ROLES OF LEADERSHIP STYLES ON THE PROCESS OF FORMATION OF COGNITIVE LEAP IN INTERPERSONAL CONFIDENCE IN THE ORGANIZATION

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ARTICLEINFO	ABSTRACT
	This study considers the roles of leadership style on the process of formation of cognitive leap in interpersonal confidence in the organization. The research method is analytic-correlational, and in terms of process and data collection method, using a questionnaire-based survey method. The statistical population consisted of all managers of Export Development Organization and academic experts, among whom 153 persons were selected as the sample of the study. Results showed that, (1) there is a significant relationship between leadership styles and the process of formation of cognitive leap in interpersonal confidence in the organization; (2) There is a significant relationship between charismatic leadership style and the process of formation of cognitive leap in interpersonal confidence; (3) There is a significant relationship between aspirational leadership style and the process of formation of cognitive leap in interpersonal confidence in the organization; (4) There is no significant relationship between servant leadership style and the process of formation of cognitive leap in interpersonal confidence in the organization; and (5) A significant relationship exists between transformational leadership style and the process of formation of cognitive leap in interpersonal confidence in the organization.

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1. INTRODUCTION

During the 1980s, the concept of confidence was examined and analyzed from different perspectives and approaches, which is rooted in the philosophy, theology and thought (Arnot, 2007; Shiri and Rezaei Khah, 2016). Social confidence, which is central to this study of cognitive motility, accelerates participation in various economic, social, political and cultural fields and increases the willingness of individuals to collaborate with different groups of society. Social confidence is the most important variable that forms the social capital, and develops over time and gradually through the interaction of individuals, and becomes good to the public. This kind of confidence stems from a wider range of interpersonal confidence, from networks in social affairs, civil society, and the norms

of mutual relations. The norms affecting interrelationships are created in the interconnected and dense networks of social exchanges, in particular, those social relationships that are organized horizontally in a diverse social grouping zone. Social confidence promotes higher levels of admission of voluntary work and reduces the cost of exchanges, thereby helping to cooperate (Alwani, 2001). Accordingly, it can be interpreted that the cognitive leap in interpersonal confidence, which is tied to the concept of social confidence, is a confidence that is carried out either without knowing or knowing a little about individuals, but in order to achieve the desired goals it is formed (Miri and Rezaei Khak, 2016). One of the most important factors at the organizational level and having high power to create a general unity is the leadership style of managers. Organizations today recognize that leadership is beyond the executive; therefore, organizations need individuals with the appropriate leadership skills, in addition to inspiring individuals in small groups, working groups, and all organizational units influence them and can create a kind of confidence between them and add to the level of unity and solidarity of individuals in the form of a set (Dubrin, 2013). Leadership style is a set of attitudes, attributes, and skills of managers, based on the four factors, the value system, employee confidence, leadership styles and security feelings in important situations, and represents how to interact. Managers are staffed with supervised staff (Pera, 2000). This concept will influence the perceptions and feelings of the employees in a set, creating confidence and solidarity among them, thereby increasing the sense of belonging to each other. This factor improves confidence among individuals in units as well as the entire organization, thus increasing the organization's final performance. These cases led to the fact that in this study the influence of leadership style that varies in different situations is based on interpersonal confidence.

Regarding the necessity of this study, it should be stated that many relevant studies have revealed the differences between the views on the effect of leadership style on the cognitive leap in interpersonal confidence, hoping that this study would provide a transparent framework and provide a comprehensive understanding of this issue to be used by future researchers.

Also, the results of this study can help policy makers and policy makers to formulate their own strategies and plans for delivering products and services, as well as selecting the appropriate style of leadership in order to improve cognitive leap in interpersonal confidence.

Based on the research of the history of research in relation to leadership style or cognitive leap in interpersonal confidence, it can be said that in the present study, the role of leadership style on the process of formation of cognitive leap in interpersonal confidence in an organization of very relevant research, both in internal studies and What has not been done in foreign studies. Considering the importance of leadership and management on interpersonal confidence and the overall confidence in the organization, this study investigates and identifies the role of leadership style on the process of formation of cognitive leap in interpersonal confidence in the organization.

2. THEORETICAL FOUNDATIONS OF RESEARCH

Management is the process of planning, organizing, directing and overseeing the work of the members of the organization and the use of all available resources to achieve the goals of the organization and the style of management that the managers through which they penetrate their followers. Managers at each level should be equipped with appropriate, human and technical skills in

order to help them achieve the goals set by the organization. Although all managers take leadership and group leadership in order to achieve certain goals, the processes vary, can be classified as particular management styles. Leadership is the influence of an individual who acts in a given position and leads through the process of communication in order to achieve a specific goal or goals. (Boyatzis and Retti, 2009). In new ideas, the leader is not merely relying on legitimate status. The leadership process is shaped by emphasizing the individual's ability to influence the leader and his influence on the beliefs, values, behaviors, and actions of others. Therefore, rational leadership models must be combined with irrational models (based on intuition and charisma) (Khudami, 2006). Maintaining the motivation and confidence of individuals in times of massive changes is one of the most difficult challenges facing leaders at all levels. Also, the nature of today's changes is a general challenge for all those who are in leadership positions. To overcome these challenges, leaders need to be able to create an organizational environment in which a sense of confidence is strengthened. It should be noted that the choice of appropriate leadership style in organizations can be the basis for improving organizational performance. In the modern organizational world, many organizations are expected to respond to the human psychological needs of the organization by changing the structure and determining the new leadership methods for innovation and creativity required by the present century (Pulekar, 2015). Therefore, the issue of leadership in recent years has attracted the attention of many thinkers and theorists, and there has been extensive research and studies on it. Based on the new theories of leadership, leadership styles include:

1) Charismatic Leadership: Charisma is a Greek word for "divine grace," or acts such as the ability to miraculously or predict a person's personality for the future. Charisma is a special feature of the personality of a person that is distinguished from ordinary people for this attribute and is used as having super-natural, extra-human, or at least exceptional, abilities or attributes. These attributes are not accessible to ordinary people, but their origin is divine or unique, and accordingly, the person considered is considered a leader.

2) Aspirational Leadership: What has been said in the definition of the distinguished leader of aspirational is his attitude and ability to persuade his staff to achieve ambitious goals. Aspirational leaders have been linked to fundamental changes and bold commitments, but their most attractive aspect is their ability to create emotional attachment, passion, and enthusiasm among followers (Alwani, 2001). This process begins with an image that the leader creates in the minds of others. Such a picture makes followers of the present time come to a better future. Then the leader will promise excellent performances in the future and give the followers confidence and confidence that they will achieve their aspirations. These spirits make the followers feel confident and so-called, flourish themselves. Then, through speech and deed, he presents a set of new values and behaves like a model that followers seek to imitate him (Rahimi, et al., 2015).

3) Servant Leader: Green Leaf in the 1970s talked about servant leadership. Servant leadership insists that the primary and primary responsibility of the leader is to serve the organization as a bond between the leaders and founders. The great leader is considered as a waiter, and this simple fact is a big key. Therefore, the first responsibility of the leader is to define and characterize the reality, and his last responsibility is also grateful (Misztal et al., 1996).

4) Transformational Leadership: definition of transformational leadership is the ability to consciously influence individuals or subordinate groups to create a discontinuous change in the status quo and the functions of the organization as a whole. In fact, transformational leadership is a style of leadership that influences the leader's beliefs, values, and goals of the followers and is known as a hero and has a tremendous effect on his followers (Farshmand, 2011).

If we examine the organizational literature, we will address the important and fundamental categories that each needs a comprehensive review of different angles. One of these categories is "leadership", which has a special status in organizational literature in terms of its importance and has long attracted the attention of researchers and practitioners. Considering the increasing changes in organizations in recent decades, the issue of management and leadership of organizations is one of the most challenging debates that are of interest to many scholars in the field of organizational studies. Most scholars agree that the survival of the organization in the current world depends on its ability to respond effectively to changes (survival and success of future organizations) are dependent on developing effective leadership skills at all organizational levels (Misztal et al., 1996). Today, despite all the reports and research conducted in the field of leadership, there is still no agreed definition of leadership. Leadership definitions are almost as extensive as studies by various scholars. Leadership, empowerment, influence, and influence, so that individuals (followers) to voluntarily accept personality and leadership in a given situation to achieve their goals and needs (Mirkamali, 2010). Confidence is one of the important factors in the growth and advancement of any organization that the leaders of each organization play in the creation and formation of that organization, the concept of confidence began to grow during the 1980s. This concept is from different perspectives Studied. The roots of the concept of confidence are found in philosophy, word, thought, and social and political ethics (Misztal et al., 1996). Early research on confidence has been carried out mainly in the fields of psychology and sociology (Arnot, 2007). The concept of social confidence is one of the key concepts in the field of social sciences, especially sociology, and one of the foundations and indices of social capital and social interaction (Ding et al., 2015). Meanwhile, a cognitive leap in confidence is a confidence that is carried out either without knowing or knowing a little about individuals, but in order to achieve the desired goals.

2.1 MUTUAL COGNITIVE CONFIDENCE

Since there is no clear and absolute definition for the category of cognitive leap in confidence in the literature, for the purpose of operating the definitions of this category, deep interviewing methods have been used from the study of Mirkamali, (2010). Also, the dimensions of the cognitive leap of confidence have been identified. They are collected in five patterns: 1) securiticism, 2) empiricism, 3) appearancism, 4) need-orientation and 5) environmentalism.

Therefore, in this research, for the first time, the relationship between leadership styles and the process of formation of cognitive leap in interpersonal confidence in the organization is discussed. Finally, the main question of this research is, what is the relationship between leadership styles and the process of developing cognitive leaps in interpersonal confidence in the organization?

3. RESEARCH QUESTIONS

The main question

S. Abbasi, S.M. Zargar

What is the relationship between leadership styles and the process of formation of a cognitive leap in interpersonal confidence in an organization?

Secondary questions

- What is the relationship between charismatic leadership style and the process of formation of a cognitive leap in interpersonal confidence in an organization?

- What is the relationship between aspirational leadership style and the process of formation of a cognitive leap in interpersonal confidence in an organization?

- What is the relationship between servant leadership style and the process of cognitive leap formation in interpersonal confidence in the organization?

- What is the relationship between the transformational leadership style and the process of formation of a cognitive leap in the interpersonal confidence in an organization?

3.1 BACKGROUND

Concerning studies in terms of cognitive leap in confidence, there has not been much research in the country. In the following, we will investigate the closest research to this area:

Nejad and Bagali (2017) have investigated the relationship between organizational culture and organizational confidence in leadership styles of managers. The results of the research showed that there is a positive and significant relationship between organizational culture and organizational confidence in managers' leadership styles. Also, organizational culture components are able to predict the variable of leadership styles of managers, and organizational confidence components can predict the variable leadership styles of managers.

Alvarasi et al. (1395), in an article about the relationship between the transformational leadership style and organizational excellence in academic jihad. A sample of 117 senior and middle managers of Jihad-e-Daneshgahi Headquarters was selected, and the instrument of research was multi-factor questionnaire leadership and organizational excellence EFQM model. To test the main hypothesis of the research, the Spearman correlation test was used. The results show that there is a significant relationship between the transformational leadership style and organizational excellence in academic jihad.

Shiri and Khah (2016) have reviewed the concept of cognitive leap in confidence and identifying the mentality of people about social confidence using the Q method. In this research, the statistical population was a quantitative and qualitative section of sociologists and psychologists who were interviewed using a snowball sampling method. The results of the research showed that there are five different mental patterns in relation to the components of social confidence, in which each model has predictions in accordance with the cognitive leap in confidence, as well as the dominant pattern among the mental patterns identified by the mental pattern (confidence to prevent or Prevention of abuse of weaknesses and confidence in order to feel safe). Hyderabad (2012) has investigated social confidence and socio-cultural factors affecting it. In this research, it has been determined that the level of education and social class has a negative and indirect relation with the amount of social confidence, and also human communication, family socialization, and religious beliefs have a positive and direct relationship with social confidence. The variables of human communication and family socialization have the most impact on the social confidence of youth.

Sharipoor et al. (2011) have studied the types of cognitive confidence based on social confidence. The results of the research showed that there was a high level of confidence in the family and

fundamental confidence or existential security. Then, on average and below average, they were descending, confidence friends, confidence relatives and relatives, institutional confidence and social confidence. Meanwhile, the lowest level of confidence was in social confidence. Rahimi and Zamani Mohammadi (1394) studied the relationship between self-esteem and leadership styles of managers. The results of the research showed that managers use supportive leadership style more. It was also found that there was a direct relationship between the level of self-esteem of managers and their leadership styles.

Riahipour and Mahdavi (2014) examine the effect of leadership style on employee creativity with the role of mediator of confidence between employees. The results of the research showed that the confidence between the employees mediates the influence of the leadership style of employees' perceptions.

Also, Ketabi et al. (2010) have studied social confidence and its determinants. In this research, it has been reported that basic and interpersonal confidence was above the average, and the variables of moral values, government performance and legitimacy were the most correlated with social confidence. Religious variables, sense of security, and the notion of a religious level of people in society are also significantly related to social confidence.

Zain Abadi (2008) investigated the status of confidence in Iranian society and briefly reviewed the results of research in this field. The results showed that people's cognitive confidence in the micro level (family members, family members and friends) is in good condition, and confidence in the relatively ordinary government, in the midst of an intermediate level of confidence (general and general confidence to the public) in the situation is not favorable and desirable.

4. RESEARCH METHOD AND STATISTICAL SAMPLING

The research method is an analytic correlation and in terms of process and data collection method, is a quantitative research using a questionnaire-based survey method. The research questionnaire was designed based on the research background, which was described in the review section on the most important of them and graded with a Likert scale of 5 points. The validity of the questionnaire was used to determine the validity and validity of the questionnaire, and the Cronbach's alpha method was used to verify the reliability of the questionnaire. The Cronbach's alpha value of the questionnaire was between 0.44 and 0.81, which indicated the appropriate reliability of the questionnaire. A research questionnaire was distributed among the research samples which included 153 managers of the Export Development Organization and academic experts. The Cochran formula was used to determine the number of sample size. The distributed distribution method has also been used to distribute the questionnaire. After collecting data, they are entered into SPSS® 21 using the Likert`s range and statistical analysis is done accordingly.

5. RESEARCH FINDINGS AND DISCUSSION

After collecting data, descriptive statistics including central indicators and distribution such as percentages, charts, and tables are described in this section.

Table 1 gives Mean, SD, and standard error of the mean (SEM). The research variables were

tested for data normality using the nonparametric statistics Kolmogorov-Smirnov test, shown in Table 1. Since the data significance level is more than 5%, the assumption of non-normality of the data is rejected. Therefore, all the variables studied in this study have a normal distribution and we can use parametric tests to analyze the data.

Table 1: Kolmogorov-Smirnov test (KS), n = 153.

Variable	Mean	SD	SEM	Kolmogorov-Smirnov	p-value
Leadership styles	3.24	0.087	1.214	1.214	0.087
Cognitive leap in confidence	3.14	0.345	0.034	0.907	0.139
Charismatic leadership style	3.56	0.127	0.032	1.329	0.214
Aspirational leadership style	3.02	0.059	0.006	0.088	0.099
Servant leadership style	2.36	0.235	0.015	1.241	0.183
Transformational leadership style	3.87	0.176	0.011	0.088	0.247

Table 2: Results for studying the relationship between leadership styles and the process of formation of cognitive leap in interpersonal confidence

Variables		Leadership styles	Cognitive leap in confidence
Leadership styles	Pearson Correlation	1	.260**
	Sig. (2-tailed)		.002
	N	153	153
Cognitive leap in confidence	Pearson Correlation	.260**	1
	Sig. (2-tailed)	.002	
	N	153	153

Table 2 presents results of the first hypothesis; the level of sig = 0.002 is less than 0.05. Thus, at 95% confidence, the H0 assumption is rejected and the H1 assumption is confirmed indicating that there is a significant relationship between leadership styles and the process of formation of cognitive leap in interpersonal confidence in an organization. In other words, the leadership style used by managers in an organization has a significant role in the cognitive leap in interpersonal confidence of employees. Generally, the main atmosphere of the work environment is based on management constraints. In this regard, the effect of management style on confidence among employees seems to be an important issue. As results indicated, the more sincere and democratic atmosphere among managers will lead to more confidence among employees. The Pearson correlation 0.26 gives a small positive relationship between the two variables, i.e., leadership styles and the process of formation of cognitive leap in interpersonal confidence tend to somewhat go together.

Table 3: Results for studying the relationship between charismatic leadership styles and the process of formation of cognitive leap in interpersonal confidence

Variables		Charismatic leadership style	Cognitive leap in confidence
Charismatic leadership style	Pearson Correlation	1	.041**
	Sig. (2-tailed)		<0.001
	N	153	153
Cognitive leap in confidence	Pearson Correlation	.041**	1
	Sig. (2-tailed)	<0.001	
	N	153	153
**. Correlation is significant at the 0.05 level (2-tailed).			

According to Table 3, the sig value (<0.001) is less than 0.05. At 95% confidence, this relationship can be meaningful. Therefore, we conclude that there is a significant relationship between charismatic leadership style and the process of formation of cognitive leap in interpersonal confidence. In this case, the more charismatic would be leadership, the more interpersonal confidence would be created among employees. From the value of the Pearson Correlation (r =

0.041), the magnitude (strength) of the association is approximately low.

According to Table 4, the level of sig = 0.019 is less than 0.05. Then, with 95% confidence, H0 is rejected and the H1 assumption is confirmed, and this relationship is significant. As a result, it was found that there is a significant relation between aspirational leadership style and the process of formation of cognitive leap in interpersonal confidence in the organization.

Table 4: Results for studying the relationship between aspirational leadership styles and the process of formation of cognitive leap in interpersonal confidence

Variables		Aspirational leadership style	Cognitive leap in confidence
Aspirational leadership style	Pearson Correlation	1	.032**
	Sig. (2-tailed)		.019
	N	153	153
Cognitive leap in confidence	Pearson Correlation	.032**	1
	Sig. (2-tailed)	.019	
	N	153	153
**. Correlation is significant at the 0.05 level (2-tailed).			

Table 5: Results for studying the relationship between servant leadership styles and the process of formation of cognitive leap in interpersonal confidence

Variables		Servant leadership style	Cognitive leap in confidence
Servant leadership style	Pearson Correlation	1	.470**
	Sig. (2-tailed)		.052
	N	153	153
Cognitive leap in confidence	Pearson Correlation	.470**	1
	Sig. (2-tailed)	.052	
	N	153	153
**. Correlation is significant at the 0.05 level (2-tailed).			

According to Table 5, the level of sig = 0.052 is greater than 0.05. For this reason, 95% confidence, there was no significant relationship between servant leadership style and the process of formation of cognitive leap in interpersonal confidence in the organization, even though the magnitude (strength) of the association is approximately moderate ($0.3 < | r = 0.047 | < 0.5$).

Table 6: Results for studying the relationship between transformational leadership styles and the process of formation of cognitive leap in interpersonal confidence

Variables		Transformational leadership style	Cognitive leap in confidence
Transformational leadership style	Pearson Correlation	1	.024**
	Sig. (2-tailed)		.039
	N	153	153
Cognitive leap in confidence	Pearson Correlation	.024**	1
	Sig. (2-tailed)	.039	
	N	153	153
**. Correlation is significant at the 0.05 level (2-tailed).			

According to Table 6, the level of sig = 0.03 is less than 0.05. For this reason, at 95 percent confidence, we concluded that there is a significant relationship between transformational leadership style and the process of formation of cognitive leap in interpersonal confidence in the organization.

6. CONCLUSION

From hypothesis testing, the results showed that, (1) there is a significant relationship between leadership styles and the process of formation of cognitive leap in interpersonal confidence in the organization; (2) There is a significant relationship between charismatic leadership style and the

S. Abbasi, S.M. Zargar

process of formation of cognitive leap in interpersonal confidence; (3) There is a significant relationship between aspirational leadership style and the process of formation of cognitive leap in interpersonal confidence in the organization; (4) There is no significant relationship between servant leadership style and the process of formation of cognitive leap in interpersonal confidence in the organization; and (5) A significant relationship exists between transformational leadership style and the process of formation of cognitive leap in interpersonal confidence in the organization.

The following suggestions are presented.

- Using the transfer of knowledge and experience of employees and senior managers in the organization to newcomers and inexperienced individuals creates a sense of interpersonal confidence in the organization

- Cognitive confidence is one of the effective factors in increasing and improving the job skills of individuals in the organization. By adopting the appropriate leadership style, it is necessary to provide a platform for creating interpersonal cognitive confidence in the organization, and through the establishment of appropriate relationships based on mutual confidence of management and employees, a ground for permanent confidence will be provided.

- Because people's social similarities affect the interpersonal confidence, it is suggested that, by adopting an optimal leadership style, the division of labor into organizational units should take into account the social similarities of individuals (including culture, age, gender, etc.), thereby causing confidence between management and employees.

- Increasing interpersonal interactions in the organization and facilitating communication will increase the interpersonal confidence among the members of the organization. Therefore, it is suggested that formation of informal groups and the implementation of side programs in non-working hours be provided in order to increase the interaction between the members of the organization as well as strengthen the confidence between them.

- Moreover, since the process of establishing cognitive confidence between people is time-consuming, then organization leaders should plan to create or promote a culture based on shared values of the members in order to improve their confidence in the organization.

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