Transformational Leadership and Its Influence on Inter Individual Conflict

Saber Shokri  
Department of Accounting, Payam Noor University, Iran

Saeed Sadeghian Gharaghieh  
Department of Management, Payame Noor University, Iran

Mahdi Dayhempour  
PhD Student, Public Management, Payame Noor University, Iran

Zohreh Shakeri,  
MS Trade Management, Sanandaj Azad University, Iran

Amir Laali Sarabi  
Department of Management, Payame Noor University, Iran

Abstract

This research was performed with the purpose of evaluation of the influence of transformational leadership on inter individual conflict. This research was performed with use of survey study methods. Statistical population includes all occupied individuals (women and men) by way of random sampling method where 140 individuals from among them responded to questionnaires. For evaluation of validity and reliability of the research confirmatory factor analysis and Cronbach’s alpha methods were used. Instrument of research was questionnaire. For analysis of the data, Pearson’s correlation coefficient with the help of SPSS questionnaire was used. After evaluation, results of the research showed that meaningful correlation exists between evolutionary leadership and inner individual conflict and with increased idealistic influence, intellectual stimulation, inspirational motivation and individual considerations, inner individual disagreements decrease.

Keywords: Leadership, Motivation, Individual, Conflict.
Introduction

Important changes in the business environment are of the main characteristics of this century (Singh, 2005). Rapid environmental, industrial, customer, clients, competitors, colleagues, products and services’ changes are all forces that influence the organization and lead to need for being better (Singh, 2008). Meanwhile, understanding the environment and evolutions and awareness of opportunities, threats, limitations and facilities are considered of necessities of new organizations (Taghavi, 2010) which are not possible by way of traditional approaches of management (M.N. Tesetal, 2005). Wide spread changes and globalization in today’s world requires a different and new style of leadership which are realizable by optimal use of resources and financial and human assets of the organization and are able of development of capacities and their application (Mortazavi et al, 2006). Leaders who establish strong and motivating relationship with subordinates and with their leadership capabilities become models for organizational individuals where their understanding and efficiency leads to collaboration between individuals and as a result decreased disagreement between individuals in enterprises. Such leaders are called transformational leaders. The Theory of transformational leadership by Bass (1985) was introduced based on the evolutionary theory of Bruns (Bruns, cited in Bass, 199) in an operational and measureable form. Bass (1990, 1997) believes that true transformational leaders motivate followers for realization of higher goals so they move beyond quick personal interests and adopt and develop ones that are in support of the group, organization or country’s well-fare (Bass, 1997). Bass (1997) defines transformational leadership as the process of creation of commitment to organizational objectives and enablement of followers in the direction of realization of those goals. In his opinion, transformational leader is a person who empowers the followers and motivates them and encourages them instead of pursuit of personal interests to follow group objectives. These leaders take advantage of their optimism, attraction, intelligence and other personal abilities to promote other people’s ideals and to help the enterprise in reaching its highest level of performance. Transformational leaders at times of crisis embody outlook changes for creation of new ideas and facilities and frequently create new strategic directions.

Theoretical Background of the Research

Transformational Leadership

Manifestation of traits introduced as the axis of theory of transformational leadership is well formed in four dimensions. This style of leadership is obvious;
1- Idealistic influence:
Idealistic influence includes the charismatic factor of transformational leadership such that leaders act as strong moral and behavioral models (Kurlan, 2010) and the consequences of this kind of behavior by the leadership is trust and confidence of followers in each other’s behaviors and decisions (Juden, 2010). In its modern structure, idealistic influence is classified into two kinds: idealistic outlook and idealistic behavior (Antonakis, 2003).
2- Intellectual Stimulation:
Transformational leader uses intellectual stimulation for challenging thoughts, imaginations and creativity of followers (Kurland, 2010). By questioning the assumptions, modern formulation of problems and overlooking past difficulties, they motivate their followers by new methods to creativity and innovation (Juden, 2010).
3- Inspirational motivation:
This factor describes leaders who by way of including followers in designing future outlooks increase their commitment and motivation (Antonakis, 2003). Inspirational motivation provides a clear picture of the future; a future that is optimistic and accessible (Juden, 2010).

4- Individual considerations:
Attention to individual differences of followers and communication with each of them for their stimulation and delegation of responsibility to them is among the main characteristics of this dimension of behavior of transformational leaders. These leaders place ahead of their mind individual needs-abilities and mottos of each of the members (Kurland, 2010). They listen to them and make effort for creating pride in them and blossoming of their potential talents (Juden, 2010).

| Idealistic influence                          | - Induction of sense of pride and honor in members in communication with others  
|                                              | - Showing sense of power and qualification                                      
|                                              | - Acting in a way that stimulates respecting others                            
|                                              | - Dedicating personal interests for the advantage of others                    |
| Inspirational motivation                     | - Optimistic talk about the future                                             
|                                              | - Talking seriously about tasks that should be performed                       
|                                              | - Emphasis on the importance of futurism                                       
|                                              | - Giving hope to members in the context that objectives are achievable          |
| Intellectual stimulation                      | - Precise evaluation of suggestions for gaining confidence in their appropriateness 
|                                              | - Consideration of various outlooks at time of problem solving                 
|                                              | - Request for evaluation of problems from various angles                       
|                                              | - Proposal of new methods for work performance                                 |
| Individual considerations                     | - Allocating time to guidance and training of members                          
|                                              | - Behavior with members as individuals and not as a member                     
|                                              | - Consideration of members with various needs, abilities and creativities      
|                                              | - Helping others for development and expansion of their abilities              |

(Beikzadeh et al, 2010)

Inner Individual Conflicts:
When two or more individuals disagree with each other, conflict exists between them. This kind of conflict can be fundamental-emotional in nature or both. Dispute between two people with each other over benefits of hiring an example person is a fundamental inner individual conflict and dispute of two staff members who constantly have difference in opinion with each other over selection of work equipment is an example of emotional inner individual conflict. Every person in his or her life has experiences in both contexts of such conflicts.
Considering the totally inner individual nature of the role of leadership, one of the major forms of conflict that directors encounter is inner individual conflict (Dr. Ali Rezaiian, 2003).

Dimensions of inner individual conflict:

1- Role conflict:
Role is a collection of tasks and behaviors expected by others from the acceptor of the role. Delegators of role are individuals who expect the acceptor to behave in a particular manner. Implicit occurrence of role initiates before sending of message for the acceptor of the role. The reason is that delegators of role have expectations, perceptions and evaluations of the behaviors of the acceptor. Role conflict refers to receipt of the acceptor of role of messages and pressures that are inadaptive by the delegators (Dr. Ali Rezaiian, 2003).

Four kinds of conflict exist in role:
A) Conflict in inner individual role of the delegator of role: this conflict occurs when messages and pressures of one of the individuals that play a collection of roles with each other is inadaptive (Dr. Ali Rezaiian, 2004).
B) Role conflict between role delegators: this conflict arises when messages and pressures of one of the delegators of role is opposed to messages and pressures of one or multiple individuals of people who with each other play a collection of roles (Ali Rezaiian, 2004: p 19-20).
C) Inner role conflict: this conflict arises when pressures resulting from having a role in one group are inadaptive with pressures resulting from membership in other groups.
D) Conflict in the role of the acceptor of it: this conflict arises when expectations of the role are inadaptive with outlooks, values and behaviors acceptable in the view of the acceptor of the role.

2- Role ambiguity:
Role ambiguity refers to lack of confidence or lack of existence or lack of clarity in lateral expectations from one role (Iljen & Ehlenbeik, 1991: p 165).

Severe role conflict arises for example when this conflict leads to tension in subsequent adaptive behaviors. Adaptive behaviors frequently include:
1) Aggressive behaviors or animosity in communications
2) Retreat
3) Efforts for gaining closeness with the role delegators intending to solve problems collaboratively (Peterson et al, 1995: p 429)

Considering the tension caused by reaction of individuals to dimensions of conflict, directors are successful in this arena that by effective application of dimensions of transformational leadership influence their employees and with clarification of ambiguities and resolution of tensions between employees minimize inner individual conflicts.

Research Hypotheses

Therefore, with attention to functions and consequences of transformational leadership and method of formation of inner individual conflict, research hypothesis were formulated as follows:
1) Inverse relationship exists between individual considerations and inner individual conflict.
2) Inverse relationship exists between inspirational motivation and inner individual conflict.
3) Inverse relationship exists between intellectual stimulation and inner individual conflict.
4) Inverse relationship exists between idealistic influence and inner individual conflict.
Method of Research

Since this research was performed with the purpose of evaluation of effect of transformational leadership on inner individual conflict, therefore, purpose wise, it was considered applied. Based on the nature and method of research also, it was descriptive and a survey study. Methods of collection of information in this research were classified into two groups of library investigation and field study. Regarding collection of information related with the topic literature and research background, library investigation and for collection of information for confirmation or rejection of research hypotheses, field study was used. In this research, for primary data collection questionnaire was used. For evaluation of the reliability of the questionnaire, the Cronbach’s alpha method was used where considering the Cronbach’s alpha coefficient of 0.824 in 37 variables, it can readily be confirmed that this questionnaire had high reliability and hypotheses could be designed and analyzed. Additionally, for evaluation of validity of the questionnaire, confirmation by respectful guiding professors and experts was used. Additionally, the applied questionnaire was scored based on a Likert scale such that for every item 5 choices were allocated. Statistical population included all occupied individuals (women and men) where for determination of sample size, the Cochrane formula was used and by simple random sampling 140 individuals from among them responded to questionnaires. For data analysis, with the help of SPSS software, in the section on descriptive statistics, numbers and percentages were used and in the section on inferential statistics, Pearson’s correlation coefficient was used.

Descriptive Statistics

With consideration of Table (1), 39.3 percent of individuals were in the age range of up to 30 years old, 28.6 percent were in the range of 30-40 years, 14.3 percent were in the range of 40-50 years and 17.9 percent were more than 50 years of age where 75 percent of these individuals were men and 15 percent were women. 21.4 percent had Associate of Arts degree, 66.4 percent Bachelor’s and 12.1 percent had Master’s degree. 39.3 percent had between 1-7 years of work experience, 30 percent between 8-14 years, 27.9 percent between 15-21 years and 2.9 percent for 23 years and more.

Table (1) Descriptive statistics

<table>
<thead>
<tr>
<th>Age</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 30</td>
<td>55</td>
<td>39.3</td>
</tr>
<tr>
<td>30-40</td>
<td>40</td>
<td>28.6</td>
</tr>
<tr>
<td>40-50</td>
<td>20</td>
<td>14.3</td>
</tr>
<tr>
<td>More than 50</td>
<td>25</td>
<td>17.9</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>35</td>
<td>25.0</td>
</tr>
<tr>
<td>Men</td>
<td>105</td>
<td>75.0</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate’s of Arts</td>
<td>30</td>
<td>21.4</td>
</tr>
<tr>
<td>Bachelor’s</td>
<td>93</td>
<td>66.4</td>
</tr>
<tr>
<td>Master’s</td>
<td>17</td>
<td>12.1</td>
</tr>
</tbody>
</table>
Test of hypotheses

1- Inverse relationship exists between intellectual stimulation and inner individual conflict. Considering the correlation matrix table between two variables of intellectual stimulation and inner individual conflict, at an error level of 0/01 with a confidence of 99 percent a correlation level of -0/890 exists. This correlation is at a high level and is reverse and negative. In other words, with increased intellectual stimulation, conflict decreases.

2- Inverse relationship exists between idealistic influence and inner individual conflict. Considering the correlation matrix table between two variables of idealistic influence and inner individual conflict, at an error level of 0/01 with a confidence of 99 percent a correlation level of -0/505 exists. This correlation is at a high level and is reverse and negative. In other words, with increased idealistic influence, conflict decreases.

3- Inverse relationship exists between individual considerations and inner individual conflict. Considering the correlation matrix table between two variables of individual considerations and inner individual conflict, at an error level of 0/01 with a confidence of 99 percent a correlation level of -0/836 exists. This correlation is at a high level and is reverse and negative. In other words, with increased individual considerations, conflict decreases.

4- Inverse relationship exists between inspirational motivation and inner individual conflict. Considering the correlation matrix table between two variables of inspirational motivation and inner individual conflict, at an error level of 0/01 with a confidence of 99 percent a correlation level of -0/651 exists. This correlation is at a high level and is reverse and negative. In other words, with increased inspirational motivation, conflict decreases.

Table (2) Test of research hypotheses

<table>
<thead>
<tr>
<th>Inner individual conflict</th>
<th>Intellectual stimulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson’s correlation</td>
<td>1</td>
</tr>
<tr>
<td>Significance</td>
<td></td>
</tr>
<tr>
<td>Number</td>
<td>140</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inner individual conflict</th>
<th>Idealistic influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson’s correlation</td>
<td>-0.505**</td>
</tr>
<tr>
<td>Significance</td>
<td>0.000</td>
</tr>
<tr>
<td>Number</td>
<td>140</td>
</tr>
</tbody>
</table>
### Idealistic influence

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson’s correlation</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inner individual conflict</td>
<td>-0.505**</td>
<td>0.000</td>
</tr>
</tbody>
</table>

**Conclusion**

Considering the topics and contents discussed, it becomes clear that inverse correlation exists between characteristics of transformational leadership and inner individual conflict and with increased idealistic influence, intellectual stimulation, inspirational motivation and individual considerations, inner individual conflict decreases. A transformational leader is a person who empowers his or her followers, gives them motivation and encourages them instead of pursuing their personal interests to follow group objectives. These leaders use optimism, attraction, intelligence and other personal abilities they have to promote ideals of others and help individuals and organizations reach their ultimate performance.
References

[In Persian]


[In Latin]


Biss. B.m.(1997) . Does the transactional – transformational leadership paradigm transcend organizational and national boundaries? American Psychologist. 52 ( 2) . 130- 139.


