

**The relationship between transformational leadership  
and learning organization  
(Case study: Agricultural Jihad Organization of Isfahan Province)**

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**(Received: Dec. 19, 2015- Accepted: Aug. 4, 2018)**

**ABSTRACT**

The purpose of this research was to explain the relationship between transformational leadership and learning organization in Agricultural Jihad Organization of Isfahan Province. The research method was descriptive – correlational. Research populations consisted of 215 experts of organization that by using Krejcie and Morgan table and, the number of 136 persons through stratified random sampling technique as was selected. Data collection tool was two Multifactor Leadership Questionnaire Bass and Avolio (1994) and known as the MLQ questionnaire and a standardized questionnaire of organizational learning (DLOQ) Watkins and Marsick (1998). According to pilot test and calculating Cronbach's alpha was  $\alpha=0.92$  for components of learning organization and for transformational leadership Questionnaire obtained  $\alpha=0.978$ . The results indicated that, the state of Agriculture Jihad Organization of Isfahan Province in terms of transformational leadership was at average level and score of agriculture to promote the learning organization was more than average. Results of regression analyzes showed that there was significant positive relationship between transformational leadership and learning organization components.

**Keywords:** Transformational Leadership, Strategic Leadership, Learning Organization, Organizational Learning, Agricultural Jihad.

**Extended Abstract**

**Introduction**

Today, organizations' survival depends on how they adapt to change and improve their actions and services and how they increase their competitiveness. Organizations need to learn faster and better from their successes and failures, and to continuously change and become a learning organization. Senge advocates the idea of developing organizations to become a learning organization and to build learning capability (Senge, 1990). On the other hand, in the realization of the learning organization, organizational structure and internal factors such as leadership, organizational culture, environment, technology, organizational structure, etc. are involved that need to be examined. Given the impact of Agricultural Jihad Organization on all aspects of economic, agricultural and human development, it is expected to move towards the production and dissemination of new knowledge and technologies in the agricultural sector and to perform its service, research and training functions appropriately.

**Research metrology**

The purpose of this research was to explain the relationship between transformational leadership and learning organization in Agricultural Jihad Organization of Isfahan Province. The research method was descriptive – correlational. Research populations consisted of 215 experts of organization that by using Krejcie and Morgan table and, the number of 136 persons through stratified random sampling technique as was selected. Data collection tool was two Multifactor Leadership Questionnaire Bass and Avolio (1994) and known as the MLQ questionnaire and a standardized questionnaire of organizational learning (DLOQ) Watkins and Marsick (1998). According to pilot test and calculating Cronbach's alpha was  $\alpha=0.92$  for components of learning organization and for transformational leadership Questionnaire obtained  $\alpha=0.978$ .

### Results and findings

The results indicated that, the state of Agriculture Jihad Organization of Isfahan Province in terms of transformational leadership was at average level and score of agriculture to promote the learning organization was more than average. Results of regression analyzes showed that there was significant positive relationship between transformational leadership and learning organization components. The results showed that there was a significant positive correlation between the level of transformational leadership and the learning organization and its dimensions. This indicates that the higher the transformational leadership positions in the organization, the greater the success rate of the organization in the learning problem or the learning organization itself. The results also confirmed a positive and meaningful relationship between transformational leadership and each of the three individual, group, and organizational levels of the learning organization. This also shows the importance of organizational learning and the transformative leadership role in improving it.

### Conclusions

The results showed that the mean score of the organization in the two dimensions of subjective motivation and inspirational motivation was almost above average level and the mean score of ideal influence dimensions was average level and individual considerations was below average level. In general, Isfahan Jihad-Agriculture Organization had a significant theoretical difference in terms the variable transformational leadership and, therefore, was rated above average. The results showed that the mean score of learning organization in considerations dimension was more than acceptable standard average in Isfahan Agricultural Jihad Organization in all dimensions and levels. However, comparing the mean score of the learning organization variable with the theoretical average showed that the mean of this variable was not significantly different from the theoretical average and, therefore, was rated above the average level.

Among the dimensions of the learning organization, the dimension of organizational communication, the weakest dimension, and the dimensions of dialogue (information exchange), team learning and lifelong learning were assigned the strongest dimensions among the dimensions of the learning organization, respectively. About the levels of learning the organizational level was the weakest and the individual level was the highest. The results showed that among the seven dimensions of learning organization three dimensions of dialogue (information exchange), team learning and lifelong learning have been achieved more than other dimensions.