

Original Article

Relationship Between Transactional and Transformational Styles and Turnover in Sport Organizations

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Abstract

Introduction: The purpose of this research was relationship between effective style's management with employee's efficiency and turnover in sport organizations.

Methods: Statistical population consists of all sport manager and sports staff of Golestan physical education (n=37) top sport manager and performance and middle manager (n=137) selected as sample size. The multi-factor leadership questionnaire (MLQ), Amabil organization creativity questionnaire and Felts self-efficiency questionnaire were used. To data analysis the MANOVA test, multi-regression analysis and Pearson coefficients in significance level of ($P \leq 0.05$) were applied.

Results: The results indicated that transformational style management ($F=9.74$, $\beta=0.316$) in comparison with transactional style management ($F=5.019$, $\beta=0.109$) and laissez-faire management ($F=4.263$, $\beta=0.002$) is the strongest factor in determination of employee creativity. Also there were significant relationship between transformational style management with staff efficiency ($r=0.23$, $p \leq 0.05$) and turnover in employees ($r=-0.11$, $p \leq 0.05$). However, there weren't significant and meaningful relationship between management styles with turnover. In other organizations that were use laissez-faire management, there was significant relationship between laissez-faire management style with turnover ($r=0.14$, $p \leq 0.05$).

Conclusion: Based on findings of research, suggests that employee turnover may be substantially reduced if sport manager exhibit behaviors which reflect employees' expectations of quality management.

Declaration of Interest: None.

Key words: Transformational management, Transactional management, Turnover, Self-efficacy.

Introduction

The trend of employees leaving a company and recruiting of new employees has become a global issue in many organizations worldwide (1). In fact, having an effective management is one of the main causes for growth and development in different organizations (2). Since, it provides the right context for sustainable development, correct and efficient guidance for organizations and also preventing organizational energy and capital loss (3). Research conducted in successful and efficient organizations, indicated that the managers level of knowing and applying new management techniques and having an appropriate organizational culture beside using opportunistic strategies for revealing new ideas (innovation), is one of the most important steps required by the managers which can specifically affect the organizational goals obtaining (4). As a result the dynamic and changing environment of today's organizations requires the managers to make fundamental changes in their skills and also their way of making things done in order to keep their organizations operational and to appear in the competitive environments. It is also needed for providing the contexts of organizational development by means of resisting against increasing state of unreliability (5). On the other hand, since the present era has turned into an extreme global competition scene in the environment of marketing and the ability of organizations survival is dependent on competitive potential in national and international scales, it is expected that innovation is considered as a positive and effective element on organizations survival and expenditures due to transportation of employees as a negative element causes loss of potential of appearing in global competition for organizations (6). Hence, the act of moving employees in today's organizations as a negative element effecting the efficient productivity of human capital expertise, has become a main challenge for managers, which is due to management methods, level of managers communicative expertise and the magnitude of organizations (7). The newly discovered papers bore out

although a meaningful relation between a specific type of management style and the level of employees' turnover wouldn't be found, but emphasizing on the importance of expert human resource and its impact on negative growth and deterioration of organizations, they stated that among three elements of: career content, career satisfaction and management styles, the main reason for the turnover of employees' is the managers management style which causes a special culture and space in organizations (8). At this field, it is found that several factors contribute to the employee's decision to leave a job (1). They include management, organizational configuration, an employee's attitude and potential external job demands, employee's own assessment of job related organizational decision, pay, job satisfaction, experience in the organization, job enrichment, job stability, job prospects, pay compensation, social support of the supervisor and organizational politics (1). On the other hand the loss of capable experts significantly contributes to the declination of competitive sustainability and productivity, which may affect the performance of organizations (1). It also adds to the existing workload of supervisors and colleagues who have to provisionally substitute the position until a new employee commences work. The greatest challenge in employee turnover for any organization is the increase in cost which causes a decline in production and negatively affects the morale of the workforce (9). Therefore in organizations with transformational management style, there is a negative relation between this type of management style and the level of employees' turnover (8). In fact, transformational leadership as a process in which leaders and followers help to improve motivation and morale to a higher level (10). On this basis, with respect to close relations of environmental elements and obtaining success in sport organizations, it seems that for obtaining success, not only a board of experienced managers and coaches is important, but also efficient and appropriate human capital can have a significant effect on obtaining success (11). Exploring the scoring

condition of organizations active in sport contexts in recent years has showed that the lack of combination of good sports managers with sound human capital is the main reason for failure and not reaching the long-term goals of organizations. (12). In comparative investigations on the type of management style used by sports societies, it is reported that transformational management styles and Pragmatic management style are the most applied management style in different sports societies. But the bosses of sports institutions usually apply the transformational management style. Also female managers have fewer tendencies for applying useless management styles (13). The result of different investigations reveals that applying novice management styles, especially in sport organizations is highly dependent on elements such as organizational culture and conditions within the inner environment of organizations (12). Management styles, creating innovative atmosphere in organization, the level of career's challenge accountability, control and monitoring methods and the environment and organizational culture can significantly affect the process of incentives emergence and growth of innovative ideas in organization (14). Results of organizational behavior studies showed that beside pointing to the importance of accepting the goals of organization by the employees' and alliance of organizations goals with individuals goal, note the direct relationship between applicable management style and the level of employees innovation, and have reported that the level of managers expectations and the level of applying positive incentives and individual notes, are the main applicable strategies for using the skills of human capital, which in part enforces the new thoughts and ideas among employees (5,15). Also in similar investigations, with noting the importance of organizational culture in employees innovations, believe that in case managers can change the organizations environment into a friendly atmosphere in which the mental needs of employees are considered, plus making a strong organizational commitment among employees, they can arise the employees

incentives for creating innovative ideas (16). Some studies believe that transformational leadership style can potentially decrease the turnover rate (17). In another investigation, relation between managers' management style and innovation level of physical education coaches studied. Results indicated that there was a linear relation between transformational management style and the level of teachers' innovation (18).

Nevertheless, it seems that with respect to induced complexity in organizations magnitude, managers' technical and comprehensive skills cannot solely provide the contexts for reaching success (9). Various investigations results regarding productive and successful organs reveal that, effective management and applying sound communicative skills are the main factors in these organs success (1, 13, and 17). On the other hand, the level of organizations success and effectiveness is highly dependent on skilled, productive and innovative human resources, and healthy human resources is considered as the most basic capital in the process of development of a society (19). In fact having a productive management, committed and innovative human resource and healthy human resource, beside the process of making the organizations goals parallel to personal goals, are the three main factors of organizations, which have taken over the other organizations in the scene of global competitions (20). Therefore based on studies at the various sport and non-sport organizations, reaching the organizational goals, giving rise to employees level of commitment, increasing team cohesion, changing and consolidation of culture would only be done in organizations when managers are aware of required skills for improved organizing, and the way of inducing changes in organizations (7). So any small or big organization, in order to achieve the goals, they must have a group of efficient and effective employees. Although, it seems that possess of optimal human skills is a main factor in organizations productively. Level of managers' use of novice managerial approaches, is the only factor which signifies

the successful organizations among unsuccessful ones. Different organizations managers and most importantly sports manager may face various conditions in the process of organizational management, which require taking the sound leadership strategy (21). It seems that with respect to direct effect of social elements, cultural elements, and political and economic elements on the level of sports organizations success, the other traditional managerial styles cannot solely guaranty that the organizations can reach their general purposes. on the other hand, with respect to close competition between various organizations in order to survive and develop, and making new environmental changes in demands of costumers, it seems that the old and traditional managerial styles cannot cave much effectiveness and efficiency in this case (13). As a result, recent developments in scientific management, strongly insists on the efficiency of transformational management and pragmatic leadership and also its negative relationship with leaving the organization, absence and transfers of employees, organizational commitment and career satisfaction (22). Todays' organizations need leaders, who by inducing effective changes in organizations existing strategies, provide the context for organizations development and growth, rather than just being executive managers (8, 23, and 24). As a result the style of transformational management, pragmatic leadership, charismatic leadership and inspirational leadership are considered as the most important management styles, which are used with respect to environmental and internal elements and factors of teams by managers. (Matrix SWOT) (25). So transformational leadership style could fundamentally increase job contentment, being capable to communicate sense of responsibility, task and intellectual inspiration (26). Transformational managerial styles in compared with useless styles, greatly influence the creation of cooperative spirit, increasing self-confidence, accepting goals, and organizations effectiveness and success (27). Transformational managers, through appreciation of innovative ideas and also through creation of inner incentives, prepare

their staff for tasks higher than expected tasks (15, 24). These managers expect something higher than usual tasks from their staff and employees, they also value their staff and guide them in terms of reaching higher levels (13, 1) and through making sentimental relations and boosting personal effectiveness between apprentices, elevate their self-confidence, and beside making the basic conditions for an innovative environment, encourage the staff to show new ideas and solutions (28). But with respect to construction and performance of different sport organizations, and also inability of managers and coaches in controlling the unpredictable environmental changes, there is no precise information on the level of effectiveness and also staffs' level of satisfaction from novice managerial styles and its relation with efficiency and survival of sport organizations. As a matter of fact in the present investigation the effect of new managerial styles and approaches on the level of innovation, effectiveness and transportation of human resources in successful sport organizations is studied.

Methods

Statistical population consist of $n=87$ top sport managers and $n=227$ middle level managers with Heads of Iran sports organizations that totally $n=37$ top sport managers and $n=176$ middle and per formational sport manager randomly selected for this research. The Multi-factor Leadership questionnaire that 5-point rating (1: Never to 4: always) Likert scale with five components of transformational management (Idealized Influence, Individualized influence Behavior, Inspirational Motivation) and two components of transactional management (Intellectual Stimulation Individualized Consideration) and laissez-faire (Management by-exception (active), Management by-exception (passive)) leadership, used to determine the management style of managers. The reliability coefficient of management sub-scales has been reported ($\alpha=0.74 - 0.94$). Also in a pilot study of transformational management, internal consistency of management styles sub-scales with using Cronbach's alpha by researcher

were ($\alpha = 0.68 - 0.74$). Amabil (1996) organization creativity questionnaire (29) and Felts (1998) self-efficiency questionnaire that evaluates individual's ability to achieve the desired goals were used (30). Internal consistency of Felts questionnaire with using Cronbach's alpha by Hoseyni and et al reported ($\alpha = 0.0.79$) (31). To data analysis the MANOVA test, t test, multi-regression analysis and Pearson coefficients in significance level of ($P \leq 0.05$) were used.

Results

After data collection, rate of achievement and sports organization performance, evaluated in terms of the number of athletes in organized sports staff performance, many athletes found their way into the national team camp, number of athlete so the way to the Super League clubs, degree of judgment (referees) card and coaching in each sport, refereeing and coaching courses held in the area and comparing it with the previous year's ranking of the national Federation were classified in efficient and in efficient sports organizations. The results indicated that efficient and success sports organizations have higher mean scores in transformational style management ($M=5.93$, $SD=1.49$) with compare transactional style management ($M=1.97$, $SD=1.52$). Also efficient sports organizations in Inspirational Motivation ($M=6.71$) and Individualized influence ($M=5.43$) were in good condition. But the mean scores of transformational style management ($M=3.71$, $SD=1.68$) were lowest in inefficient-sports organizations. While this sport organization have higher scores on transactional style management ($M=3.42$,

$SD=1.32$) (Table1). The results show that the incidence of new ideas and ideas (creativity) on that efficient and success sports organizations ($M=5.29$, $SD=1.83$) were higher in Comparing with inefficient-sports organizations ($M=2.06$, $SD=3.49$).

Results of multi-regression analysis were confirmed that between three styles of transformational style management ($F=9.74$, $\beta=0.316$) in comparison with transactional style management ($F=5.019$, $\beta=0.109$) and laissez-faire management ($F=4.263$, $\beta=0.002$) is the strongest factor in determinant of employee creativity (Table2). In order to determine which sub-scales of transformational management styles have the greatest impact on employee creativity in efficient sports staff, the regression test used. Data analysis show that Individualized influence ($t=6.53$, $\beta=0.461$) and inspirational motivation ($t=4.56$, $\beta=0.193$) had the greatest impact on employee creativity (Table3).

To investigate the relationship between top manager's styles management and executive staff sports management with effectiveness and employee turnover, Pearson test was used. The result proved significant relationship between transformational style management with staff efficiency ($r=0.23$, $p \leq 0.05$) and turnover in employees ($r=-0.11$, $p \leq 0.05$). However, there weren't significant and meaningful relationship between other management styles with turnover. Only in other organizations that were use laissez-faire management, there were significant relationships between laissez-faire management styles with employee turnover ($r=0.14$, $p \leq 0.05$) (Table 4).

Table1. Mean scores of transformational and transactional management in sport organizations

Sub-scales	Efficient-sport organizations		Inefficient-sport organizations	
	Mean	SD	Mean	SD
Total scores in transformational management	5.93	1.37	3.71	1.68
Individualized Influence (Behavior)	4.09	0.86	3.27	1.38
Idealized Influence (Attributed)	2.19	1.23	2.86	2.41
Inspirational Motivation	4.51	1.64	4.38	1.68
Intellectual Stimulation	6.71	1.59	4.21	1.32
Individualized Consideration	5.43	0.73	3.87	1.59
Total scores in transactional management	1.97	1.52	3.42	1.32
Contingent rewards	2.31	1.64	3.89	1.63

Management-by-exception (active)	2.47	1.58	3.74	1.08
Management-by-exception (passive)	1.13	1.35	2.63	1.26
Individual Creativity	5.29	1.83	3.49	2.06

Table2. Results of step wise regression test predictor variables for employees creativity

variable	B	SEB	β	R ²	F
First stage					
Management styles	0.001574	0.12415	0.21629	0.0414411	*6.187
Second stage					
Transformational and Creativity	0.000627	0.11549	0.39016	0.3164785	*9.743
Third stage					
Transactional and creativity	0.000853	0.10235	0.10941	0.0013769	*5.019
Fourth stage					
laissez-faire and creativity	0.000346	0.08537	0.00207	0.0000100	4.263
Sig	p ≤ 0.05*				

Table3. Multi-regression test for transformational management sub-scales and creativity

Model	R				
	Standard	Non-standard			
	B	SEB	β	t-value	sig
Constant	13.281	15.876		*6.781	0.0291
Individualized influence (Behavior)	0.584	0.352	0.107	*4.352	0.007
Idealized Influence (Attributed)	0.716	0.169	0.097	3.143	0.089
Inspirational Motivation	0.498	0.518	0.193	*4.569	0.029
Intellectual Stimulation	0.684	0.463	0.427	*3.381	0.006
Individualized Consideration	0.849	0.561	0.461	*6.053	0.002
Sig	p ≤ 0.05*				
R.adjust=0.34	R ² = 0.74	depended Variable: Creativity			

Table4. Relationship between styles management with self-efficiency and turnover

	Self-efficiency	Turnover
Transformational management	*0.23	* - 0.11
Transactional management	0.13	0.097
laissez-faire management	0.086	*0.14
Sig	p ≤ 0.05*	

Discussion

Managers in all organizations, mostly sport organizations, may face various situations in the terms of organizational management, which needs the application of new managerial approaches (12). As a result, considering the managers abilities for management of complex organizations using a creative human resource, is one of the most important assets of a successful organization. The results of investigations on various organizations has revealed that among the new management

methods, the transformational and the pragmatic management styles in comparison with non-effective styles, have a great impact on creation of cooperative spirit, elevation of self-confidence, accepting the goals and success and also effectiveness of organizations (23,32). Newest research in recent decade, showed that transformational leadership focuses more on change, and inspires followers to commit to a shared vision and goals for a unit or an organization, challenging them to be innovative problem solvers, and

developing followers' leadership capacity via coaching, mentoring, and provision of both challenge and support (26, 33). On the other hand, it seems that the level of control and accepting the manager's abilities among employees is the main incentive for employees in order to effectively use of their maximum expertise (33). But a general look at the priors of successful organizations in the context of global competitions and especially successful sport organizations shows that familiarization of managers with management styles cannot solely guaranty the achievement of organizational goals (9,17). Also, in the present study the novice management styles effects on effectiveness and the amount of employee displacement in various successful and unsuccessful organizations has been investigated. The results revealed that the managers of successful sport organizations, through paying attention to the employees level of incentives ($M=6.71$ & $SD=1.59$) besides elevating the level of employees effectiveness ($R=0.23$), shapes the contexts for emergence of new ideas and thoughts. The investigations revealed that the transformational management styles in comparison with in-effective management inspire influences and motivate employees towards higher performance, through their job satisfaction that were similar with findings of this research (1, 34). Also, research completed in sport organizations managerial styles in Guilan province, with emphasis on effectiveness of novice management styles, proved that beside the lack of meaningful difference between men and women's management styles, Guilan province's sport organizations managers mostly used the transformational management style (12) that was in coordination with the investigations results. Furthermore, other researches showed that transformational leadership behaviors were found to be negatively related to employees' voluntary organizational turnover intention. They reported that that transformational leadership tends to be the crucial style of leadership in reducing and mitigating turnover intention rather than

transactional leadership and laissez-fair leadership (2, 33).

Transformative managers expect more than just usual tasks from their employees, value their staff and guide them in order to achieve higher levels of applicability, and they can also elevate the staff's self-confidence through creation of sentimental relations and boosting positive personal effectiveness, and beside creating the primary innovative situations, encourage their employees in the direction of presenting new ideas (25). Some researcher emphasized on existence of a direct relationship between management styles and employees innovativeness, and claimed that the level of manager's expectations had significant on employee's creativity (5, 15, 23, 34). The level of positive incentives usage is amongst the most important factors for creation of innovation in staff (1, 17, and 33). The findings of present study shows that in successful sport organizations, which use transformational management style, the level of ideas emergence (innovation) ($M=5.29$ & $SD=1.83$) in comparison with unsuccessful sport organizations ($M=2.06$ & $SD=3.49$), are in much higher levels. On the basis of findings of the researches in this field, it seems that level of job satisfaction, the level of productivity from relational and humanistic skill and also organizational culture are the most important elements on organizations effectiveness. Proposing of clear and certain form of duties done by employees is a main element in organization achievement and final productively. Managers can improve the employee's innovations through shaping the job's content, marking the goals and expectations of the organization, emphasis on long-term goals instead of short term ones and creating an operation and reward evaluation system (2). On the other hand, there were direct relationship between manager's guide behavior and innovation. Managers who they use transformational management style have more level of control on their staff and guide them in the direction of pre-set goals and emphasize on basic changes (3). Therefore, employee turnover may be substantially reduced if leaders exhibit behaviors, which

reflect employees' expectations of quality leadership (33). However, managers who use pragmatic management style, emphasize on the relationship between the leader and staff and also emphasize on elevations of employee's incentives through applying rewards and punishments (reward for performance, two way support, double transactions), which was in accordance with the results of present study. In the present research, successful sport organizations managers who were able to improve on the basis of evaluated variables of national qualification, had higher mean values of transformational management styles rather than pragmatic management style. Results of researches in field of behavioral organization, indicated that in addition to managerial styles, the level of satisfaction and parallelization between personal and organization goals, and also admiring new ideas can have significant effect in organization's effectiveness. In fact possess a positive relation between transformational leadership and organizational commitment, induces accepting and commitment to organization goals, creation of cooperative sense and staff's satisfaction level (16, 19, and 20). An investigation at private sector employees about the relation between transformational management style and personal innovation level, not only noted the positive aspects of novice management styles on personal innovation levels, but also reported that innovative employees are different than other employees, on the basis of their personality specialty (35). Having a wide range of scope, internal control base, being sensitive towards the issues concerning the organization, high level of enthusiasm, risk taking and emphasis on new and novice ideas and solutions at the time of problems, are their most important specialties (10, 26). Choosing employees with these specialties can cause some sort of elevation in the level of employees' innovation and overall effectiveness of the organization itself. On the other hand, careers must be designed in a way, so that simultaneously have specialties as importance, variance, expertise, meaningfulness, and being able to make a sound feedback (35). The organizations must

also create enthusiasm in employees by designing and practicing learning workshops in the context of boosting the innovative thoughts and teaching novice and applicable styles of management for managers and employees who are interested in learning innovation making skills (11, 33). However, in addition to personal variables, group specialties as the level of group's solidarity (36) creating effective and friendly relation between the organizations parties (37) and the skills of merger as team problem solving skills, are the most important specialties which affect the employee's innovation levels (24).

Therefore, the main center of attention of this research will be to determine transformational leadership relationship with employee's turnover in sport organizations. The findings of this study will provide some new insights into how transformational and transactional leadership styles can help to understand the factors that influence the employees' turnover intention and then act on those influencers to suppress the turnover Intention. Based on this research, transformational management flourishes in sport organizations where managers and their employees are positively engaged for organizational betterment.

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