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INVESTIGATING THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND TRANSFORMATIONAL-SPIRITUAL LEADERSHIP STYLE

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ABSTRACT

One of the new theories of organizational leadership is transformational-spiritual leadership. The transformational leaders prefer effectiveness rather than efficiency and they try to benefit from human resources due to their spirits and workers' moods. Emotional intelligence is also one of the new concepts in the area of employee and director relations that evaluates the ability of individuals in understanding and controlling the emotions in themselves and others. Therefore, this study analyzes the relationship between two variables of emotional intelligence and transformational-spiritual leadership. The statistical populations of this research are all agriculture organization managers of Zahedan that with respect to them the sample size was evaluated equal to 35 individuals. Data related to emotional intelligence were collected by emotional capabilities questionnaire of "Goleman" and data related to transformational-spiritual leadership were collected by multifactor questionnaire of leadership of "Bass and Olivier". Data analysis by using the Spearman correlation coefficient showed that the relationship between emotional intelligence and transformational-spiritual leadership style is significant. In addition, all components of emotional intelligence have significant relationship with transformational-spiritual leadership style. Multivariate regression analysis showed that among the components of emotional intelligence, self-awareness and relationships management have the most effect on the transformational-spiritual leadership.

Keywords: Leadership, Emotional Intelligence, Transformational-Spiritual Leadership, Transactional Leadership, Laissez Fair Leadership

1. INTRODUCTION

For years, researchers, human resource professionals, corporate trainers, recruiters, managers and others know that what differentiates employees from the average of the stars and those of which are not related to technical skills that can be learned easily and diagnosis of individuals who have that is not that simple and it is not necessarily related to Intelligence. There is something else that if you have seen it you would know it, but the precise definition will be difficult. It is social skills. Those who consider impossible to know the valuing and assessing the ability of interpreting people, understanding people and understanding their feelings because they are soft skills, they should reconsider their way of thinking. Because the emotional intelligence is powerful as a kind of intelligence or as a set of capabilities in this case (Caruso 1 , 1999: 1)

Daniel Goleman 2 in his book entitled by "Working with Emotional Intelligence" 3 (1998), focuses on the need for emotional intelligence in the workplace (environment that often considered the intellect more than the heart and emotions). He believes that not only managers and heads of companies are in need of emotional intelligence, but also emotional intelligence is needed for everyone who works in the organization (Murray 4 , 1998: 2). But as we go to higher levels in the organization, the importance of emotional intelligence increases rather than the rational intelligence. That is why emotional intelligence has great importance for a leader (Goleman, 2001: 47).

On the other hand the transformational leadership 5 , is considered as one of the newest approaches to leadership that research related to it is handful in the country. The theory of transformational spiritual leadership style is one of the frameworks in the world, which has been proposed by Burns 6 (1978), and Bass- 7 (1985). In recent years, much attention has been toward testing the new management model of transformational leadership. In fact, only during the years of 1990 to 1995 more than one hundred dissertations and research have examined the concept of transformational leadership. Bass in 1990, stated that leaders by using the behavioral characteristics of transformational spiritual leadership, can lead his followers toward performance more than what is expected (Humphreys 8 and Einstein 9 , 2003: 2).

According to research carried out in recent years in the world and increasing attention to the study of emotional intelligence in various

fields and also investigating the transformational management as a successful management style in nowadays organizations, few studies have been done in this regard, in Iran. The aim of this study is to assess the emotional intelligence of managers and, more importantly, to find out the reasons above indicating the relationship between emotional intelligence and transformational spiritual leadership style. In other words, this study sought to answer the question of **is there any relationship between emotional intelligence and transformational spiritual leadership in the sample study?**

2. Literature of Study and theoretical fundamentals and the background of the research

2-1. Emotional Intelligence

Emotional Intelligence as scientific concept for the first time was introduced in scientific treatise, PhD in psychology (Bar-On 10 1985). Since then, different researchers in different fields, have been conducted research in this regard. The firsttheorist that stated the scientific definition of emotional intelligence is Peter Salovey 11 (1990), which he considers it as a kind of processing the emotional information, including the correct evaluation of the emotions in themselves and others,

true expressing of feelings, and adaptive regulation of emotions in the way that the lifestyle get improved. In 1999, Meyer and his colleagues improved his definition. Meyer and his colleagues consider the concept of emotional intelligence as the ability to bulk emotions and their relationships, and the arguments and solve problems based on them. Emotional intelligence involves the capacity to understand the emotions, combining the feelings of emotions, understanding emotions and managing them (Ciarrochi 12 , Forgas 13 and Mayer 14 , 2001: 9).

Rather than those who first used the term emotional intelligence, Daniel Goleman is the one who more than all tied his name with emotional intelligence (Hiein 15 , 2004: 1). At the same time, Goleman published his famous book "Emotional Intelligence" in 1995 greatly changed the definition of emotional intelligence. He thus defines their definition of emotional intelligence: the capacity or ability to organize their emotions and others, to motivate, and control their emotions and use them in relationships with others (Goleman, 1998: 318 and 317, Rahim 16 and Minors 17 , 2003: 150). Goleman considers social skills such as communication, leadership, conflict management, related to emotional

intelligence. After several years, Goleman (2001) simplified his model and provided a two in two matrix with the variables of self-awareness, self-management, social awareness and relationship management (Figure 1). At the same time, Bar-On (2000) gave his definition of emotional intelligence: emotional intelligence, according to his definition is a set of skills, abilities and othernon-cognitive capabilities that influences our total potential in response to the needs and environmental pressures effectively (Mandel 18 Pherwani 19 , 2003: 389).

The Components of Emotional Intelligence

Among the researchers, Mayer, Salovey, Caruso, Goleman and Bar-On are the most famous researchers who have studied the research on emotional intelligence. These theorists have introduced various dimensions of emotional intelligence: Mayer, Salovey and Caruso with research in an academic environment in 1999, introduced emotional intelligence model with four factors:

Emotional Perception and Expression20 : The ability to know our and others' emotions and the feelings and also stating the feelings and emotional needs appropriately for others. Emotional perception also includes the ability to

distinguish between expressing the genuine and non-genuine feeling.

Emotional Facilitation of Thought21 (by the use of emotional intelligence): the ability to distinguish between different emotions that a person feels and also abilities to use emotions to enhance thinking.

Emotional Understanding 22 : The ability to understand complex emotions and also includes analysis of emotions to different components and understanding of the possibility of changes in feelings from one mode to another.

Emotional Management 23 : the ability to communicate or failure to communicate a sense of depending on its usefulness which is in a particular situation (Stys 24 and Brown 25 , 2004: 7).

According to them, the so-called emotional intelligence is a form of social intelligence 26 that is the ability to control their emotions and others and the ability to distinguish between them and using this information as a guide for thinking and acting (Cherniss 27 , 2000: 3).

Goleman in 2001 with a study on 600 managers, professionals and students of senior organizational issues, offered his model entitled as an Emotional Intelligence Competency Inventory 28. His first version of model includes of 5 dimensions and 25

components that years after that reduced his model into a four dimensions and 20 capabilities (Kooker [29] et al., 2007: 32), which are as follows:

Self-Awareness [30] : how can a manager properly recognize his feelings whenever it occurs? Such as emotional self-awareness, accurate self-assessment, self-confidence

Self-Management [31] : how can a manager lead his feelings toward positive results? Like the self-emotional-control, conscientiousness and work ethic, adaptability, achievement motivation, initiative.

Social Awareness [32] : how can a manager know the correct feelings of others during a confrontation with them or work with them? It's identity as empathy, service orientation and organizational knowledge.

Relation Management [33] (social skills): can managers manage communicate with others effectively and constructively and lead to positive results? Such as raising others, influence, communication, conflict management, visualization, analysis and change, cooperation and teamwork (Greaves [34] and Brad Berry[35] , 2003: 2). These dimensions are shown in Figure 1.

	In your case	
In another case **Social capabilities**		**Individual capabilities**
Diagnosis	Self-awareness • **Emotional self-awareness** • **proper self-assessment** **Self-confidence**	Social Awareness • **Empathy** • **Basic service** **Organizational awareness**
Regulation	Self-management • **Self-control** • **trustworthy** • **Consciousness** • **Innovation** • **Achievement motivation** **Adaptability**	Relation Management • **Other education** • **Commentary Analysis** • **Penetration** • **Commitment** • **Communications** • **Cooperation** • **Conflict Management participation**

Figure 1: The Dimensions of Emotional Intelligence by the Point of View of Goleman
Source: (G & Lehmann, 2001: 2)

Bar-On (1997) in a study with more than 4,000 cases in the United States, divided emotional intelligence into five components in the form of intelligent and social behavior:

Interpersonal Component[36] : ability to identify and understand the feelings, emotions and ideas.

Interpersonal component [37] : The ability to identify and understand the feelings and emotions of others.

Adaptabilitycomponent [38] : flexibility and ability to change emotions appropriate to thesituation**.**

Stress management component [39] : the ability to cope with stress and control emotions constructively and effectively.

General Mood Component [40] : The ability to feel and expression of Jonathan is positive in view of the brighter half of life (die [41])

2-2 Transformational Spiritual Leadership

One of the concerns of organizations and researchers in the last four decades, has been leading and leadership and there were much efforts to operate this phenomenon with a series of academic standards. One of the newest approaches to study specific leadership has emerged, which was created by Bass based on the transformational spiritual -Transactional leadership[42] (1985) and was operated by Bass and Avolio [43] (1995).

James McGregor Burns [44] (1978) was the first person who in his book called the term "Leadership", and imposed transactional and transformational leadership. His primary interest was political leadership. But his terminology quickly was used in the areas of organizational management (Dulewicz

[45] and Higgs [46] , 2005: 406). Burns (1978), first, distinguishes between the transformational and transactional leadership and considers a distinction between them. The transformational leaders raise the followers' motivation and leading to a change in individuals, groups and organizations. Transactional leaders heaped current needs and attention to barter their subordinates. (Pay-for-performance, support bilateral trade and bilateral) (Gardner [47] and Stough [48] , 2002: 70). According to transformational leadership, a leader, requires local actors to perform the duties necessary for the organization to achieve its desired goals. In this regard, the goal of transformational spiritual leader is to ensure that the path to the goal, should be perceived clearly, by local actors, to remove potential obstacles within the system and encourage the actors to achieve predetermined objectives (Boenke·h [49] , 2003: 6-5).

Following the investigations of Burns, in 1985, Bass provided a model of leadership that for stable and organizational transformation situations, respectively was prescribed transactional and transformational leadership. Bass and Avolio model developed in 1995 and identified dimensions of Transactional and Transformational Leadership and even this model in the form

of a questionnaire called "Multifactor Leadership Questionnaire 50 " conducted in and operational way (Higgs, 2003: 276).

Bass considers the transformational leader as a person who knows enough to enhance the performance of employees and the organization, establish a positive relationship with his employees, which encourages employees to exceed the individual needs and desires of groups and organizations in order to work. Transformational leaders motivate their subordinates to do what they can do (Burke 51 and Collins 52 , 2001: 244).

Bass considers Transactional leader as a person one who respects and prefers the leader-follower trade, in fact the leader improves the needs of followers in exchange for their performance in meeting the basic expectations. The leader acts better in risk aversion and assures to subordinates that allow them to achieve the goals. The third component of this model is known as non-transactional leadership 53 Laissez faire leadership 54 , called the style "remiss" in the leadership that the negative relationship between the leader and the follower is established. The leaders, when necessary, are absent, refused to accept responsibility and do not follow up requests for help from subordinates (Gardner and S., 2002: 70).

The Components of Transformational-Spiritual Leadership

Transformational spiritual leaders in order to implement, requires the four components or factors which have been identified as elements of the theory. These factors include:

Idealized influence 55 : In this case, the person has the characteristics of charismatic leader, trusted and admired subordinates, subordinates know him as a model and try to be like him.

Inspirational Motivation, 56 : leader encourages employees to achieve their objectives and trying to believe in themselves. These people usually are optimistic about the future, and availability of goals.

Intellectual Stimulation 57 : The leader motivates staffs mentally. These leaders encourage followers to be creative in problem solving approach and question the obvious assumptions. They urged their followers to examine problems from different perspectives and innovative problem-solving techniques can be applied.

The individualConsideration 58 : The leader meets emotional needs of subordinates. These leaders recognize their needs and help them to achieve that target specific skills they need to grow. These leaders may spend considerable time

training, training and training that (Spector, 59 , et al., 2004: 19-18).

3-2. Emotional intelligence and transformational spiritual leadership

Leadership is a process of social interaction, since leaders are able to influence the behavior of their followers, can strongly control their performance results. Leadership is essentially an emotional process, which has identified the leaders of the emotional states of his subordinates, leading to form their emotions and then they try to run followers emotional states correctly (Kerr 60 et al., 2005: 268). Emotional intelligence is a key factor for those who are socially effective and in the leadership literature has a decisive factor in the effective leadership (same source).

Emotional intelligence of a leader, causes a specific culture or work environment. Research of Goleman and his colleagues showed that high levels of emotional intelligence, creates an environment in which information sharing, trust, healthy risk-taking and learning and maturing can improve. While low emotional intelligence, created an atmosphere of fear and anxiety. Because employees are nervous or frightened, in the short term can have high productivity, and efficiency, their organizations may get a good

result. However, these results and outcomes will not be short-lived (Goleman et al., 2002: 3).

It has been many years that this issue conflicts the researchers' thoughts that what makes special people, choose transformational leadership style and what makes some leaders are more effective than others (Judge and Bono, 2000: 756). Recently, the concept of emotional intelligence is linked to transformational spiritual leaders and various studies (Barling 61 et al., 2000; Palmer, 62 , et al., 2001; Gardner and S., 2002; Sivanathan 63 and Fekken 64 , 2002; Leban 65 and Zulaof 66 , 2004, Rosete 67 and Ashkanasy, 2005) have shown that transformational leadership is inherently associated with spiritual and emotional intelligence. Ashkanasy 68 and

Tse 69 (2002) stated that transformational leadership requires a high level of emotional intelligence, and suggested that this view of the relationship between performance-leadership should be considered (Ashkanasy and Tse, 2002: 235). George, 70 (2000) argues that, emotionally intelligent leaders are able to enhance the effectiveness of organizations at all levels. Emotional intelligence of a leader plays an important role in quality and effectiveness of his social

interactions with other people (Coopers and Vibler, 2006: 370).

3. 3. Hypotheses

In this study, we are investigating the relationship between emotional intelligence and its components with transformational-spiritual leadership style and the importance of emotional intelligence as a major factor in transformational-spiritual leadership.

The Main Hypothesis: there issignificant relationship between managers' emotional intelligence and transformational-spiritual leadership style.

Sub-assumptions expressed in this research include:

There is positive relationship between the self-knowledge management skills and transformational intellectual leadership style.

There is positive relationship between self-management skills of the management and transformational-spiritual leadership style.

There is positive relationship between director's social awareness skills and transformational spiritual leadership style.

There is positive relationship between director's relationship management skills and transformational-spiritual leadership style.

Figure 2 shows the conceptual framework. According to the description given in the sections "emotional intelligence components" and "components of

transformational leadership" in this study are to measure the components of emotional intelligence of the Goleman emotional intelligence and was used o**f Bass and Olivierr for transformational leadership component (Figure 2).**

3. RESEARCH METHODS

This study is functional due to its purpose, on the basis of how to obtain the required data among descriptive studies (non-experimental), is presented as a correlation study.

1-3. Sample, Evaluation Instrument and Statistical Techniques

The aim of this study was the different administrative levels which are as follows: senior managers, middle managers and supervisors. The subjects were selected from Agricultural Organization of Zahedan. Due to the limited population, its members were examined. The sample population in this research is the same. Also, due to factors such as culture, industry and technology organizations in the same industry, it was decided that elected directors of the companies selected in Agriculture Organization of Zahedan. The number of population members was 39 individuals that due to lack of cooperation, 4 members of obtained data finally were analyzed from 35 questionnaires of emotional

intelligence. Therefore, in this study population consists of managers and employees of manufacturing companies of Agriculture Organization of Zahedan.

The data related to emotional intelligence were obtained by the use of Goleman's emotional competencies questionnaire, which the company's Hay group 71, given it to the researchers. This 72-item questionnaire in a research of Goleman and his colleagues at the managers and employees of different organizations and was provided based on Goleman matrix model. The data related to transformational spiritual leader was using the Multifactor Leadership Questionnaire. This questionnaire by mixing the questions related to the merging of three methods of transformational spiritual leadership, transactional and non-transactional, has placed the participants of questionnaires in the position to mark what the is closer to the reality. The questionnaire included 36 questions in a Likert scale of five options and in the two forms which one is specific for leaders and the other is for followers form, which is examined a person's leadership style and his views.

To test these hypotheses, was used of statistical methods in accordance with the hypothesis of the Spearman correlation coefficient (to evaluate the relationship between emotional intelligence and spiritual dimensions of transformational leadership style) and a simple multi-factor regression analysis (to identify the emotional intelligence factors affecting spiritual leadership style Transformational).

2-3. Validity and Reliability of Research

In this study, to determine the validity of the Multifactor Leadership Questionnaire, despite the frequent use of outside research, from the point of view of experts were used in the country and according to the agreement of the questionnaire content is valid. Also for determining the reliability, was used of Cronbach's alpha coefficient that at the end, the Cronbach's alpha was obtained 89%. Since alpha coefficient is greater than 70% so it is acceptable, it can be concluded that the Multifactor Leadership Questionnaire reliability is high. It should be noted that the questionnaire of emotional intelligence because it is standard, there is no need to obtain its validity and reliability.

4. RESEARCH FINDINGS

Investigating the collected data was conducted by Statistical Package for Social Sciences that the mean and standard deviation of each of the factors can be seen in Table 1.
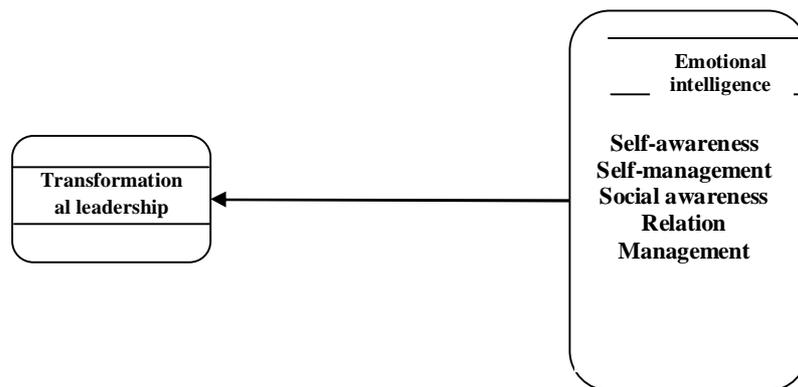
Figure 2: The Conceptual Framework

Table 1: Mean and Standard Deviation

	Minimum scores	The maximum score	The mean	SD
Emotional Intelligence	3.11	4.09	3.60	0.23
Self-awareness	2.75	4.13	3.65	0.35
Self-management	3.13	4.21	3.51	0.21
Social Awareness	3.23	4.08	3.67	0.22
Relation Management	3	4.18	3.54	0.31
Transformational leadership	3.05	4.02	3.59	0.24
Transactional leadership	2.56	3.57	3.10	0.26
Laissez faire Leadership	1.25	3.17	2.12	0.55

As can be seen from the above table 1, the mean score of emotional intelligence is equal to 3.60 and SD is 0.23. The mean score of transformational leadership style is equal to 3.59 and its standard deviation is equal to 0.23. Transactional leadership style and Laissez faire Leadership have the highest scores which are respectively 3.57 and 3.17 and their lowest scores are 2.56 and 1.25. It should be noted that the maximum points that respondents were able to gain in any leadership method, has been 5.

According to the collected data in the study is conducted in a ranking way, so to evaluate the correlation between the variables was used of Spearman correlation coefficient.

As can be seen in Table 2, correlation coefficient is equal to 71.0 between emotional intelligence and transformational spiritual leadership style that at the trust level of 1% is acceptable. The correlation coefficients of various factors are presented in the table above, in which the correlation of emotional intelligence and transformational spiritual leadership style are recognized. In addition, in this study in order to investigate the relationship between emotional intelligence and transformational-spiritual leadership more and more precise,

transactional leadership and Laissez faire Leadership interfering with emotional intelligence were tested, the results in Table M has been provided.

According to Table 3 and with regard to the Spearman correlation coefficient 0.24 between emotional intelligence and transactional leadership style can be concluded that there is no significant relationship between these two variables. The correlation coefficient between emotional intelligence and leadership style, Laissez leadership is equal to -0.30, which indicates that there is no significant relationship between these two variables.

To evaluate the effects of five dimensions of emotional intelligence on transformational spiritual leader was used of the multiple regression analysis. Login of independent variables were stepwise in multiple factor regression analysis. The independent variable in this method is out of the hand of the researcher and was done on the basis of correlation coefficient and analysis as variables acquire the remaining criteria, otherwise excluded (Sarmad al., 2001: 2014-15) In the end, the two variables of self-awareness and relation management obtained the criteria to enter and two variables of self-management and social awareness were excluded of the regression equation.

As can be deduced from Table 4, from the different factors of emotional intelligence, self-awareness and relationship management have the most effect on transformational leadership style.

Table 2 correlation matrix of dimensions of emotional intelligence and transformational spiritual leadership

Dimension	Emotional Intelligence	Self-awareness	Self-management	Social Awareness	Relation Management	Transformational leadership
Emotional Intelligence	—					
Self-awareness	0/90**	—				
Self- management	0/80**	0/76**	—			
Social Awareness	0/85**	0/75**	0/72**	—		
Relation Management	0/85**	0/69**	0/69**	0/72**	—	
Transformational leadership	0/71**	0/67**	0/47**	0/54**	0/59**	—

(* Significant at 0.01)

Table 3- correlation matrix of emotional intelligence and leadership styles

Dimension	Emotional Intelligence	Transformational-spiritual leader	Transactional leadership	Laissez faire Leadership
Emotional Intelligence	—			
Transformational spiritual leadership	**710**/**	—		
Transactional leadership	0/24	0/33*	—	
Laissez faire Leadership	**30**-0/	-0/45**	-0/29	—

*   Significant level of 0.05; * Significant * 0.01

Table 4- stepwise regression analysis

Model	Multiple correlation coefficient (R)	The coefficient of determination
1	0/698[*]	0/419
2	0/697[**]	0/436
3	0/692[***]	0/446

a. Predictive variables: constant, relationship management, self-management, social awareness, self-awareness
b. Predictive variables: constant, relationship management, self-management, self-awareness
C. predictive variables: constant, relationship management, self-awareness

Table 5 - regression and beta coefficients for model 3 *

	Regression coefficients	Beta	t	The significance level
Constant	0/353		4.858	0/000
Self-awareness	0/120	0/408	2.289	0/029
Relation Management	0/134	0/342	1.916	0/064

[*]   The dependent variable: the spiritual transformational leadership

5. CONCLUSION

Goleman's model of emotional competencies (1998) considers that emotional intelligence has 4 components. Therefore, in this study, the relationship between the four components of emotional intelligence and transformational-spiritual leadership style have been investigated. Then, according to the average of these four components, the relationship between emotional intelligence and transformational-spiritual leadership, has been obtained.

In connection with the main hypotheses of this study, which describes that emotional intelligence has significant relationship with transformational leadership style, the results indicate that there is a strong association between these two variables (0.01 > P and r= 0.71) and the fact that this is in line with other studies scientists (Goleman, 1998 A,

1998 B, Higgs, 2003; Duckett [73] and Macfarlane, [74] , 2003; Gardner and Stys, 2002; Sivanathan and Fekken, 2002) was expected and predicted, however, since in this study, in terms of the emotional intelligence was used of emotional competencies model of Goleman and this model was not used in any of the previous studies, on how the relationship of dimensions of emotional intelligence and transformational-spiritual leadership, there was no prediction that can be expected.

As can be seen in Table 2, all aspects of emotional intelligence are correlated with transformational spiritual leadership style. As a result, it can be said that all sub-hypotheses of this study are confirmed with a confidence level of 0.99. As the results of comparing the statistical results for each individual components of emotional intelligence and

transformational-spiritual leadership, we also found that transformational spiritual leadership is more associated with self-awareness component. The reason for this can be explained according to Goleman who claims that "consciousness" is the center core of skills (including social relationships, social expertise, etc.) because emotional intelligence begins when the effective and accurate information enter into the perceptual system (Weisinger 75 , 1998: 4)

According to the sub-findings of the study (Table 3) there is no significant relationship between emotional intelligence and transactional leadership style and this is associated with the results of Sivanathan and Fekken (2001), Leban and Zolauf (2004) and Rossetti and Ciarrochi (2005) and also there is convergent between them. Convergence provides that evolution requires action beyond expectations, whereas in the transactional leadership style, acting due to the expectations is the basis of the effectiveness of a manager. The positive relationship between emotional intelligence and transformational leadership style in this study also confirms this claim.

As the results of other sub-findings of this study, there is negative relationship between emotional intelligence and Laissez faire

Leadership style that this result has convergence with external research findings.

The results of stepwise regression showed that two variables of self-awareness and relation management as predictive variables, are the criteria for entering the final regression equation in order to explain the changes of transformational leadership (variable criteria). The result implies that among the different factors of emotional intelligence, relation management and self-awareness have the most effect on transformational-spiritual

leadership. According to Table 4, the column of the coefficient of determination indicates that the model 3 is the final model that 44% of changes in transformational-spiritual leadership, is explainable by the two variables of self-awareness and relationship management. The variance analysis showed that this regression was very significant (P < 0.01 and F (2, 32) =14.68) and showed that there really is a linear relationship between the variables.

According to Table 5 coefficients of the regression and t-test to test these coefficients and the significance level of each is provided, and Beta column indicates that with the change of one standard deviation in self-awareness, 40% of standard deviation in transformational-spiritual leadership will

occur, and also for changes of one standard deviation (SD) in the relationship management, 34% SD will occur in transformational-spiritual leadership.

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