Investigating the Effect of Transformational and Transactional Style on the Effectiveness of Organizational Leadership (A Case Study in an Iranian Educational Organization)

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Abstract: The major aim of this study is to investigate the effect of transformational and transactional leadership styles on the managers’ effectiveness in Education office of Shazand County. This study is done by using descriptive-correlational designs. Statistical population includes all employees in Education of Shazand County which involves four units of Iranian cities such as Mohajeran, Shazand, Toreh and Astaneh in 2010. By the use of multi-level random sampling, 120 people were selected as samples and 100 questionnaires were analyzed and interpreted. Instruments of gathering the data consist of two questionnaires: 1). Questionnaire of transformational and transactional leadership method with .873 coefficient of reliability. 2). Questionnaires of the managers' effectiveness with .928 coefficient of reliability that had been measured by Coronbaigh alpha formula. Analyzing and interpreting of the data had been done at two descriptive and inferential levels. At descriptive level, statistical indexes like frequency, average and standard deviation were used and at inferential level, in consideration of the normality of mark distribution, terms such as coefficient of correlation, coefficient of determination, multivariable regression and variance analysis were used. Research findings show that exchange leadership style has a direct relation with the managers' effectiveness, while transformational leadership has a reversal relation with the managers' effectiveness. There is a meaningful relation and positive correlation between probable award, job satisfaction, entrustment of power, way of control and management and the managers' effectiveness, whereas there is no meaningful relation between responsibility, standards and the managers' effectiveness.

Key words: Transformational leadership • Transactional Leadership • Effectiveness • Education

INTRODUCTION

One of the major manager’s duties, in the process of management, is the leadership of organization. In fact, the essence of leadership is the significant and growing influence by the leader on subordinates and is applied at the head of the manager's organizational and official duties. This leadership attribute is one of the outstanding characteristics and the main essence of a real manager. For being successful and performing an effective role in the organization, the managers, in addition to have an expedient (advisable) attitude towards environmental variables, should consider the organization and management as a system and base on this attitude the employees' behavior should be considered. They can choose their leadership styles and methods according to conditions and realities, the nature of work and employees' tasks and characteristics. In these days managers face with numerous challenges, so successful organizations require the leaders who are able to determine the future path and suitable direction for the organization by the profound thoughts. They can guide individuals into that direction and motivate the staff to create transformation [1].

The Statement of Problem: Today, the management of large and advanced organizations is indebted to worthy, well-informed and deserved managers who, by applying management techniques and knowledge, have found success in performing this important matter. Ever-increasing development in technology and its augmentation of application in various organizations have left difficult tasks for managers. One of the basic managers' responsibilities is the leadership of
organization. This management feature is one of the outstanding characteristics of leadership and the main essence of a real manager. From organizational point, leadership as a process means the set of qualities. Leadership has a powerful influence on individual and group behavior in the organization. As much as an organization has a powerful leadership, its success will be more possible. Today the global economy has created a competitive landscape in which the events are constantly variable and unpredictable, in this way uncertainty and distrust affect all parts of the organization. In the current situation, the ability to build and share knowledge as a lever will become an alternative to personal ownership and the control of assets as an important competitive advantage [2].

In today organizations, according to well-developed level of education and staff culture and the diversity of expertise among staff, the managers are unable to focus on results and expect respect and peremptory obedience, and there is no opportunity to only react against changes or to be indifferent to the diversity of different cases and lead organizations with traditional leadership style (task-oriented exchange). The reason is that today employers need something beyond payment and promotion in return to work and freedom of work and standards to prevent problems [3].

Then several scientists have expressed opinion about the features and characteristics of transactional leadership. Bass believes: transactional leadership stress on the exchange of leader and his followers. In this transaction, leader debates with the followers about the needs and the conditions in which they must be met and they clearly identify the rewards that followers will receive [4]. Managers, who can understand the conditions of their organization, focus on processes, build trust and diversity in the organization can be introduced willing to serve the organization. These managers look others as key source to achieve and develop organizational goals. They are able to guide the organization by creating a quiet, peaceful and dynamic condition. They are introduced as the development-oriented managers who have personal ability to predict, make the future and to be flexible. They can identify strategic thought and work with others to make the variable opportunities to form an accessible future for organizations [5]. In defining this style (transactional leadership) Bernard Bass says, this group of leaders motivate the individuals to do more than that are expected and they are induced to bring excellence to their personal interests because of the team of organization or a larger entity. It means that they should propose their needs in higher levels and have self-respect and seek to flourish [6]. Dantgen utters: transformational leadership is the way of leadership that one or more people cooperate with each other so the leaders and the followers lead each other to grow at higher rates of motivation and creativities [7].

Considering the significant role that Education has in training people in Iran, has led the researcher, regard to leadership style (transformational-transactional) to study a number of parameters affecting the effectiveness of managers in Education and with this research has been attempted to inform the managers about some existent problems in Education.

Main problem of this research is about relationship between leadership styles (transformational-transactional) and effectiveness in organization. In other word researchers want response to following question.

Is there relationship between leadership styles (Transformation, Transaction) and the effectiveness of managers?

**Literature Review and Background Research:** There are little Researches on the transformational and transactional leadership styles and their relation whith manager’s effectiveness and most research in this area led to the relationship between other factors are discussed. One of the most important researches in this field is done by the Bass and Ovšić that have described in some parts of the paper. In addition Thomas and Aglister have done a comprehensive research on leadership style and effectiveness. They concluded in this research that leadership style of managers affect their effectiveness and efficiency. Also, another research in this area has been done by Hautala, in this research relationship between performance, job satisfaction and transformational style of leadership has been reviewed. Results from this study also showed that transformational leadership style and effectiveness of subordinates are related.

**Leadership and its Importance in Organizations:**

Leadership is a mysterious process, so that has long been considered by people, scientists and researchers. Also individuals have been searched leaders that by following him reach to success. Also leaders have more important role in organizational success. They can improve productivity by effective styles and actions.

Essence of many myths and legends of different nations was associated with power and cunning decision was courageous leaders who have been able at critical moments of nations, powerful leaders directed groups and
organizations from the edge precipice to the best situations. Effect of leadership is so important that we cannot compare it with another factor in organizations [8].

Leadership is one of the most important matters that is researched by different scientists in recent years. Many researchers in this matter are done in twenty century. Scientists and managers reviewed leadership from different dimensions. Also some researchers believe that leadership synonymous with management [9].

Almost all of researchers believe that leadership is process of influence on others. But some of them believe that leadership is different with management and because of complex behaviors and different conditions we cannot determine successful behaviors in leaders [10].

One of the scientists believes that leadership theories had changed from 1940 century to 1980. These theories have changed from concentration on leader’s characteristic to approaches that are focused on to innovative approaches that centered on landscape changes [11].

Transformational Leadership: The theory and studies of transformational leadership were started initially by Burns (1978). Burns’ idea was based on the premise that transforming leadership raises both leaders’ and subordinates’ level of motivation and morale. When transformational Leadership causes more active behavior of every participant due to inner motivation, the transactional leaders try to motivate subordinates by rewarding or punishing them [12].

Transformational leadership refers to the leader moving the follower beyond immediate self-interests through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration [13].

Characteristics Transformational Leadership Style: Transformational leadership style has four characteristics that transformational leaders use them to motivate, attract followers. Olive and Bass (1993) argue that these four characteristics that exactly specify transformational leadership are:

**Individualized Consideration**: Considering individuals one by one and creating the impression that every individual has its own value.

**Intellectual Motivation**: To encourage members actively have a new look at old methods, to stimulate creativity and encourage others to look problems and issues in a new.

**Inspirational Motivation**: Creating and increasing optimism, eagerness and seriousness, communication and notification of high and sumptuous expectations and to communicate facilities to which they did not consider before.

**Idealized Influence**: To provide a targeted sense and perspective and attract the sense of respect, people's trust and confidence. It seems that transformational leader can attract his followers by using one or more of the above mentioned characteristics to response to the ongoing efforts of leader with more motivations, eagerly and voluntarily [14].

**Transformational Leadership Style Attributes**: Two factors of transformational leadership style are: Management by exception and contingency rewards [15], we have to divide management by exception in to two section, for a more accurate define of transformational leadership, this concept divide in tow section that are passive Management by exception and impassive management by exception.

**Probability Rewards**: Originally transformational leaders use contingency reinforcement and this word is used for describing relationship between performance with the yield advantage of a person and payment to him or her against such action is received.

Management by exception expresses that if old ways are efficient leaders do not order for new methods and this method is less effective than contingency rewards [6].

- Impassive management by exception: occurs when the leader considers various ways to the pass form the mistakes and errors and deviations from the standards. This method is used to monitor followers to carry out corrective measures quickly.
- Passive management by exception: occurs when the leader is in impassive way waited for forward errors, deviation from standards and then do corrective actions after errors occur [15].

This method followed the philosophy of this theory the pain does not series not invent tissue and the leader will intervene when the situation is quite critical [16].

**Transactional Leadership**: On the other hand, transactional leadership refers to the exchange relationship between leader and follower to meet their self-interests. It may take the form of contingent reward in
Fig. 1: Theoretical Research Framework

which the leader clarifies for the follower through direction or participation what the follower needs to do to be rewarded for the effort. Another style of leadership that recently is attended by researchers is, transactional leadership. This style refers to the exchange relationship between leader and follower to meet their own self-interests. It may take the form of contingent reward in which the leader clarifies for the follower through direction or participation what the follower needs to do to be rewarded for the effort [17].

Conceptual Framework: Research conceptual framework is derived from model that presented by Bass and Olive. Figure 1 show this model and relationship between its main variables.

Organization and Leadership Effectiveness: Leadership effectiveness is a topic that continues to engender considerable attention in both the popular and scholarly literature [18]. Increasing globalization and the challenges of operating in the global economy have only served to heighten this interest. Developing an understanding of what constitutes effective leadership, however, has been a complex undertaking.

According to Smith et al. [4], the ultimate purpose of strategic management is to help organizations enhance performance through improved effectiveness, efficiency and flexibility [19]. Leadership effectiveness can change the organizational effectiveness and there is relationship between organizational and leadership effectiveness. Also organizational effectiveness has served as a unifying theme for more than a century of research on the management and design of organizations, yet no universal theory has developed [20].

The definition of leadership effectiveness differs from writer to writer; one major difference is the type of consequence or outcome selected as the effectiveness criterion [21].

One way in which organizations have attempted to measure individual leadership effectiveness has been through the use of 360-degree instruments, which collect ratings from the leader’s boss, peers, direct reports and others. These instruments have usually been associated with leadership assessment and development. It has been suggested that 360-degree feedback can be effective for motivating behavioral change [22].

Since many definitions of effectiveness are presented. The purpose of staffing effectiveness in the workplace is that people higher standards of quality and quantity work and achieve its goals better achieved drawn. Also some researchers believe that one of the most important dimension of effectiveness is manager’s effectiveness that is divided in to following dimensions:

- Managerial perception;
- The need for managerial skills;
- Organizational criteria;
- Motivation;
- The degree of “demands” and “constraints”;
- The presence of “choices” and “opportunities” for effectiveness;
The nature of intra- and inter-organizational relationships; and

The dominant managerial philo [17]

Many factors contribute to the effectiveness of the organization that can foster among their employees, do things right, group thinking, correctly applied, producing new ideas by researchers pointed out that they are mentioned [13].

According to the synthetic model provided by Bass and Ovilia elements of transformational leadership style (motivation inspiration rational motives - Ideal influence and individual considerations) and transactional Leadership style (1 - impulsive management by exception 2 - passive management by exception 3 - probable rewards express how each of them affect on superior effectiveness. For this purpose we tried that with regard to concepts taken from the original models and concepts and definitions of each of the actual conditions in organization substitute some factors by following factors and create new model as Figure 2 [14].

In sum, the literature review reveals that effectiveness at workplace is strongly related to leadership, but there is no empirical research done to prove this, especially in Iran.

Meanwhile, there was no research done elsewhere to prove that the relationship between effectiveness and leadership style. Therefore, this study is exploratory in nature attempting to establish the relationship between effectiveness at workplace and leadership practices.

**Shazand Education Organization:** Shazand county has four cities (Shazand, Astaneh, Mohajeran, Toureh), two Central Division and one division that its name is Zalian and 123 villages with 111 school in which. Also statistics shows that there are 279 schools in this county. These schools are constituted of separation 21 school preschool, 134 elementary school, 71 middle school, 34 secondary schools, six schools before college and five boarding schools. Number of active workforce in this educational organization are 1506 people who lost these 713 males and 793 females and 520 people works in primary school, 454 people in secondary school, 364 people in high school, 64 people in the office, 17 people in pre-college, 12 in elementary exceptional and three people are employed in exceptional school. Briefly 53% women and 47% of forces are men. Another noteworthy point in the discussion that can distinguish the city's labor statistics from other cities and may lead to problems is that 69% are non-native active forces. Education status of work force is good because it consists of, 48% bachelor's or higher active force, 30% associate degree, diploma, 16% and 6% below the diplomas which are employed in support services.Total numbers of students in Shazand County are 19,405 people, which are consisted of 9979
research hypotheses: Main hypothesis: There is relationship between leadership styles (Transformation, Transaction) and the effectiveness of managers.

First Sub Hypothesis: The possible rewards and effectiveness of managers are related.

Second Sub Hypothesis: The freedom of action and effectiveness of managers are related.

Third Sub Hypothesis: Established standards and effectiveness of managers are related.

Forth Sub Hypothesis: Commitment and responsibility and effectiveness of managers are related.

Fifth Sub Hypothesis: Job satisfaction and management effectiveness are related.

Sixth Sub Hypothesis: way of control and management effectiveness is related.

Statistical Population: In this study population included all employees, including female, male employees, managers and teachers that are employed in Shazand Education city (one of the Iranian cities with 20000 people population). According to the Statistics that researchers have been take from shazand education Organization Education, statistical population was 1313 male and female employee, manager and teacher. For more similar population we eliminated under associate degree employees from population and its number was decreased to 1000 people that was distributed in different sections of Shazand city as Table1.

Estimation of Sample Size and Sampling Method: In this study, sample size is determined by using the relationship, "Cochran" calculated based on sample of 120 was determined by this relationship. Due to the amount obtained the same number of questionnaires distributed, 100 cases have been returned, thus the sample size has reached 100 we can see numbers and characteristics of sample in Table 2.

Data Collection Instrument: One of the most important steps in implementing the research is choosing suitable tools that can measure the researcher collected data. Because questionnaire is one of the best data collection methods, in this survey we have been used it for collecting data. Three research questionnaires are used as the main tools to gather data. 24 questions for one of the

<table>
<thead>
<tr>
<th>Section name</th>
<th>Training</th>
<th>Administrative</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shazand</td>
<td>380</td>
<td>50</td>
<td>200</td>
<td>230</td>
<td>430</td>
</tr>
<tr>
<td>Mohajeran</td>
<td>250</td>
<td>40</td>
<td>90</td>
<td>90</td>
<td>290</td>
</tr>
<tr>
<td>Tooreh</td>
<td>90</td>
<td>20</td>
<td>50</td>
<td>60</td>
<td>110</td>
</tr>
<tr>
<td>Astaneh</td>
<td>145</td>
<td>25</td>
<td>90</td>
<td>80</td>
<td>170</td>
</tr>
<tr>
<td>Total</td>
<td>865</td>
<td>135</td>
<td>470</td>
<td>530</td>
<td>1000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section name</th>
<th>Number of employee For each Section</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shazand</td>
<td>430</td>
<td>51</td>
</tr>
<tr>
<td>Mohajeran</td>
<td>290</td>
<td>34</td>
</tr>
<tr>
<td>Tooreh</td>
<td>110</td>
<td>14</td>
</tr>
<tr>
<td>Astaneh</td>
<td>170</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>1000</td>
<td>120</td>
</tr>
</tbody>
</table>
**Table 3: Descriptive statistics of the main hypothesis**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager effectiveness</td>
<td>100</td>
<td>3.26</td>
<td>.6243</td>
</tr>
<tr>
<td>Leadership style</td>
<td>100</td>
<td>.960</td>
<td>.4791</td>
</tr>
</tbody>
</table>

**Table 4: Correlation between effectiveness of managers and leadership styles**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number</th>
<th>Correlation</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation between effectiveness and leadership styles</td>
<td>100</td>
<td>.161</td>
<td>0.002</td>
</tr>
</tbody>
</table>

**Table 5: Descriptive statistics of the sub hypotheses**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers' effectiveness</td>
<td>100</td>
<td>3.26</td>
<td>0.6243</td>
</tr>
<tr>
<td>Possible Reward</td>
<td>100</td>
<td>2.78</td>
<td>0.9966</td>
</tr>
<tr>
<td>Freedom of action</td>
<td>100</td>
<td>3.47</td>
<td>0.6677</td>
</tr>
<tr>
<td>Established Standards</td>
<td>100</td>
<td>3.27</td>
<td>0.8443</td>
</tr>
<tr>
<td>Commitment and responsibility</td>
<td>100</td>
<td>3.27</td>
<td>0.6929</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>100</td>
<td>3.40</td>
<td>0.6944</td>
</tr>
<tr>
<td>Controlling and managing style</td>
<td>100</td>
<td>3.38</td>
<td>0.7066</td>
</tr>
</tbody>
</table>

**Table 6: Statistical inference of manager's effectiveness and Transformational and Transactional style**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Freedom Degree</th>
<th>Test Statistics</th>
<th>t table</th>
<th>Meaningfulness Level</th>
<th>Error Rate</th>
<th>High limit</th>
<th>Low limit</th>
<th>Test Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Possible Reward</td>
<td>99</td>
<td>8.197</td>
<td>1.96</td>
<td>0.0</td>
<td>0.05</td>
<td>0.5988</td>
<td>0.3654</td>
<td>Zero is Rejected</td>
</tr>
<tr>
<td>Freedom of action</td>
<td>99</td>
<td>4.554</td>
<td>1.96</td>
<td>0.0</td>
<td>0.05</td>
<td>0.1291</td>
<td>0.3056</td>
<td>Zero is Rejected</td>
</tr>
<tr>
<td>Established Standards</td>
<td>99</td>
<td>0.129</td>
<td>1.96</td>
<td>0.898</td>
<td>0.05</td>
<td>0.0775</td>
<td>0.0882</td>
<td>Zero is Accepted</td>
</tr>
<tr>
<td>Commitment and responsibility</td>
<td>99</td>
<td>0.163</td>
<td>1.96</td>
<td>0.871</td>
<td>0.05</td>
<td>0.0788</td>
<td>0.0929</td>
<td>Zero is Accepted</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>99</td>
<td>3.405</td>
<td>1.96</td>
<td>0.001</td>
<td>0.05</td>
<td>0.0565</td>
<td>0.2142</td>
<td>Zero is Rejected</td>
</tr>
<tr>
<td>Controlling and managing style</td>
<td>99</td>
<td>-3.130</td>
<td>1.96</td>
<td>0.002</td>
<td>0.05</td>
<td>-0.4316</td>
<td>-0.1926</td>
<td>Zero is Rejected</td>
</tr>
</tbody>
</table>

**Table 7: The correlation between manager's effectiveness and Transformational and Transactional style attributes**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Number</th>
<th>Correlation</th>
<th>Meaningfulness Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers' effectiveness/ Possible Reward</td>
<td>100</td>
<td>0.833</td>
<td>0</td>
</tr>
<tr>
<td>Managers' effectiveness/ freedom of action</td>
<td>100</td>
<td>0.740</td>
<td>0</td>
</tr>
<tr>
<td>Managers' effectiveness/ Established Standards</td>
<td>100</td>
<td>0.880</td>
<td>0.17</td>
</tr>
<tr>
<td>Managers' effectiveness/ Established Standards</td>
<td>100</td>
<td>0.880</td>
<td>0.17</td>
</tr>
<tr>
<td>Managers' effectiveness/ Commitment and responsibility</td>
<td>100</td>
<td>0.780</td>
<td>0.09</td>
</tr>
<tr>
<td>Managers' effectiveness/ job satisfaction</td>
<td>100</td>
<td>0.823</td>
<td>0</td>
</tr>
<tr>
<td>Managers' effectiveness/ controlling and managing style</td>
<td>100</td>
<td>0.847</td>
<td>0</td>
</tr>
</tbody>
</table>

Dominant styles as even and odd questions that individual questions regarding the evolution and leadership style couple questions regarding leadership style is exchangeable and the other 26 questions most of the subjects evaluated the effectiveness of managers in most six components mentioned and other demographic to evaluate age, gender and the service given that the questionnaires used in the study of management books with a resident doctor of research approaches have been used.

**Evaluation of Research Hypotheses:** In this section, using data derived from the questionnaire analysis and hypotheses addressed them correctly or incorrectly have been investigated.
Analysis of Hypotheses

Methods for Analysis: Analysis results in this study using SPSS software at two levels were descriptive and inferential. For analyzing descriptive data, we used descriptive statistics such as frequency distribution, mean, standard deviation, variance and for accept or rejection of hypotheses and determine the correlation between effectiveness and leadership styles component evolution we used Pearson correlation. This expression will describe the test using the correlation between the two variables. [23], and also use the Chi solidarity.

Evaluation of Research Hypotheses: In this section, using data derived from the questionnaire analysis and hypotheses addressed them correctly or incorrectly have been investigated.

Analysis of Hypotheses: Test hypotheses (accept or rejection of hypotheses) got through the examination of the relationship between management effectiveness and leadership style.

\[
H_0: \rho = 0 \\
H_1: \rho \neq 0
\]

Therefore, test statistics and significance level value respectively compared with the critical value be greater if the test statistics and significance levels are higher the smaller error is 0.05, then assume H0 is rejected.

To review the main hypothesis (hypothesis one) at first the relationship between the effectiveness of managers and then we have leadership styles revealing the relationship, the effect of two independent variables and the transformational style development on the part of managers or the dependent variable with regression process was measured.

Main Hypothesis: There is relationship between leadership styles (Transformation, Transaction) and the effectiveness of managers. Statistics of this hypothesis are shown in Table 6.

The aim of the study hypothesis test comparing paired secondary variables compared to the community and then help to achieve correlation and we concluded there is relevance. (Correlation between variables in a way that one of the other independent and dependent variables come into account). For this test and experimental studies showing effects of a type of intervention is used.

Sub Hypotheses: The first sub hypothesis: there is a relation between managers' effectiveness and probability reward.

As it is shown in table 6 the statistics value of the test is 8.197 that is 1.96 greater than the value of the table. The meaningful level is 0.0 that this value compared with the level of error is 0.05 smaller. Therefore zero presumption is rejected and there is a relation between manager's effectiveness and probability reward. In the third output, correlation coefficient has been used for statistical hypothesis. Correlation coefficient between manager's effectiveness and probability reward is 0.833. According to the level of meaningfulness that is 0.0 and obtained in the third output and since the obtained value is smaller than 0.05, meaningful correlation hypothesis between manager's effectiveness and probability reward is accepted.

The Second Sub Hypothesis: there is a relation between managers' effectiveness and freedom of action.

As it is shown in table 6 the statistics value of the test is 4.554 that is 1.96 greater than the value of the table. The meaningful level is 0.0 that this value compared with the level of error is 0.05 smaller. Therefore zero presumption is rejected and there is a relation between manager's effectiveness and freedom of action. In the third output, correlation coefficient has been used for statistical hypothesis. Correlation coefficient between manager's effectiveness and freedom of action is 0.740. According to the level of meaningfulness that is 0.0 and obtained in the third output and since the obtained value is smaller than 0.05, meaningful correlation hypothesis between manager's effectiveness and freedom of action is accepted.

The Third Sub Hypothesis: There is a relation between managers' effectiveness and established standards

As it is shown in table 6 the statistics value of the test is 0.129 that is 1.96 smaller than the value of the table. The meaningful level is 0.898 that this value compared with the level of error is 0.05 greater. Therefore zero presumption is accepted and there is no relation between manager's effectiveness and established standards. In the third output, correlation coefficient has been used for statistical hypothesis. Correlation coefficient between manager's effectiveness and established standards is -0.880. According to the level of meaningfulness that is 0.17 and obtained in the third output and since the obtained value is greater than
0.05, meaningful correlation hypothesis between manager's effectiveness and established standards is rejected.

**The Forth Sub Hypothesis:** There is a relation between managers' effectiveness and commitment and responsibility.

As it is shown in tables 6 the statistics value of the test is 0.163 that is 1.96 smaller than the value of the table. The meaningful level is 0.871 that this value compared with the level of error is 0.05 greater. Therefore zero presumption is accepted and there is no relation between manager's effectiveness and commitment and responsibility. In the third output, correlation coefficient has been used for statistical hypothesis. Correlation coefficient between manager's effectiveness and commitment and responsibility is -0.789. According to the level of meaningfulness that is 0.09 and obtained in the third output and since the obtained value is greater than 0.05, meaningful correlation hypothesis between manager's effectiveness and commitment and responsibility is rejected.

**The Fifth Sub Hypothesis:** There is a relation between managers' effectiveness and job satisfaction.

As it is shown in tables 6 the statistics value of the test is 3.405 that is 1.96 greater than the value of the table. The meaningful level is 0.001 that this value compared with the level of error is 0.05 smaller. Therefore zero presumption is rejected and there is a relation between manager's effectiveness and job satisfaction. In the third output, correlation coefficient has been used for statistical hypothesis. Correlation coefficient between manager's effectiveness and job satisfaction is 0.823. According to the level of meaningfulness that is 0.0 and obtained in the third output and since the obtained value is smaller than 0.05, meaningful correlation hypothesis between manager's effectiveness and job satisfaction is accepted.

**The Sixth Sub Hypothesis:** There is a relation between managers' effectiveness and controlling and managing style.

As it is shown in tables 6 the statistics value of the test is 3.130 that is 1.96 greater than the value of the table. The meaningful level is 0.002 that this value compared with the level of error is 0.05 smaller. Therefore zero presumption is rejected and there is a relation between manager's effectiveness and controlling and managing style. In the third output, correlation coefficient has been used for statistical hypothesis. Correlation coefficient between manager's effectiveness and controlling and managing style is 0.847. According to the level of meaningfulness that is 0.0 and obtained in the third output and since the obtained value is smaller than 0.05, meaningful correlation hypothesis between manager's effectiveness and controlling and managing style is accepted.

**CONCLUSION**

The results of this research show that there is a significant relationship between styles of transformational and transactional leadership and management effectiveness. The transactional style and effectiveness of managers are directly related and transformational style of leadership is inversely related with effectiveness of managers.

**In Summary:** If managers use more transactional style their effectiveness, job satisfaction and commitment to organization will be increased.

Paying more rewards to managers and employees will increase effectiveness.

Increased freedom of action and authority delegation in the organization will increase manager's effectiveness.

Create rules and regulations of behavior codified models of behaviors have no relationship with manager's effectiveness.

Control and monitoring methods used in the organization with the effectiveness of managers in organization are positively related.

**Research Limitations:**

* The statistical universe of this paper is limited to the employees of the education department of four sections in Shazand city; therefore to generalize the gained results to the education department of province or country should be done with more caution.
* The hypothesis of this study are limited to certain aspects and factors of transactional and transformational leadership styles and effectiveness and it is better to use factors and variables that have stronger, tangible and applicable relationship with the effectiveness.
• The lack of trust and belief in the practical results of research and that research results will not help to improve the situation and the lack of a favorable cultural environment, cause that some of the staff for answering the questionnaire were conservative.

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