



The Relationship between Leadership Style (Transformational Leadership and Interactive) of Principals and Job Satisfaction of Shiraz University Staff Employees

Hussein Mokhtarpour¹, Farzaneh Mohammadi², Sedigheh Mokhtarpour^{3*}

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ABSTRACT

Introduction: Identification of the styles of behavior management as related to job attitudes and satisfaction level of management has been among the topics of interest in the past few decades. This study aimed to examine the leadership styles of managers (heads) and its correlation with job satisfaction among university employees.

Method: The study population included all employees working at Shiraz University. A sample of 107 subjects as the manager (head) who had their position for two consecutive years was randomly selected from each set of three. To review and assess the transformative interactionism managers, Multifactor Leadership Questionnaire (MLQ) designed by Boss and Vlyv (1995) was used. A questionnaire was used to assess the level of job satisfaction. Content validity and reliability of the method was assessed by calculating the reliability coefficient (Cronbach's alpha). The alpha for job satisfaction was obtained 0.79.

Results: The results showed that the correlations between job satisfaction and leadership style ($R=0.58$), transformational leadership style ($R=0.58$) and the transactional leadership style ($R=0.46$) were significant ($P<0.001$). The results of this study indicated that leadership style can be used as a facilitator which motivates the direct and indirect impact on job satisfaction.

Conclusion: People's values influence the way they manage and especially determines their satisfaction about the organization. The concepts of transformational leadership styles of managers, their gender and level of mental stimulation showed the greatest effect on job satisfaction.

Keywords: Leadership styles, Transformational leadership, Job satisfaction

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Introduction

One of the basic concerns in management is that the staff should be encouraged to do a nice job 1). A major characteristic of successful organizations which differentiate them from unsuccessful ones is dynamic leadership and organizational effectiveness (2) which can reduce their level of job alienation (3).

Leaders should have a leading role in the workplace. What threatens the managers is that they are often suffering due to arrogance and pride. In fact, they are managers (only on managerial positions) but they are not leaders Today, they are called transformational leaders. (4 To be an effective leader, the managers must be able to achieve a positive effect on their fellow organizations. Attitude in this regard can help them convert to transformational leadership

in the exceptional leadership of managers. Today organizations need leaders which could create exceptional personality characteristics so much that the employees' talents be used effectively. Today, these leaders are called transformational leaders (4).

Transformational leaders share the following features:

1. Ideal influential managers can be trusted and respected, and can make good decisions for their organization. Ideal through dedication, responsibility, pride and leadership charisma cause them to be recognized as leaders and role models of behavior to be followed. People will have a share in the success and future of the organization and practice suggesting a decisive role (5).

2. Motivation inspirational leaders hope to establish clear and achievable outlook for the staff and encourage people to raise their expectations. Emphasis on emotion and

¹ School of Accounting, Economics, Social Sciences and Management, Shiraz university, Shiraz, Iran

² Faculty of literature, university of Isfahan, Isfahan, Iran

³ Medical Education Development Center, Shiraz University of Medical Sciences, Shiraz Iran

*Corresponding Author: S Mokhtarpour, Medical Education Development Center, Shiraz University of Medical Sciences, Shiraz, Iran. Email:smokhtarpour86@yahoo.com.

motivation is internal motivation and inspiration, not the daily exchanges between leaders and followers (5).

3. Intellectual stimulation (encouraging thinking) persuades the followers and encourages them to explore new solutions and also encourages the leader to follow innovation and creativity (5).

The relationship between leadership style and creativity in organizations is examined. There is evidence of a significant positive relationship between innovation and transformational leadership (6).

As to the transformational leadership model of the administrative organizations, Moughly reached the conclusion that there is a significant relationship between satisfaction and commitment of staff and the organization's administrative model of transformational leadership in Iran (7).

A study surveyed the leadership styles of managers and job satisfaction among nurses in Tabriz hospitals. Finding revealed that 54% of managers utilized authoritarian leadership and 72% of the staff reported job dissatisfaction. Furthermore, there was a significant relationship between mean leadership and job satisfaction score (8).

There is a strong relationship between transformational leadership style and job satisfaction. In a study on the same topic which was carried out in Gilan Province of Iran among sport managers in the province, it was indicated that women are more tentatively use transformational leadership styles (9). Another study in Tehran showed that job satisfaction of Physical Education Staff is at a lower level. There is a strong relationship between the satisfaction of salary and the practice of Transformational Leadership Style. The results of regression analysis showed that 0.58 of job satisfaction changes are justified by transformational behavior management (10).

Methods

This research is a descriptive-analytical study. The subjects participating in the study consist of all employed and temporary personnel working at Shiraz University as the director (head) for two consecutive years unchanged. The study's sample consisted of three employees of each director (Director) selected randomly. This study assessed Multifactor Leadership Questionnaire Transformational Leaders and interactionism (MLQ) by Boss and Vlyv (10). A number of academic staff of Management Department in SUMS approve the content validity of the questionnaire. To assess reliability, Cronbach alpha for questions related to transformational leadership was %97 and that for questions about the leading interactive was %70. This questionnaire has 40 items, 27 related to transformational leadership (leading Charismatic 17 items, 7 items of personal consideration, attention and mental stimulation 3 items) and 13 related to transactional leadership (contingent reward and management-based 7 items except for item 6. Also it has a Likert scale 5 points from always to never. Assessments of job satisfaction consists of five dimensions of job work, supervisors, colleagues, promotion and payment and its reliability was 0.82.

Results

Most of the managers were male with Master and Doctorate degree with a management experience in the sector for 2- 5 years.

Based on the results shown in Table 1, the mean score of the respondents' leadership style (transformational sum of realism and pragmatism) was 132.88 with a standard deviation of 34.30. The mean scores for transformational leadership style was 87.05 with a standard deviation of 25.22. The mean score for action-oriented leadership style was 45.83 with a standard deviation of 22.11. Charismatic leadership in the mean scores of respondents was 56.32 with a standard deviation of 17.79. As to personal consideration and attention, a mean score of 21.00 and a standard deviation of 5.40 were obtained, respectively. The respondents' mean score on the mental stimulation was 9.71 with a standard deviation of 3.51. Also, contingent rewards mean score was 26.57 with a standard deviation 8.79. Exception-based management mean score was 19.25 with a standard deviation of 4.57 quarters. Thus transformational leadership styles have a tendency towards the highest.

According to Table 2, job satisfaction score was 89.48, mean satisfaction with upgrades 16.69, the consent of the guardian 18.87, job satisfaction 19.37, the consent of the law 13.93, and satisfaction with co-workers 20.71. As can be seen in the table, the highest score belongs to the level of satisfaction and the lowest to staff satisfaction of salaries.

Table 3 compares the mean score of job satisfaction in terms of gender; for men it is 88.59 and for women 102.28. Thus, the relationship between gender and job satisfaction was not significant.

According to Table 4, there was no significance relationship between work experience and job satisfaction.

According to Table 5, the following results are reached:

- There is a positive and significant relationship between total score (sum of change-oriented and pragmatic) and job satisfaction as evaluated by the correlation coefficient (.58) level (.001)
- There is a positive and significant relationship between transformational leadership style and job satisfaction as evaluated by the correlation coefficient (.58) level (.001).
- There is a positive and significant relationship between pragmatic leadership style and job satisfaction as evaluated by the correlation coefficient (.46) level (.001).
- There is a linear relationship between leadership style and job satisfaction .

Regression Analysis

In order to determine the contribution of each independent variable in the dependent variable, multivariable regression was performed. To describe and explain the multivariable regression analysis and achieve job satisfaction regression model, the variables that must be entered into the regression equation was determined. Stepwise regression was used equally for all independent variables in order to achieve the final equation.

Table 1. Statistical Description of leadership style data

Leadership Styles	mean	median	Standard deviation	The highest score
Leadership Charismatic	56.32	60	17.79	85
Thoughtful and individual attention	21.00	22	5.40	30
mental stimulation	9.71	9	3.51	29
contingent rewards	26.57	27	8.79	62
exception-based management	19.25	20	4.57	37
development-oriented	87.05	84	25.22	129
action-oriented	45.83	48	22.11	82
Leadership Style	132.88	138	34.30	188

Table 2. Mean and standard deviation of job satisfaction factors

job satisfaction	mean ±SD	The highest score
Satisfaction with promotion	16.69±4.38	25
Satisfaction with supervisor	18.87±4.79	27
job satisfaction	19.37±4.16	29
consent rights	13.93±4.24	24
Satisfaction with coworkers	20.71±7.39	78
Job Satisfaction	89.48±16.72	160

Table 3. Gender differences in employees' job satisfaction

Sex	mean	SD	P
Male	88.59	15.20	0.279
Female	102.28	30.31	

Table 4. The relationship between work experience and job satisfaction

Variable	R2	Beta	B	P
Experience	0.003	0.059	-0.126	0.59

Table 5. Correlation between job satisfaction and its parameters and pragmatic style of transformational leadership and its parameters

Indicators of job satisfaction Indicators Leadership Style	promotion	supervisor	job	rights	workers	job overall satisfaction
Leadership Charismatic	0.55**	0.64**	0.41**	0.38**	0.14	0.58**
Thoughtful and personal Note	0.52**	0.61**	0.41**	0.37**	0.14	0.57**
Mental stimulation	0.38**	0.41**	0.32**	0.14**	0.01	0.38**
Contingent rewards	0.41**	0.49**	0.33**	0.37**	0.17	0.50**
Exception-based management	0.23*	0.22*	0.16	-0.02	0.03	0.17**
Oriented development	0.52**	0.64**	0.42**	0.37**	0.13	0.58**
Pragmatism	0.42**	0.64**	0.33**	0.28**	0.14	0.46**
Leadership style	0.52**	0.63**	0.42**	0.36**	0.15	0.58**

Table 6. Multiple regression model explaining job satisfaction

Variable	Coefficient non-standard		standard	t	sig
	Coefficient B	standard error	Beta		
Transformational leadership style	0.387	0.053	0.584	7.376	0.001
Sex Leaders	13.54	5.19	0.201	2.609	0.01
Mental stimulation	-1.22	0.55	-0.258	2.22	0.028

Based on the above Table, it can be concluded that transformational leadership style is the most influential variable on job satisfaction level. This means that by the use of transformational leadership style, job satisfaction of employees rises. After changing the moderator, gender was ranked the second and mental stimulation the third.

Table 7. Indicators and regression analysis to explain the job action

correlation Coefficient	0.64
Determining Coefficient	0.41
The coefficient of determination adjusted	0.393
standard error	13.03

Based on the above Table, it can be concluded that transformational leadership style is the most influential variable on job satisfaction level. This means that by the use of transformational leadership style, job satisfaction of employees rises. After changing the moderator, gender was ranked the second and mental stimulation the third.

Discussion

This study surveyed the relationship between leadership style and job satisfaction of employees as viewed by the staff. The results showed that job satisfaction in Shiraz is in a moderate level, with the exception of the relatively low level of satisfaction with the law; therefore, some measures should be taken to improve the law, so that employees' job competencies, qualification, experience and expertise can be considered. This indicates that when employees are emotionally attached to the organization continuity, this can lead to achieving the organization's goals.

The results of analytical test showed a strong correlation between transformational leadership style and job satisfaction of employees so that the use of transformational leadership style has led to greater job satisfaction. These findings are in line with the results of Adnan al Ryazan, Angvny, Mvghly, and Bahrol-olum. Most studies in this area indicate the superiority of transformational leadership over transactional leadership. The dimensions of transformational leadership are the most important contributor to the Charisma.

An important difference between change-oriented and pragmatic management types is that of the former is innovative and creative while the latter manages the policies and programs. In other words, the administrator defines transformational new ways to organize, but the structure is dependent on pragmatic manager. Transformational leadership impacts the feelings of people and cause them to do their best in the workplace, leading to job satisfaction in the organization.

Meta-analysis of 87 studies showed that there is a significant relationship between transformational leadership style and leadership effectiveness.

In examining the relationship between leadership style and the components of job satisfaction (Table 5), it was revealed that transactional and transformational leadership style promote satisfaction and its components show a moderate correlation. The striking correlation shows that the perception is that managers play a key role in promotion of the staff. The result of the correlation between transactional and transformational leadership style and satisfaction with the supervisor revealed that the employees' feeling towards the managers moderately depends on their management style. Therefore, if managers want to create job satisfaction and create the space they need to accept their subordinates' respect, they should have a good relationship with them, trust them, share the work and rewards just to give an atmosphere and culture of their choice, with respect to the future and make the right risk.

There was a low and moderate correlation between job

satisfaction or the employees' feeling about the nature of the work they are doing with transformational and interactive leadership style and its components.

The employees with moderate and low salary did not attribute their low income to their managers; they related it to the economic status of the country.) Also, an interaction was observed between the interactive and transformational leadership styles and job satisfaction. The main results of this research suggest that successful managers are those who apply both styles mixed together.

Results of stepwise regression analysis showed that to identification of predictors of job satisfaction model has three stages. Transformational leadership style, gender, administrators and mental stimulation can explain 41% of the variation in job satisfaction. The equations are based on the findings of scores of change-oriented leadership style of managers, their gender, and mental stimulation rate of job satisfaction to predict. Thus, managers' behavior, gender and level of mental stimulation have the greatest effect on job satisfaction.

It is suggested that educational institutions plan to design workshops for high- and middle level managers on management styles appropriate to the situation (style contingency).

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