

## The Relation of Transformational Leadership Style and Conflict in Workplace

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### ABSTRACT

The aim of recent survey concerns the relation of transformational leadership style and conflict in workplace. It has been done in Ashayer hospital, Khoramabad. Transformational leadership by inspirational motivation, idealized influence, intellectual stimulation, individual consideration, and compact in workplace accompanied by cognitive and relational aspects as variant of criteria are considered. Based on descriptive survey and referring to correlation, this is aimed by functional goal. Among all 360 people of obtained statistic, 186 people were chosen, through Morgan table by using random sampling, as statistical sample members. For gathering data, Oliver Doacet's leadership measurement and conflict questionnaire has been used. The Pinal coefficient, based on cronbach's Alfa, is 94%. For analyzing the data, Pearson's correlative coefficient as well as SPSS software is used. The results reveal that the style of transformational leadership and conflict of workplace, in a meaningful and reversed way are statistically related. Its four dimensions, with the conflict dimensions (cognitive and relational), were related meaningfully and reversed.

**KEYWORDS:** Transformational leadership, Idealized influence, Intellectual stimulation, Cognitive conflict, Relational conflict.

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### INTRODUCTION

One of the newest individual viewpoint created to study leadership, is the model of transformational-transactional leadership presented by Bass (1985) and operated by Bass & Avolio (1995). The interchangeable leadership is combination of transaction and bargain between leaders and followers, while transformational leadership is something beyond provocation in exchange for desired output. In fact, it advances the followers, motivates their intelligence and inspires them to increase their own properties approaching a higher public goal (Kark, 2004, p. 160). Since long, leadership is a subject attracted by researchers and public people. Maybe the reason of attraction concerning the leadership refers to this point that leadership is so much mysterious subject which exists within everyman's life (Youkel, 2003, p. 2). Conflict is a natural and inherent part of workplace. The surveys prove that by existing conflict in workplace, respecting moral values is ignored, absence of employ is increased, and finally, organizational revenue and output are severely decreased. It is estimated that managers devote at least 25% of the time to resolve the conflicts in workplace. So, resolving the conflict efficiently is a basic challenge concerning individual's relations in workplace. Some results of the recent researches prove that conflict in the workplace has negative effect on staffs' output and satisfaction related to workplace in both cognitive and relational dimensions (Doucet et al, 2009, p. 342). Trying to control or decrease the effect of it through an organized policy in such systems could be considered as a problem and decreases staffs' revenue. It also increases medical expenses (Rivar, 2006, p. 202). In the other hand, there is a strong statistical relationship between medical expenses and economic growth (Rivar & Kourais, 1999, p. 762). So, by leading medical system properly and decreasing the expenses made by conflicts, it's possible to improve the country economically too much (Tyler, 2002, p. 18).

### THE RESEARCH BACKGROUND

Heresy and Blanchard define leadership as an influence on staffs to do their duties enthusiastically (Dadgar, 2007, p. 48-49). Youkel defines leadership as an influence through which the leader leaves the desired impression on staffs (Youkel, 2003, p. 169). Bronz in 1978 determines transformational and transactional leadership as two separated aims concerning leadership styles (Valderman & Bass, 1987, p. 178). Based on Bronz's theory regarding transformational leadership, Bernard Bass presented a new theory. In 1985, he stated the leaders can exert both transformational and transactional behavior. Unlike

Bronz who believed transactional and transformational concepts cannot be gathered together, he stated both of the mentioned concepts prove each other.

**Transformational leadership** is a type of leadership style that leads to positive changes in those who follow. Transformational leaders are generally energetic, enthusiastic and passionate. Not only are these leaders concerned and involved in the process; they are also focused on helping every member of the group succeed as well.

The concept of transformational leadership was initially introduced by leadership expert and presidential biographer James MacGregor Burns. According to Burns, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of moral and motivation." Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work towards common goals.

Later, researcher Bernard M. Bass expanded upon Burns original ideas to develop what is today referred to as Bass' Transformational Leadership Theory. According to Bass, transformational leadership can be defined based on the impact that it has on followers. Transformational leaders, Bass suggested, garner trust, respect and admiration from their followers.

### **The Components of Transformational Leadership**

In 1998, Hatter and Bass stated that leadership through a symbolic idea effects on responsibility of the organization and confirm follower's extra ordinary effort. However, transactional leaders act based on structures, consideration, and stimulating followers' expectation (Hatter and Bass, 1998, p. 697). Transformational leaders try to change the society totally through their behavior and speech, and they are influential among the followers. Such kind of leadership would be created when the leaders know how to provoke their followers to work. The leaders should inform them regarding the goals, responsibilities and encourage them to think beyond individual benefits. Such kind of leadership would be created based on idealized influence, intellectual stimulation, inspirational motivation, and individual consideration (Moghli, 2003, p. 79).

**Idealized influence** is honor, magnificence, absolute respect, and faithfulness to a leader who conveys idealized sense. Idealized influence introduces the leaders as symbols of action to their followers.

**Intellectual motivation** is the followers are stimulated by leader in order to discover new solution and renewed thoughts to solve organizational difficulties. In facts, leader's behavior puts followers in a tight corner to try again for the sake of their duty and think about what can be done again (Podaskoff, 1990, p. 116).

**Inspirational motivation** is to motivating the followers' resorts to the feelings of inferiors. Inspirational motivation puts emphasis on feelings and inner motivation, not daily relations between leaders and follower.

**Individual consideration** is to attention to individual differences, having contraction with all of them, provoking the followers to be experienced through transferring responsibility (Hatter and Bass, 1998, p. 697). The individuals are supported by leaders and leaders are worried about their needs (followers' needs) (Podsakok, 1990, p. 116).

**Conflict** is the connection of two or more complicated social organizations deliberately, trying to define or identify the relating situation (Izadi has reported Walton & Mac Kersi's, 2000, p. 8). Conflict in workplace or organizational conflict is a treatment done by members of organization against each other (Izadi has reported Tompson's, 2000, p. 8). The conflict is a process in which A deliberately tries to prevent B approaching his interests and goals (Robins, 1989, p. 368). Cognitive conflict is a combination of conflicts related to work and unsociability concerning profits or views of how to work. So, from now on conflict involves the conflicts which exist regarding business ideas and staffs' disagreement about what should be done (Doucet et al, 2009, p. 342). Relational conflicts are created by those kind of disputes cause emotional unsociabilities, interferences, and making difficulties in workplace. So, unsociabilities and making difficulty among staff can be considered in such kind of conflict. This kind of conflict is created by hostility which exist among staff, and it provokes anger, lack of confidence, hatred, fear, . . . . This group of conflicts decrease staff's ability, and prevent them to pay attention to the preferences (Doucet et al, 2009, p. 342). Mr. Payam Inanlou in his M.A. thesis, under the title of "Studying The Style of Leadership in Tehran Insurance Companies, Based on Bass Model", believes that there exists a positive and meaningful relationship among all the characteristics of transformational leadership and organizational results such as leader's efficiency.

Mr. Reza Karimian (2010), in his essay under the title of "leadership Style and Organizational Behavior and Commitment in Military Forces of Baqiatokah Medical university", believes that there exists a positive and meaningful relationship between transformational and interaction of leadership with

organizational behavior and commitment. There's a positive and reversed connection between style of non-interference leadership and organizational behavior and commitment. Kark and Shamir (2000) in their study under the title of "Transformational Leadership of Bauks", proved the positive relationship between staffs' satisfaction and commitment with transformational leadership factors. Walderman (1989) in his study under the title of "The Influence of Leadership Style on Inferiors Satisfaction and Leaders' Efficiency", believes transformational leadership factors in comparison with transactional leadership affects more on inferiors satisfaction and it causes leaders' efficiency as well as, inferiors' inclination to do their best concerning organizational goals.

**METHODOLOGY**

Concerning the aim, this survey is functional and, relating to method, it is descriptive based on correlation. For analyzing, it obtains data Pearson's correlative coefficient. The style of transformational and transactional leadership and staffs' conflict are measured in the present situation. The surveyed group involves official and temporary employed staff working in Ashayer Hospital, Khoramabad.

They are 360 people and work in different sections, like clinical, administrative, informatics and guarding departments. To calculate the sampling statistics of mentioned groups, if we pay attention to Talkman or Morgan-Kohen, we will understand, for a group of 360 people, the sampling number should be 186 people and the result of analysis will be supported. So, 186 questionnaires should be given among group members. The questionnaire for this study comprises 41 questions which in an essay, under the title of "Leaders Influence on Conflict", have been used. The essay in 2009 by Oliver Doucet has been published. The advices of guide professors and consultants have been paid attention in this study, after translation. The questing of Kronbach's Alfa for 30 participants, in all questions, is 94% that proves this questionnaire includes high permanency. In this study, for statistical analysis, both descriptive and comprehensible statistics are used. Descriptive are involves related graphs and comprehensible statistics comprises Kronbakh's Alfa statistical method for validity test and Pearsons' correlative coefficient for making relation among variants is used.

**DATA ANALYSIS**

**Main hypothesis:** There exists relationship between transformational leadership style and conflict in workplace (cognitive and relational).

**Table 1: The Results of Pearson's Correlation Test between Transformational Leadership With Cognitive and Relational Conflict**

Statistical test	Transformational leadership / Cognitive conflict	Transformational leadership / relational conflict
Pearson's correlative Coefficient	-0.416**	-0.481**
Sig	p < 0.001	p < 0.001
Number of Participants	185	185

\* Meaningfulness at the level of 0.05  
 \*\* Meaningfulness at the level of 0.01 is meaningless

As the data above indicates, the calculated quantities for Pearsons' correlative coefficient ( $r_2 = 0.481$  &  $r_1 = 0.416$ ) at the level of  $\alpha = 0.01$  are meaningful ( $p < 0.001$ ), it shows that the transformational leadership and cognitive and relational conflict is meaningful and have reversed relationship.

**Hypothesis 1:** It indicates that there exists relationship between inspirational motivation and cognitive conflict.

**Table 2: The results of Pearsons' correlative coefficient between Inspirational motivation and cognitive conflict**

Statistical test	Inspirational motivation / cognitive conflict
Pearson's correlative coefficient	-0.413**
Sig	p < 0.001
Number of Participants	185

\* meaningfulness at the level of 0.05  
 \*\* meaningfulness at the level of 0.01 is meaningless

As the data above indicates, the calculated quantity for Pearson's correlative coefficient ( $r = 0.413$ ,  $N = 185$ ,  $p < 0.001$ ) at the level of  $\alpha = 0.01$  is meaningful. It shows that there is a positive and meaningful

relationship between inspirational motivation and cognitive conflict. And also increasing the scores of inspirational variant, the scores of cognitive conflict decreases. So, this hypothesis would be approved.

**Hypothesis 2:** There's relationship between inspirational motivations with relational conflict.

**Table 3: The Results of Pearson's Correlative Test Between Inspirational Motivation and Relational Conflict**

Statistical test	Inspirational motivation / relational conflict
Pearson's correlative coefficient (r)	-0.466**
Sig	p < 0.001
Number of Participants	185

\* meaningfulness at the level of 0.05

\*\* meaningfulness at the level of 0.01

As the data above shows, because the calculated quantity for Pearson's correlative coefficient ( $r = 0.466$ ,  $N = 185$ ,  $p < 0.001$ ) at the level of  $\alpha = 0.01$  is meaningful ( $p < 0.001$ ). It shows that there is reversed and meaningful relation between inspirational motivation and relational conflict. This expresses that by increasing the scores of inspirational motivation variants, the scores of relational conflict decrease. So, the above hypothesis will be approved.

**Hypothesis 3:** There is relation between idealized influence and cognitive conflict.

**Table 4: The Results of Pearson's Correlative test between Idealized Influence and Cognitive Conflict**

Statistical Test	Idealized Influence / Cognitive Conflict
Pearson's correlative coefficient	-0.405**
Sig	p < 0.001
Number of Participants	185

\* meaningfulness at the level of 0.05

\*\* meaningfulness at the level of 0.01 is meaningless

As the data above shows, because the calculated quantities for Pearson's correlative coefficient ( $r = 0.405$ ,  $N = 185$ ,  $p < 0.001$ ) at the level of  $\alpha = 0.01$  are meaningful. It expresses that, there is reversed and meaningful relation between idealized influence and cognitive conflict. This result shows that by increasing the scores of idealized influence, the scores of cognitive conflict decreases. So, the hypothesis above is proved.

**Hypothesis 4:** There's relation between idealized influence and relational conflict.

**Table 5: The results of Pearson's correlative test between Influence and relational conflict**

Statistical test	Idealized influence / relational conflict
Pearson's correlative coefficient	-0.489**
Sig	p < 0.001
Number of Participants	185

\* meaningfulness at the level of 0.05

\*\* meaningfulness at the level of 0.01 is meaningless

As the data above shows, the calculated quantity for Pearson's correlative coefficient ( $r = -0.489$ ,  $N = 185$ ,  $p < 0.01$ ) at the level of  $\alpha = 0.01$  is meaningful. It expresses that there is reversed and meaningful relation between idealized influence and relational conflict, by increasing the scores of idealized influence variant, the scores of relational conflict are decreased. So, the hypothesis above is proved.

**Hypothesis 5:** There's relation between intellectual stimulation and cognitive conflict.

**Table 6: The Results of Pearson's Correlative Test Between Intellectual Stimulation and Cognitive Conflict**

Statistical test	Intellectual stimulation / Cognitive conflict
Pearson's correlative coefficient	-0.404**
Sig	p < 0.001
Number of Participants	185

\* meaningfulness at the level of 0.05  
 \*\* meaningfulness at the level of 0.01 is meaningless

As the data above shows, the calculated quantity for Pearson's correlative coefficient ( $r = 0.404$ ,  $N = 185$ ,  $p < 0.001$ ) at the level of  $\alpha = 0.01$  is meaningful ( $p < 0.001$ ), it indicates that there is reversed and meaningful relation. So by increasing the scores of intellectual stimulation, the scores of cognitive conflict are decreased. Therefore, the hypothesis above is proved.

**Hypothesis 6:** There's relation between intellectual stimulation and relational conflict.

**Table 7: The Results of Pearson's Correlative Test Between Intellectual and Relational Conflict**

Statistical test	Intellectual stimulation / relational conflict
Pearson's correlative coefficient	-0.450**
Sig	p < 0.001
Number of Participants	185

\* meaningfulness at the level of 0.05  
 \*\* meaningfulness at the level of 0.01 is meaningless

As the data above shows, the calculated quantity for Pearson's correlative coefficient ( $r = 0.450$ ,  $N = 185$ ,  $p < 0.001$ ) at the level of  $\alpha = 0.01$  is meaningful ( $p < 0.001$ ) it's inferred that there is reversed and meaningful relation between intellectual stimulation and relational conflict. It expresses by increasing the scores of intellectual stimulation variant the scores of relational conflict are decreased. So, the hypothesis above is proved.

**Table 7: There's Relation Between Individual Consideration and Cognitive Conflict**

Statistical test	Individual consideration / cognitive conflict
Pearson's correlative coefficient	-0.249**
Sig	p = 0.001
Number of Participants	185

\* meaningfulness at the level of 0.05  
 \*\* meaningfulness at the level of 0.01 is meaningless

As the data above shows, the calculated quantity for Pearson's correlative coefficient ( $r = -0.249$ ,  $N = 185$ ,  $p = 0.001$ ) at the level of  $\alpha = 0.01$  is meaningful ( $p = 0.001$ ). It is inferred that there is reversed and meaningful relation between individual consideration and cognitive conflict. By increasing the scores of individual consideration variant, the scores of cognitive conflict are decreased. So, the hypothesis above is proved.

**Hypothesis 8:** There's relation between individual consideration and relational conflict.

**Table 9: The Results of Pearson's Correlative Test Between Individual Consideration and Relational Conflict**

Statistical test	Individual consideration / relational conflict
Pearson's correlative coefficient	-0.292**
Sig	p < 0.001
Number of Participants	185

\* meaningfulness at the level of 0.05  
 \*\* meaningfulness at the level of 0.01 is meaningless

As the data above shows, the calculated quantity for Pearson's correlative coefficient ( $r = -0.292$ ,  $N = 185$ ,  $p < 0.001$ ) at the level of  $\alpha = 0.01$  is meaningful ( $p < 0.001$ ). It is inferred that there is reversed and meaningful relation between individual consideration and relational conflict. By increasing the scores of individual consideration variant, the scores of relational conflict are decreased. So, the hypothesis above is approved.

## CONCLUSION

For analyzing this hypothesis which proves that there exists relation between inspirational motivation and cognitive conflict. Correlative coefficient of -0.413 indicates 99%. It is probable to say that is reversed and meaningful relationship between these two variants. Concerning this results, if inspirational motivation as one of the transformational leadership aspect among managers is reinforced, the cognitive conflict will be decreased among staff. Analyzing this hypothesis proves that there is relation between inspirational motivation and relational conflict. Correlative coefficient of -0.466 indicates 99%. It is probable to say there is reversed and meaningful relation between these two variants. Concerning this results, if inspirational motivation as one of transformational leadership aspect among managers is reinforced, the cognitive conflict would be decreased among staffs. Analyzing this hypothesis proves that, there's relationship between idealized influence and cognitive conflict. Correlative coefficient of -0.405 indicates 99%. It is probable to say there's reversed and meaningful between these two variants. Concerning this results, if idealized influence as one of the transformational leadership aspect among managers is reinforced, the cognitive conflict would be decreased among staff.

Analyzing this hypothesis proves that, there is relation between idealized influence and cognitive conflict. Correlative coefficient of 0.489 indicates 0.99. It is probable to say there's reversed and meaningful relation between two variants. Concerning this result, if idealized influence as one of the transformational leadership aspect among managers is reinforced, the cognitive conflict would be decreased among the staffs. Analyzing this hypothesis proves that, there's relation between intellectual motivation and cognitive conflict. Correlative coefficient of -0.404 indicates 0.99. It is probable to say that there's reversed and meaningful relationship between these two variants. Concerning this result, if intellectual motivation as one of the transformational leadership aspects among the managers is reinforced, the cognitive conflict would be decreased among staffs.

Analyzing this hypothesis proves that, there is relationship between intellectual motivation and cognitive conflict, correlative coefficient -14.50 indicates 0.99. It is probable to say there is reversed and meaningful relationship between these two variants. Concerning this result, the intellectual motivation as one of the transformational leadership aspect among managers is reinforced; the relational conflict would be decreased among staffs. Analyzing this hypothesis proves that, there is relation between individual consideration and cognitive conflict. Correlative coefficient of 0.249 indicates 0.99. It is probable to say that, there is reversed and meaningful relation between these two variants.

Concerning this result, if individual motivation as one of the transformational leadership aspect among managers is reinforced, cognitive conflict would be decreased among staffs. Analyzing this hypothesis proves that, there's relation between individual consideration. Relational conflict correlative coefficient of 0.292 indicates 0.99. It is probable to say that, there's reversed and meaningful relation between these two variants. Concerning this result, if individual consideration as one of the transformational leadership aspect among managers is reinforced, the relational conflict would be decreased among staffs.

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