

# ASSESSING THE RELATIONSHIP BETWEEN MULTIPLE INTELLIGENCES AND LEADERSHIP STYLES AMONG SENIOR MANAGERS OF BANK BRANCHES IN KAZEROUN DURING 2014-2015

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## ABSTRACT

*This study is conducted aimed to assess the relationship between multiple intelligences and leadership styles (transformational - transactional) among senior managers of bank branches in Kazeroun. The present study is descriptive survey research regarding the nature and method, and regarding the purpose, it is applied. The study population included all managers and employees of the banks in Kazeroun, who are 381 people, where 56 managers and 125 employees have been selected. To collect the data about the theoretical framework and literature, library research was used. To gather data to test the hypotheses, two questionnaires of transformational-transactional leadership style and Multiple Intelligence Assessment Questionnaire by Gardner were used, to analyze the data, correlation and structural equation method, and to test the hypotheses, Pearson correlation, and multivariate regression analysis were used. Moreover, t-test was used to assess the level of indices. The results showed that, there is a significant relationship between the multiple intelligences and the choice of transactional and transformational leadership styles, and in examining the relationship between different aspects of multiple intelligences, except for the relationship between logical-mathematical intelligence and intrapersonal intelligence, the relationship between intelligences and the choice of transformational-transactional leadership style is significant.*

Published on: 12<sup>th</sup> Aug-2016

## KEY WORDS

*Multiple Intelligences, transformational- transactional leadership style, Kazeroun banks*

## INTRODUCTION

Successful leaders are the ones that have a positive and strong character, an analyst, creative, and innovative mind, and have the ability to pursue the ideals of improvement in order to achieve their goals. Among the features of successful leaders is having high intelligence [1]. There are different definitions of intelligence: for example, in the definition of intelligence, Gage and Berliner say, "Intelligence means getting the points quickly, good understanding, the ability to solve problems and quick understanding of concepts [2]." One of the features of intelligent individuals is possessing the talent to adapt to different situations. An intelligent and successful leader in addition to having strength to adapt and to solve problems, through vision, has focus and continuity in using the abilities to achieve a desirable goal [3]. Given the importance and necessity of transformational, creative, and thoughtful leaders to raise the high-level needs and expectations of members and to promote the institutional needs, the need to managers able to stimulate the ability and intelligence of themselves and the members, regarding the conditions, to attain the objectives seems more tangible [4].

Gardner stated that, "The dominant intelligence in a manager has a significant effect on the quality of his relationship with subordinates and his leadership style, because they are partners in general dimensions of human relationships. Instead of thinking about intelligence, intelligent behavior must be analyzed, and intelligent behavior should be based on knowledge and information in its most general sense- gained formally or informally [5,6]."

Intelligence plays an important role in leadership and is effectively defined in relation to the perception of the leader towards the followers and environmental factors. In fact, the association between intelligence and the leader is defined in the ability to achieve success through definite standards that give it cultural and social aspects. The great interest in multiple intelligences and the leadership is visible in various theories of intelligence, including emotional intelligence, successful intelligence and practical intelligence, but this is not limited even to these theories. The relationship between intelligence and leadership is thus: effective leaders have not only multiple forms of

intelligence, but also these properties may make leaders effective in a series of leadership positions, because they have the adaptability to diverse social and interpersonal situations [7].

Leadership styles have different types. In this study, transactional and transformational leadership styles are studied, which have recently found more importance. Transactional leaders determine what is needed by subordinates to achieve their and organization's goals, classify them, and help subordinates to ensure that by the adoption of the necessary efforts and receiving rewards based on performance, they will reach their goals. In contrast, transformational leaders encourage subordinates to work beyond what is substantially expected from them [8].

Now, according to what was presented, the researcher tries to answer the following question: Is there a significant relationship between multiple intelligences and leadership styles [transformational- transactional] among senior managers of bank branches in Kazeroun?

**LITERATURE REVIEW**

**Transformational Leadership**

Brones put this concept forward and Bass [1985] raised it. In its definition, it is stated that transformational leaders are those who inspire their followers, classify them, and lead them in a way to ensure meeting organizational goals .Insight, inspiration, and courage are the words that explain transformational leadership. These are the people who will make bankrupt organizations boom, like Jack Welch in General Electric. Transformational leaders have high-level goals and ideas they lead organizations to a future very different from their past. They can have subordinates act with very high morale and leave profound effects on their organization. In this study, the focus will be more on this kind of leadership and its components.

Servant leadership: Robert Greenleaf [1970] raised the servant leadership discussion. Servant leadership stresses that the primary responsibility of the leader in serving the organization is as a link among the leaders and founders The great leader is considered as a servant and this simple fact is a big key. The first responsibility of a leader is defining and marking the truth and the last is thanking. Among these two, the leader must be a servant, and a debtor. This progress and development summarizes a servant leader.

**Transformational leadership qualities**

**Table: 1. Characteristics of transformational leadership [Bass, 1990]**

Fundamental traits	Combined and mixed traits
Favorable effect or charismatic impact	Trust Respect vision Risk sharing Modeling
Inspirational motivation	Commitment goals Enthusiasm
Intellectual stimulation	Rationality Problem solving
Individual consideration	Personal attention Coach

**Transformational Leadership history**

One of the concerns of organizations and researchers in the past four decades has been leadership, and it has been tried to actualize this phenomenon through a series of academic criteria. One of newest personalized approaches to study leadership based on transactional transformational leadership model is generated by Bass and operationalized by Bass and Oliva. James McGregor Burns was the first to use the terms transactional and transformational leaderships in his book called "leadership." His initial interest was political leadership. However, his terms were fast used in the field of business management, and for the first time, a distinction between transformational and interactional leadership was made. Transformational leaders increase the needs and motivations of followers and cause prominent changes in the individuals, groups, and organizations. Transactional leaders aim at the current needs of the subordinates and pay special attention to barter [pay-for-performance, mutual support and mutual transactions] Based on the theory of transformational leadership, a leader requires the use of local actors to perform the necessary tasks for the organization to achieve its desired objectives. In this regard, the aim of the transformational leader is to ensure that the path to achieve the goals is clearly perceived by the actors inside. He should alleviate the potential obstacles within the system and encourage actors in achieving predetermined goals. After Burns, Bernard Bass developed this model with a combination of transformational and transactional leadership and stated that both styles could be connected to achieving the desired goals and objectives. Bass's theory is the qualitative classification of Burn's theory of transformational leaders against transactional ones. Transactional leadership is as a series of transactions bargaining between leaders and followers, while transformational leadership is something more than motivation in return for optimum performance. In fact, they nurture the followers, intellectually stimulate, and inspire them to increase their personal interests in return for higher collective purpose. As Bass says, unfortunately most empirical studies less focus on transactional leadership, while forerunners and transformationalists are transformational in the world. Bass sees transformational leader as a person that promotes awareness and interest in the group or organization, increases ensuring the individuals and groups, and tries to satisfy subordinates to success and growth compared to existence trying to attract them more to success and growth. These leaders seek new ways of doing business, new and efficient opportunities, and prefer effectiveness to efficiency. Transformational leaders lead subordinates to standards performance and established goals, and emphasize empowering the staff more than dependence. In terms of Bass, transactional leader is the one who prefers leader-member transactional interface; in fact, the leader meets the needs of the followers in return for their performance in meeting the basic expectations. This leader acts better in risk avoidance, ensures the subordinates, and allows them to achieve their objectives. The third component is known as non-transactional or non-intervention-oriented leadership, which is a "remiss" style in leadership where there is a negative relationship between the follower's function.

**Table: 2. Comparison of transactional and transformational leadership [Bass, 1990]**

Transformational leadership	Transactional leadership
Charisma: magnificent image, with heartfelt respect based on trust among followers  - Inspiration: making ideals and raising new purposes  - Intellectual stimulation: this increases insight of the followers.  - Humane observations: personally tackles the problems and pays attention to the staff and as a coach	- Contingent rewards: payment of bonuses based on the performance of the contract and actualizing them  Management based on exception [active]: working according to standards and regulations in the event of deviations, corrective measures  Exception-based management: intervention when standards are not met.  - Unfettered: Leadership is reduced and not tangible.

**Transformational leadership elements**

**Creating strategic vision**

Transformational leaders crush through the dreams. They picture a vision of a real and attractive future that links staff together and directs their energy towards the common goal of the organization. Outlook is the essence of transformational leadership and displays it. They picture a future for the organization and the working unit that is finally displayed by members. Research shows that the outlooks are the most important part of transformational leadership. They picture the future as clear and accessible for employees and represent goals achievable.

### The transfer of the viewpoint

In transfer of point of view, if we know the outlook as the very essence of transformational leadership, transformational leaders convey concepts, and describe the importance of goals for employees. By creating a framework and a conceptual model, transformational leaders lead the entire organization towards purposes, for which they use metaphors, symbols, and stories: for example, "hamburger diplomacy" that was used by George Cohen for the operation of McDonald in Russia.

### Modeling the outlook

Transformational leaders not only speak about their views, but also enact them. By getting out of manager wear and icon and doing something, they convert words into action. As employees and stakeholders are seen as executive directors' guards, in modeling, managers must be careful to be consistent in their words and deeds, since they are the model of the staff. In addition, trust is due to adaptation of one's actions.

### Establishing commitment towards the outlook

The actualization of an outlook requires employees' commitment. Transformational leaders create this commitment with different styles. Their words, symbols, and stories bring a contagious enthusiasm that gives passionate people the view as if it were their own. Leaders show their ability by setting out and making their outlook as law and standing on the same position, and their persistence and compatibility reflect a thought of honesty, trust, integrity, and unity. Finally, by involving employees in forming the outlook of the organization, leaders create commitment and loyalty.

### Gardner's theory of multiple intelligences

When we hear the term "intelligence," we usually conceive of the concept of intelligence quotient [IQ]. Intelligence is usually defined as intellectual potential, what we are born with, something that is measurable and a capacity that is difficult to change, but in recent years, other approaches have been created about intelligence. One of views is the theory of multiple intelligences presented by Howard Gardner, a psychologist at Harvard University. According to this theory, traditional psychometric views of intelligence are very limited and weak. Gardner first introduced his theory in his book "Frames of mind: The theory of multiple intelligences" in 1983. In his idea, all humans have different types of intelligence. In his book, he introduced eight different types of intelligence and gave the possibility that there is a ninth type as "existential intelligence." According to Gardner's theory, to get all the potentialities and talents of an individual, one should not only pay attention just to IQ but also assess his intelligences, such as musical intelligence, intrapersonal intelligence, visual-spatial intelligence, and verbal-languages intelligence. Gardner's theory has faced criticism from psychologists and educators. Critics argue that Gardner's definition of intelligence is too broad and extensive, and eight types of intelligence he has defined indicate only talents, personality traits, and abilities. Of other weaknesses of the Gardner's theory, the lack of backup scientific research can be noted. Nevertheless, the theory of multiple intelligences has become very popular among psychologists.

In this section, we are introduced with eight different intelligences that Gardner has defined.

**Verbal intelligence:** the ability to understand words and the quality of the people's performance in combining them to create a useful language.

**Logical-mathematical intelligence:** the ability to see factors and relationships that are apparently unrelated in the world around us so that we can apply them in a rational and logical way.

**Musical intelligence:** the ability to detect modulations, songs, other musical signs, and their combination in a reasonable and clever way.

**Spatial intelligence:** this is the ability to think about the visual qualities of the world, and using and converting them into creative solutions.

**Bodily-kinaesthetic intelligence:** the ability to control body movements and gripping objects subtly and the skill to mix these movements.

**Intrapersonal intelligence:** the ability to access and understand the inner self [emotions, reactions and desires].

**Interpersonal intelligence:** the ability to notice and distinguish between individuals with regard to the interests and feelings

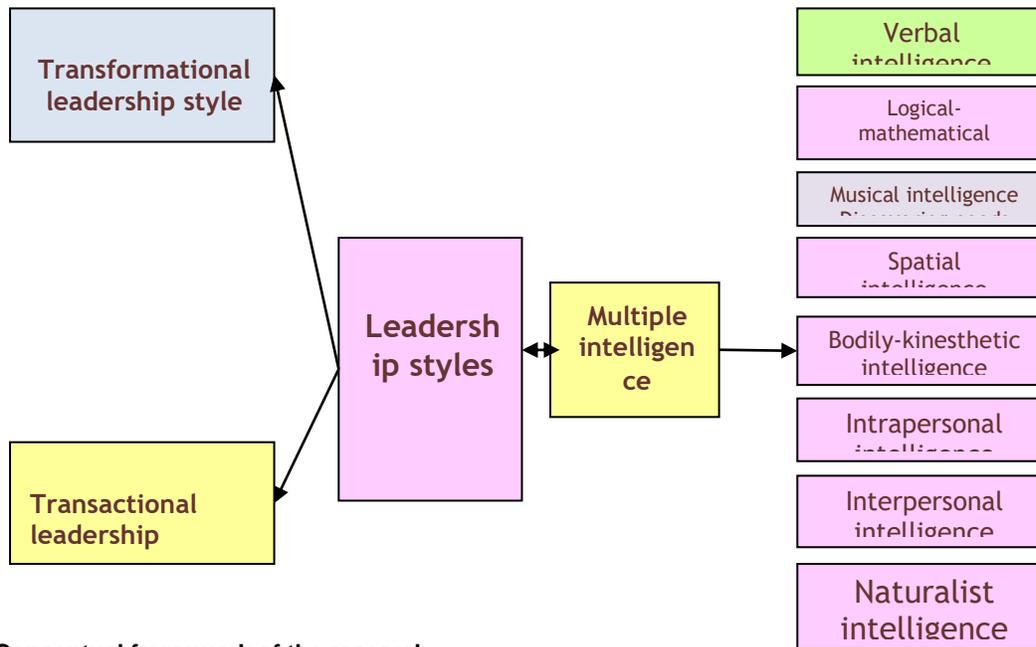


Fig: 1. Conceptual framework of the research

## METHODS

This research is descriptive and correlational and descriptive. The study population of this study included all employees and managers of the banks in Kazeroun in 2015, who are 381 people. Of this population, 118 are senior managers and 263 are employees that based on principle of stratified proportional allocation and based on the size of class of each class, 56 of the managers, and 125 employees were selected as the sample. In order to gather data and to examine the hypotheses, multiple intelligence assessment questionnaire based on Gardner's theory and researcher made questionnaire of transformational-transactional leadership styles were used, and to analyze statistical data, regression coefficient and multivariate analysis of variance were used.

## RESEARCH HYPOTHESES

### The main hypothesis:

There is a significant relationship between multiple intelligences and leadership style [transformational-transactional] of senior managers of bank branches in Kazeroun.

### Sub-hypotheses:

1. There is a significant relationship between verbal intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.
2. There is a significant relationship between logical-mathematical intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.
3. There is a significant relationship between musical intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.
4. There is a significant relationship between spatial intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

5. There is a significant relationship between bodily-kinesthetic intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.
6. There is a significant relationship between intrapersonal intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.
7. There is a significant relationship between interpersonal intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.
8. There is a significant relationship between naturalist intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

**Data analysis**

**The main hypothesis:** There is a significant relationship between multiple intelligences and leadership style [transformational-transactional] of senior managers of bank branches in Kazeroun.

**Table: 3. Correlation test**

		Multiple Intelligence	Leadership Styles
Spearman's rho	Multiple Intelligence	Correlation Coefficient	1.000
		Sig. [2-tailed]	0
		N	56
	Leadership Styles	Correlation Coefficient	0.233
		Sig. [2-tailed]	0.083
		N	56

Spearman correlation coefficient output value of 00.000 as the P-value indicates the existence of a significant relationship between multiple intelligences and transformational- transactional leadership style at 95 percent level. Moreover, given that the correlation coefficient for two variables is 0.223 and the significance number [sig] observed [decision benchmark] is less than the standard significance level [ $\alpha=0.05$ ], there is a significant relationship between these two variables.

**First sub-hypothesis:** There is a significant relationship between verbal intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

**Table: 4. Correlation test results**

		Mental verbal intelligence	Leadership Styles
Spearman's rho	Mental verbal intelligence	Correlation Coefficient	1.000
		Sig. [2-tailed]	0
		N	181
	Leadership Styles	Correlation Coefficient	0.514**
		Sig. [2-tailed]	0.000
		N	181

\*\* . Correlation is significant at the 0.01 level [2-tailed].

Spearman correlation coefficient output value of 00.000 as the P-value indicates the existence of a significant relationship between verbal intelligence and transformational- transactional leadership style at 95 percent level. Given that the correlation coefficient for two variables is 0.514 and the significance number [sig] observed

[decision benchmark] is less than the standard significance level [ $\alpha=0.05$ ], there is a significant relationship between these two variables.

**The second sub hypothesis:** There is a significant relationship between logical-mathematical intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

**Table 5. Correlation test results**

		Logical-mathematical intelligence	Leadership Styles
Spearman's rho	Logical-mathematical intelligence	Correlation Coefficient	1.000
		Sig. [2-tailed]	0
		N	181
	Leadership Styles	Correlation Coefficient	0.017
		Sig. [2-tailed]	0.816
		N	181

Spearman correlation coefficient output value of 00.816 as the P-value indicates the lack of a significant relationship between logical-mathematical intelligence and transformational- transactional leadership style of senior managers of banks Kazeroun at 95 percent level, which means that the hypothesis  $H_0$  at 95% level cannot be rejected.

**The third sub-hypothesis:** There is a significant relationship between musical intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

**Table 6. Correlation test results**

		Musical intelligence	Leadership Styles
Spearman's rho	Musical intelligence	Correlation Coefficient	1.000
		Sig. [2-tailed]	0
		N	181
	Leadership Styles	Correlation Coefficient	0.474**
		Sig. [2-tailed]	0.000
		N	181

Spearman correlation coefficient output value of 00.000 as the P-value indicates the existence of a significant relationship between musical intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that  $H_0$  is not confirmed at 95% level. Given that the correlation coefficient for two variables is 0.474 and the significance number [sig] observed [decision benchmark] is less than the standard significance level [ $\alpha=0.05$ ], there is a significant relationship between these two variables.

**Fourth sub hypothesis:** There is a significant relationship between spatial intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

**Table: 7. Correlation test results**

		Spatial intelligence		Leadership Styles
Spearman's rho	Spatial intelligence	Correlation Coefficient	1.000	-0.706**
		Sig. [2-tailed]	0	0.000
		N	181	181
	Leadership Styles	Correlation Coefficient	-0.706**	1.000
		Sig. [2-tailed]	0.000	0
		N	181	181

Spearman correlation coefficient output value of 00.000 as the P-value indicates the existence of a significant relationship between spatial intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that  $H_0$  is not confirmed at 95% level. Moreover, given that the correlation coefficient for two variables is -0.706 and the significance number [sig] observed [decision benchmark] is less than the standard significance level [ $\alpha=0.05$ ], there is a significant relationship between these two variables.

**Fifth sub hypothesis:** There is a significant relationship between bodily-kinesthetic intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

**Table: 8. Correlation test results**

		Bodily-kinesthetic intelligence		Leadership Styles
Spearman's rho	Bodily-kinesthetic intelligence	Correlation Coefficient	1.000	-0.253**
		Sig. [2-tailed]	0	0.001
		N	181	181
	Leadership Styles	Correlation Coefficient	-0.253**	1.000
		Sig. [2-tailed]	0.001	0
		N	181	181

Spearman correlation coefficient output value of 00.001 as the P-value indicates the existence of a significant relationship between bodily-kinesthetic intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that  $H_0$  is not confirmed at 95% level. Moreover,

given that the correlation coefficient for two variables is -0.253 and the significance number [sig] observed [decision benchmark] is less than the standard significance level [ $\alpha=0.05$ ], there is a significant relationship between these two variables.

**Sixth sub hypothesis:** There is a significant relationship between intrapersonal intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

**Table: 9. Correlation test results**

		Intrapersonal intelligence		Leadership Styles
Spearman's rho	Intrapersonal intelligence	Correlation Coefficient	1.000	-0.035
		Sig. [2-tailed]	0	0.642
		N	181	181
	Leadership Styles	Correlation Coefficient	-0.035	1.000
		Sig. [2-tailed]	0.642	.0
		N	181	181

Spearman correlation coefficient output value of 0.816 as the P-value indicates the lack of a significant relationship between intrapersonal intelligence and transformational- transactional leadership style of senior managers of banks Kazeroun at 95 percent level, which means that the hypothesis  $H_0$  at 95% level cannot be rejected.

**Seventh sub hypothesis:** There is a significant relationship between interpersonal intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

**Table: 10. Correlation test results**

		Interpersonal intelligence	Leadership Styles
Spearman's rho	Interpersonal intelligence	Correlation Coefficient	1.000
		Sig. [2-tailed]	0
		N	181
	Leadership Styles	Correlation Coefficient	0.635**
		Sig. [2-tailed]	0.000
		N	181

Spearman correlation coefficient output value of 00.000 as the P-value indicates the existence of a significant relationship between intrapersonal intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that  $H_0$  is not confirmed at 95% level. Moreover, given that the correlation coefficient for two variables is 0.635 and the significance number [sig] observed [decision benchmark] is less than the standard significance level [ $\alpha=0.05$ ], there is a significant relationship between these two variables.

**Eighth sub hypothesis:** There is a significant relationship between naturalist intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun.

**Table: 11. Correlation test results**

		Naturalist intelligence	Leadership Styles
Spearman's rho	Naturalist intelligence	Correlation Coefficient	1.000
		Sig. [2-tailed]	0
		N	181
	Leadership Styles	Correlation Coefficient	0.696**
		Sig. [2-tailed]	0.000
		N	181

Spearman correlation coefficient output value of 00.000 as the P-value indicates the existence of a significant relationship between naturalist intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that  $H_0$  is not confirmed at 95% level. Moreover, given that the correlation coefficient for two variables is 0.696 and the significance number [sig] observed [decision benchmark] is less than the standard significance level [ $\alpha=0.05$ ], there is a significant relationship between these two variables.

## CONCLUSION

### The main hypothesis

Spearman correlation coefficient output showed a significant correlation between multiple intelligence and transformational-transactional leadership style of senior managers in Kazeroun banks at 95 percent. Therefore, it can be said that, the relation between these two variables is in the same direction and positive. The results of this hypothesis are consistent with the results of KarimiJavid entitled "The relationship between the skills of managers with their multiple intelligences in high school principals of Hamadan. The results are somewhat consistent with the research by Leila Sadeghi entitled "The relationship between multiple intelligences and transformation and transactional leadership styles of high school principals in Isfahan.

**First sub hypothesis:** Spearman correlation coefficient showed a significant relationship between verbal intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun at 95% level. The results of this hypothesis are consistent with the results of the study by KarimiJavid entitled "The relationship between the skills of managers with their multiple intelligences in school principals of high school in Hamadan. The results are somewhat consistent with the research by Leila Sadeghi, entitled "The relationship between multiple intelligences and transformation and transactional leadership styles of high school principals in Isfahan.

**The second sub hypothesis:** Spearman correlation coefficient output indicates the lack of a significant relationship between logical-mathematical intelligence and transformational- transactional leadership style of senior managers of banks Kazeroun at 95 percent level, which means that the hypothesis  $H_0$  at 95% level cannot be rejected.

**The third sub-hypothesis:** there is a significant relationship between musical intelligence and transformational-transactional leadership style of senior managers of banks in Kazeroun. The results of this hypothesis are consistent with the results of the study by KarimiJavid entitled "The relationship between the skills of managers with their multiple intelligences in school principals of high school in Hamadan. The results are somewhat consistent with the research by Leila Sadeghi entitled "The relationship between multiple intelligences and transformation and transactional leadership styles of high school principals in Isfahan.

**The fourth sub-hypothesis:** According to the test outcome of Spearman correlation coefficient, the value indicates a significant relationship between spatial intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that the hypothesis  $H_0$  at 95% level cannot be confirmed. The results of this hypothesis are consistent with the results of the study by KarimiJavid entitled "The relationship between the skills of managers with their multiple intelligences in school principals of high school in Hamadan. The results are somewhat consistent with the research by Leila Sadeghi entitled "The relationship between multiple intelligences and transformation and transactional leadership styles of high school principals in Isfahan.

**Fifth sub hypothesis:** Spearman correlation coefficient test output indicates a significant relationship between bodily-kinesthetic intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that the hypothesis  $H_0$  at 95% level cannot be confirmed. The results of this hypothesis are consistent with the results of the study by KarimiJavid entitled "The relationship between the skills of managers with their multiple intelligences in school principals of high school in Hamadan. The results are somewhat consistent with the research by Leila Sadeghi entitled "The relationship between multiple intelligences and transformation and transactional leadership styles of high school principals in Isfahan.

**Sixth sub hypothesis:** According to the test outcome of Spearman correlation coefficient, there is no significant relationship between intrapersonal intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that the hypothesis  $H_0$  at 95% level cannot be rejected. The results of this hypothesis are consistent with the results of the study by KarimiJavid entitled "The relationship between the skills of managers with their multiple intelligences in school principals of high school in Hamadan. The results are somewhat consistent with the research by Leila Sadeghi entitled "The relationship between multiple intelligences and transformation and transactional leadership styles of high school principals in Isfahan.

**Seventh sub hypothesis:** Spearman correlation coefficient test output indicates a significant relationship between interpersonal intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that the hypothesis  $H_0$  at 95% level cannot be confirmed. The results of this hypothesis are consistent with the results of the study by KarimiJavid entitled "The relationship between the skills of managers with their multiple intelligences in school principals of high school in Hamadan. The results are somewhat consistent with the research by Leila Sadeghi entitled "The relationship between multiple intelligences and transformation and transactional leadership styles of high school principals in Isfahan.

**Eighth sub hypothesis:** Spearman correlation coefficient test output indicates a significant relationship between naturalist intelligence and transformational- transactional leadership style of senior managers of banks in Kazeroun at 95 percent level, which means that the hypothesis  $H_0$  at 95% level cannot be confirmed. The results of this hypothesis are consistent with the results of the study by KarimiJavid entitled "The relationship between the skills of managers with their multiple intelligences in school principals of high school in Hamadan. The results are somewhat consistent with the research by Leila Sadeghi entitled "The relationship between multiple intelligences and transformation and transactional leadership styles of high school principals in Isfahan.

### Suggestions

1. Development of multiple intelligences is the main condition for the development of a new generation of citizens for the future of society in technological, economic, social, political, cultural, and learning aspects. Therefore, to develop the variety of Gardner's multiple intelligence, appropriate training and information measures such as books and magazines of management, assemblies, and in-service training should be done.
2. By development of multiple intelligence of managers, their skills increase as well. Technical skills have a significant relationship with visual- physical space – kinesthetic intelligences, so that the managers with broader level of visual- physical space – kinesthetic intelligences are more competent in the preparation and timely implementation of programs, staffing, employment prospects, and guidance of staff.
3. The results showed in people with IQ, there is a significant relationship between verbal intelligence and transformational-transactional leadership style, so it can be recommended that people who have appropriate verbal-language intelligence be used in organizations and management positions that need transactional-transformational leadership style.
4. Managers who have logical-mathematical and intrapersonal intelligences on a broader level are more capable in the field of making logical decisions, order in doing things, and evaluating program effectiveness. Thus, according to relationship between managers' skills and multiple intelligence, it is recommended that in selection and training managers focus on the relationship between multiple intelligences and leadership.

## CONFLICT OF INTEREST

Authors declare no conflict of interest.

## ACKNOWLEDGEMENTS

None.

## FINANCIAL DISCLOSURE

None declared.

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