership and time traps

Relationship	Relationship Direction	Time Traps						Variable
		Pearson's correlation coefficient			Spearman's correlation coefficient			
	Inverse	correlation coefficient	Level of significance	N	correlation coefficient	Level of significance	N	Transformational leadership
Yes Yes		-0.688 **	0.000	166	-0.629 **	0.000	166	

** P < 0.01

Pearson's and Spearman's correlation test results suggest that there is a significant relationship between transformational leadership and time traps (** p < 0.01). This relationship is inverse and at a relatively strong level. The first hypothesis is thus confirmed indicating that there is a significant relationship between transformational leadership and time traps in government agencies of Kerman, Iran.

Table 4: Regression model of the relationship between transformational leadership and time traps.

Model	R	R ²	Adjusted R ²	Standard error of estimate
1	0.688	0.473	0.470	0.16285

According to Table 4 and the adjusted R² value, we realize that transformational leadership justifies 47 % (0.470) of changes in time traps.

Pearson's and Spearman's correlation coefficients are used for investigating the relationship between transactional leadership and time traps. The results of these tests are summarized in Table 5.

Table 5: Correlation coefficients between the variables of transactional leadership and time traps.

Relationship	Relationship Direction	Time Traps						Variable
		Pearson's correlation coefficient			Spearman's correlation coefficient			
	Inverse	correlation coefficient	Level of significance	N	correlation coefficient	Level of significance	N	Transactional leadership
Yes		-0.364 **	0.000	166	-0.296 **	0.000	166	

** P < 0.01

Pearson's and Spearman's correlation test results suggest that there is a significant relationship between transactional leadership and time traps (** $p < 0.01$). This relationship is inverse and at a relatively strong level.

Table 6: Regression model of the relationship between transactional leadership and time traps.

Model	R	R ²	Adjusted R ²	Standard error of estimate
1	0.364	0.132	0.127	0.20903

According to Table 4 and the adjusted R² value, we realize that transactional leadership justifies 12.7 % (0.127) of changes in time traps.

Pearson's and Spearman's correlation coefficients and multivariate regression models are used for analyzing subsidiary hypotheses of the study. The results of these tests are summarized below.

(1) Pearson's and Spearman's correlation test results suggest that there is a significant relationship between ideal characteristics and time traps (** $p < 0.01$). This relationship is inverse and at a moderate level. The regression model shows that the variable of ideal characteristics justifies 28.3 % (0.283) of changes in time traps. The results show that sub-hypothesis 1 is confirmed.

(2) Pearson's and Spearman's correlation test results suggest that there is a significant relationship between ideal behaviors and time traps (** $p < 0.01$). This relationship is inverse and at a moderate level. The regression model shows that the variable of ideal behaviors justifies 28.3 % (0.283) of changes in time traps. The results show that sub-hypothesis 2 is confirmed.

(3) Pearson's and Spearman's correlation test results suggest that there is a significant relationship between psychological persuasion and time traps (** $p < 0.01$). This relationship is inverse and at a moderate level. The regression model shows that the variable of psychological persuasion justifies 29.7 % (0.297) of changes in time traps. The results show that sub-hypothesis 3 is confirmed.

(4) Pearson's and Spearman's correlation test results suggest that there is a significant relationship between inspirational motivation and time traps (** $p < 0.01$). This relationship is inverse and at a moderate level. The regression model shows that the variable of psychological persuasion justifies 37.8 % (0.378) of changes in time traps. The results show that sub-hypothesis 4 is confirmed.

(5) Pearson's and Spearman's correlation test results suggest that there is a significant relationship between personal considerations and time traps (** $p < 0.01$). This relationship is inverse and at a moderate level. The regression model shows that the variable of personal considerations justifies 22.3 % (0.223) of changes in time traps. The results show that sub-hypothesis 5 is confirmed.

(6) Pearson's and Spearman's correlation test results suggest that there is a significant relationship between contingent rewards and time traps (** $p < 0.01$). This relationship is inverse and at a moderate level. The regression model shows that the variable of personal considerations justifies 26 % (0.260) of changes in time traps. The results show that sub-hypothesis 6 is confirmed.

(7) Pearson's and Spearman's correlation test results suggest that there is a significant relationship between management by active exception and time traps (** $p < 0.01$). This relationship is inverse and at a moderate level. The regression model shows that the variable of management by active exception justifies 35.9 % (0.359) of changes in time traps. The results show that sub-hypothesis 7 is confirmed.

(8) Pearson's and Spearman's correlation test results suggest that there is a significant relationship between management by passive exception and time traps (** $p < 0.01$). This relationship is direct and at a moderate level. The regression model shows that the variable of management by active exception justifies 11.2 % (0.112) of changes in time traps. The results show that sub-hypothesis 8 is confirmed.

Table 7: Regression analysis coefficients.

Model	Non-standardized coefficients		Standardized coefficients	T Statistic	Level of Significance	
	B	Standard deviation	Beta			
1	Fixed	4.674	0.130		36.087	0.000
	Transformational leadership	-0.304	0.030	-0.676	-10.284	0.000
	Transactional leadership	-0.013	0.037	-0.023	-0.354	0.724
2	Fixed	4.648	0.108		43.218	0.000
	Transformational leadership	-0.310	0.026	-0.688	-12.139	0.000

Dependent Variable: Time Traps

In the end, multivariate regression models have been used for evaluating the effects of the independent variables (transformational and transactional leadership styles) on the dependent variable (time traps) is. A backward procedure is applied for conducting the regression analysis. Table 7 shows the results of multivariate regression analysis for evaluating the effects of the independent variables on the dependent variable.

According to the table above in model 2, the level of significance for transformational leadership is equal to 0.000 which is smaller than 0.10. This means that transformational leadership has the greatest impact on the variable of time traps. Considering that the level of significance in model 2, Table 7, is equal to 0.000 and less than 0.10, the regression model is significant. Also, with regard to the significance of the effects of

transformational leadership, the adjusted coefficient of determination for the model is 0.470. In other words, the linear regression of time traps and transformational leadership alone explains about 47 % of the total variation and the rest is explained by the contribution of other variables.

Conclusions and Recommendations:

As already mentioned, the present study investigates the relationship between the dimensions of transformational leadership (ideal characteristics, ideal behaviors, psychological persuasion, inspirational motivation and individual considerations), the dimensions of transactional leadership (contingent rewards, management by active exception, and management by passive exception) and time traps in directors-general and heads of governmental agencies in Kerman, Iran. Results of the data analysis revealed that there is a significant relationship between transformational leadership and time traps. This relationship is inverse and at a relatively strong level. This style of leadership involves a kind of relationship between the leaders and the followers which transcends base needs in both sides and seeks to promote the subordinates in terms of psychology and personality as well as to accomplish the mission and vision of the organization. It is also based on intuitive inspirational motivation, the charm and charisma of the leader, the understanding of different perspectives of the followers, and an emphasis on meeting high-level needs such as respect, self-esteem and sense of belonging. Its inverse relationship with time traps such as management with crisis, inadequate planning, trying too much, inadequacy in devolving affairs to others, personal irregularity, lack of self-discipline, inability to say no, postponing unfinished tasks to the day after, abandoning tasks unfinished, confusion in responsibilities or authority, poor communication, inadequacy in monitoring and reporting progress, telephoning, uninvited guests, bureaucratic practices, meetings, incomplete information, travelling, incompetent staff, and socializing or friendly chats represent its significant and important role in preventing the waste of time in today's organizations. With an effective deployment of this style of leadership, we can easily overcome time traps. The results showed that there is a significant relationship between transactional leadership and time traps. This relationship is inverse and at a relatively low level in comparison with transformational leadership. Considering the fact that this style of leadership is based on trade-offs between leaders and followers whereby the leaders try to achieve organizational goals by focusing on the material and base needs of the employees and encouraging them to try harder in achieving organizational goals in exchange for greater financial rewards and benefits provided by the leaders, its role in preventing or overcoming time traps is negligible. However, with regard to the circumstances of time and place, organizational culture, organizational structure, and other factors can be used for overcoming time traps according to the requirements of the organization. Considering that the research hypotheses are confirmed and since some dimensions of leadership styles (transformational and transactional) are connected with time traps with varying degrees of intensity, the researchers present the following suggestions so as to reduce time traps in the directors-general and heads of government agencies using the dimensions of leadership styles (transformational and transactional):

The first hypothesis confirms that the dimensions of transformational leadership are effective on time traps in directors-general and heads of government agencies in Kerman, Iran. Therefore, it is recommended that leaders and managers be familiarized with this style of leadership by participating in various workshops and be led toward transformative and creative activities. It is also suggested to make leaders more sensitive to environmental stimuli to find ways to overcome time traps. The first hypothesis of the study reveals that paying attention to the development of transformational leadership styles among leaders is important to avoid time traps. Consistent with these findings, it is suggested that leaders become familiar with every employee in the organization as much as possible and become aware of their talents and potentials in order to create innovative and transformative ideas. Leaders can hold training courses through various methods such as the Six Thinking Hats method, the parallel thinking method, etc. to develop various transformative ideas among employees and to adopt the best ideas for reducing time traps. Another suggestion is that organizational leaders strengthen their understanding of various employee issues and familiarize them with the details of those issues. Since transactional leadership skills are an effective method for reducing time traps, it is suggested to develop and practice these skills in the organization at a full-fledged level and in the form of a comprehensive program, even as a corporate directive, by spending some time and doing the necessary preparations. It is also suggested to use group discussions, question and answer sessions, and small group activities to reduce time traps and improve transactional leadership skills among leaders. Finally, it is recommended that organizational leaders consider a comprehensive plan in the form of a training manual in order to teach these skills to employees and managers of different levels.

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