

Studying Utilization of Model Leadership Style by Managers of Public Organizations in Isfahan Province

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Abstract

In the present survey the researcher intended to study utilization of model leadership style by managers of public organizations in Isfahan province. The purpose was to help the managers and policy makers across public organizations of the country to establish suitable strategies using model leadership style and increase their own competitive advantage in public service. The survey was conducted using descriptive-field method. The statistical population was consisted of employees of some public organizations in Isfahan province that were equal to fourteen thousand one-hundred ten persons. In order to determine the sample size Cochran formula was used that was equal to three-hundred seventy four persons. Model leadership style's researcher self-made questionnaire was tool of data collection. Among the distributed questionnaires three-hundred six questionnaires were returned (return rate of the questionnaire was equal to 82%). It had high reliability (Cronbach alpha= 0.989) and its validity was ascertained through content validity and face validity by supervisor and advisor professors as well as some experts.

Given to the hypotheses and indexes under study, the primary research questions were proposed based on mean and standard deviation. T-test, significance level, two-sample t-test, variance analysis and Friedman test were applied for testing the hypotheses. Statistical data were processed by means of SPSS 19 software. The obtained results indicated that model leadership style has not been utilized in public organizations in Isfahan province.

Key words: Leadership, Leadership Style, Model Leadership, Public Organizations

Introduction

The process of changes and variety of tools used in life has been increased more than before. The speed of changes is to the extent that no one has predicted such changes even in the previous century (Scin, 1985: 3). If modern organizations are not able to adapt themselves with such changes, they will rapidly be excluded from the competitive environment and their competitors will replace them.

It is clear that traditional leadership can no longer survive in such organizations. Under these conditions organizations need managers and leaders who provide more capabilities in the private or public organizations to continue their growth (Shirvani et al., 2010: 87). Hence, leadership is one of the major processes in each organization and productivity of the organization that is relied on leadership methods of its leaders as well as their behavior in the organizational environment affect the process of change, dynamism and prosperity of the organization. Also satisfaction or dissatisfaction of employees depend highly on managers' behavior (Novinnam, 2002: 88). Quality of management or leadership is one of the most important factors that is effective on success or failure of any organization (Fiedler, 2003: 7).

Therefore, organizations need leaders who can act intelligently and progressively in an increasingly complicated world. For this reason they should focus on learning-teaching of people. They not only should think but should learn how to think. Development of people should be invested permanently in order to create leaders who have the skill of problem solving. Organizational members want to feel that they are the complementary element of the organization; they permanently want to learn new ideas, new skills and approaches with regard to old problems; they want to be led by those who create motivation in them, keep them accountable and prepare them for the future (Zareei et al., 2009: 18). Therefore, as the most effective factor for survival of organizations is management and leadership (Bennis, 1999: 44) managers and leaders should know three things about each person: his/her special capabilities, what stimulates his/her motivation to show his/her talents and capabilities and the manner and learning method of each person (Maio & Nittin, 2006: 22).

The role and tasks of managers and leaders as well as managerial and leadership styles utilized inside the organizations, hence, are very important in the present century. In this regard the present survey studied utilization of model leadership style by managers of public organizations in Isfahan province.

Research questions

The current survey intended to answer the following questions:

- 1- To what extent do leaders in public organizations release employees' intellectual power?
- 2- To what extent do leaders in public organizations attempt towards long-term benefits of beneficiaries?
- 3- To what extent do leaders in public organizations adapt themselves with new management styles?
- 4- To what extent do leaders in public organizations change themselves totally?
- 5- To what extent do leaders in public organizations play the role of leader?
- 6- To what extent do leaders in public organizations prepare work conditions for their assistants?
- 7- To what extent do leaders in public organizations train leaders of all ranks?

Methodology

The current survey was conducted using descriptive-field method. The statistical population was consisted of employees of some public organizations in Isfahan province that were equal to fourteen thousand one-hundred ten persons. In order to determine the sample size Cochran formula was used that was equal to three-hundred seventy four persons. Model leadership style's researcher self-made questionnaire was tool of data collection. Among the distributed questionnaires three-hundred six questionnaires were returned (return rate of the questionnaire was equal to 82%). It had high reliability (Cronbach alpha= 0.989) and its validity was ascertained through content validity and face validity by supervisor and advisor professors as well as some experts.

$$n = \frac{Z^2 \frac{p(1-p)}{d^2}}{1 + \frac{1}{N} \left[\frac{Z^2 \frac{p(1-p)}{d^2} - 1 \right]}{14110}} = \frac{(1.96)^2 \frac{0.5(1-0.5)}{(0.05)^2}}{1 + \frac{1}{14110} \left[(1.96)^2 \frac{0.5(1-0.5)}{(0.05)^2} - 1 \right]} = 374$$

Z: value of normal distribution in the province

Inferential statistics (testing the hypotheses)

Results of hypotheses testing are analyzed through inferential statistics in this section and it is tried to find an appropriate response for research questions given to confirmation or rejection of the hypotheses. T-test and significance level were used to study primary hypotheses. Then two-sample t-test, variance analysis and Friedman test were applied to investigate the complementary hypotheses. Given that the Likert scale was used for responses and coding 1 to 5 was considered for elements, mean of responses is equal to 3 and this is considered in testing the hypotheses.

Hypothesis 1: Level of releasing employees' intellectual power by managers in the public sector organizations is higher than the average level. In other words, mean of responses in this index is higher than the average level 3 given to coding of responses. The null and alternative hypotheses are as below:

$H_0: \mu \leq 3$

$H_1: \mu > 3$

Table 1- T-test to study mean difference

Employees' release of intellectual power by managers	t-statistic	Degree of freedom	Significance level (p)
	-1.62	305	0.95

Given to the value of t-statistic and that significance level of the test is not less than 5% in Table 1, the null hypothesis is not rejected and mean of responses is not more than 3. Thus, hypothesis one is not confirmed. It means that level of releasing employees' intellectual power by managers in the public sector organizations is at the average level or less than it.

Hypothesis 2: Managers' attention in the public sector towards long-term benefits of all beneficiaries is higher than the average level. In other words, mean of responses in this index is higher than the average level 3 given to coding of responses. The null and alternative hypotheses are as below:

$H_0: \mu \leq 3$

$$H_1: \mu > 3$$

Table 2- T-test to study mean difference

Managers' attention in the public sector towards long-term benefits of all beneficiaries	t-statistic	Degree of freedom	Significance level (p)
	5.30	305	0.000

Given to normality assumption, value of t-statistic and that significance level of the test is not less than 5% (and even 1%) in Table 2, the null hypothesis is rejected and mean of responses is more than 3. Thus, hypothesis two is confirmed. It means that managers' attention in the public sector towards long-term benefits of all beneficiaries is more than the average level.

Hypothesis 3: Adaptation level of managers with management methods in the public sector is higher than the average level. In other words, mean of responses in this index is higher than the average level 3 given to coding of responses. The null and alternative hypotheses are as below:

$$H_0: \mu \leq 3$$

$$H_1: \mu > 3$$

Table 3- T-test to study mean difference

Adaptability of managers with management methods in the public sector	t-statistic	Degree of freedom	Significance level (p)
	0.30	305	0.381

Given to the value of t-statistic and that significance level of the test is not less than 5% in Table 3, the null hypothesis is not rejected and mean of responses is not more than 3. Thus, hypothesis three is not confirmed. It means that adaptation level of managers in the public sector is at the average level or less than it.

Hypothesis 4: Managers' transformationalism in the public sector is higher than the average level. In other words, mean of responses in this index is higher than the average level 3 given to coding of responses. The null and alternative hypotheses are as below:

$$H_0: \mu \leq 3$$

$$H_1: \mu > 3$$

Table 4- T-test to study mean difference

Managers' transformationalism in the public sector	t-statistic	Degree of freedom	Significance level (p)
	1.34	305	0.09

Given to the value of t-statistic and that significance level of the test is not less than 5% in Table 4, the null hypothesis is not rejected and mean of responses is not more than 3. Thus, hypothesis four is not confirmed. It means that managers' transformationalism in the public sector is at the average level or less than it.

Hypothesis 5: Utilization level of leaders' role of leader by managers in the public sector organizations is higher than the average level. In other words, mean of responses in this index is higher than the average level 3 given to coding of responses. The null and alternative hypotheses are as below:

$$H_0: \mu \leq 3$$

$$H_1: \mu > 3$$

Table 5- T-test to study mean difference

Utilization level of leaders' role of leader	t-statistic	Degree of freedom	Significance level (p)
	0.06	305	0.475

Given to the value of t-statistic and that significance level of the test is not less than 5% in Table 5, the null hypothesis is not rejected and mean of responses is not more than 3. Thus, hypothesis five is not confirmed. It means that utilization level of leaders' role of leader is at the average level or less than it.

Hypothesis 6: Preparation level of conditions for assistants by managers in the public sector organizations are higher than the average level. In other words, mean of responses in this index is higher than the average level 3 given to coding of responses. The null and alternative hypotheses are as below:

$$H_0: \mu \leq 3$$

$$H_1: \mu > 3$$

Table 6- T-test to study mean difference

Preparation of conditions for assistants by managers	t-statistic	Degree of freedom	Significance level (p)
	-2.98	305	0.99

Given to the value of t-statistic and that significance level of the test is not less than 5% in Table 6, the null hypothesis is not rejected and mean of responses is not more than 3. Thus, hypothesis six is not confirmed. It means that preparation level of conditions for assistants by managers in the public sector is at the average level or less than it.

Hypothesis 7: Training level of leaders of all ranks by managers in the public sector is higher than the average level. In other words, mean of responses in this index is higher than the average level 3 given to coding of responses. The null and alternative hypotheses are as below:

$$H_0: \mu \leq 3$$

$$H_1: \mu > 3$$

Table 7- T-test to study mean difference

Training level of leaders of all ranks by managers	t-statistic	Degree of freedom	Significance level (p)
	-1.06	305	0.86

Given to the value of t-statistic and that significance level of the test is not less than 5% in Table 7, the null hypothesis is not rejected and mean of responses is not more than 3. Thus, hypothesis seven is not confirmed. It means that training level of leaders of all ranks by managers in the public sector is at the average level or less than it.

Conclusion

Hypothesis one was not confirmed. It means that level of releasing employees' intellectual power by managers in the public sector organizations is at the average level or less than it. Managers consider ways of releasing such powerful capacities and capabilities through their familiarity with the value of intellectual capitals. Nonaka et al. (2001) have claimed that organizational knowledge is the main source of obtaining sustainable competitive advantage. Peter Drucker was the first who attracted the public attention to this

issue more than 25 years before and since then other scholars of managerial affairs and pioneer companies have taken step in this regard (Mc Donald, 2003).

Besides having knowledge management skills, managers should be familiar with the science of human resources management. Human resources management is the strategic (high-minded) and stable administration and management of the most valuable properties of the company, i.e. employees who work there and each one help the company achieve its purposes. Indeed human resources management complements knowledge management, so managers will consider that these activities should emphasize basic needs by knowing them (Armstrong, 2003: 46).

Hypothesis two was confirmed, that is managers' attention in the public sector towards long-term benefits of all beneficiaries is more than the average level. One of the most basic factors that create competitive advantage in the organizations is paying attention to benefits of beneficiaries.

Hypothesis three was not confirmed, that is adaptation level of managers with management methods in the public sector is at the average level or less than it. Therefore, leaders should up to date their knowledge and talents along with such changes because leadership statuses are permanently changing. Leadership task of the leader is converted gradually into a monotonous work process that has less challenge as he/she gains knowledge and experience (Citrin & Neff, 2000: 18).

Hypothesis four was not confirmed, that is managers' transformationalism in the public sector is at the average level or less than it. Human force is the most important capital in the organization, thus maintaining the status of this capital is a task for managers. In other words, people are the largest "resource" of the organization, since they are thoughtful and factor of change. In fact hearts and minds of employees are the only unlimited resources of an organization. Purposes and plans prepared and compiled by senior, middle and basic managers in any organization can be executed and realized just by relying on the capability and competency of the human force (Kung, 2008: 145).

Hypothesis five was not confirmed, that is utilization level of leaders' role of leader by managers in the public sector organizations is at the average level or less than it. Rapid development of globalization exerts high pressures on the organizations and many managers learn that their capability to recognize, train and utilize talented people for leadership is one of the characteristics of successful organizations (Barner, 2006: 1). Such leaders can identify the strategic and long-term purposes of the organization and realize them (Romejko, 2008: 18).

Hypothesis six was not confirmed, it means that preparation level of conditions for assistants by managers in the public sector is at the average level or less than it. The time period during which a leader can achieve the desirable and total level of experience is different. For example, people who have relatively simple jobs need lower time than those who have more difficult and complex jobs. Or leaders who have problematic employees in their organizations need more time naturally than managers who do not have such employees. Obviously, leaders who work with favorable, homogeneous and unified groups will do the tasks better and faster. Choosing proper and accurate strategies for employment depend on the type of leaders (Fiedler et al., 2003: 299).

Hypothesis seven was not confirmed, it means that training level of leaders of all ranks by managers in the public sector is at the average level or less than it. Commitment to continuous learning and establishment of comprehensive organizational insight have been emphasized in Smeets (2003) and Ling. C's studies. It is difficult to find an organization which has been

successful without having purposes, values and ideals accepted deeply across the organization. When there is a real picture and purpose, people want to try to achieve that without it is imposed on them (Zamani Moghadam et al., 2011: 147).

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