Considering transformational leadership model in branches of Tehran social security organization

Sayyed Mohsen Allameh a,*, Sayyed mohammad reza davoodi b

a Management Dep., University of Isfahan, Isfahan, Iran (Islamic Republic of)
b Management Dep. Dehaghan branch, Islamic Azad University, Isfahan, Iran (Islamic Republic of)

Abstract

Transformational leadership mintage was beaten by Town for the first time. However, the first concept of transformational leadership was offered by Burns (1978) in his descriptive researches about political leaders and eventually, Bass shifted changing leadership approach from political area to organizational ambit. We are focusing on transformational leadership because transformational leaders cause change in the organizations. Instability and complexity may decrease the ability of anticipation of the environment and they might affect the kind of leadership which is going to appear in the organization. As for the need of creating fundamental change in administrative system and the affective role of leadership and management in these changes, considering the characteristics of transformational leadership and the effect of it in organizational results is very important in our administrative organizations. The goal of this paper is considering the senior managers leadership method in Tehran Collective Security Organization, according to Bass transformational model. Moreover, in this paper, a multi-stage questionnaire of leadership has been used.

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Keyword: Transformational leadership, Idealized influence, Intellectual simulation

Introduction

Management and leadership are different. Management emphasizes on organizing and staffing to provide structure for people's work and their relationship in organization and auditing of physical contents of work environment. For a leader, organizing and staffing are commutating and giving the future picture of organization to the employee, creating commitment in employee, working with them for developing teamwork and creating unity for doing the organizational mission. For controlling and solving organizational problems, managerial emphasize is on the development of suasive systems for creating incentive in work force, solving organizational problem, controlling and advancing to operational goals and modifying at the end. In contrast, leadership emphasizes on inspiring and giving morale and energy to employees for satisfying their unreachable needs.

The advent of leadership refers to the advent of human social life. The advent of leaders in human colonies such as groups, organization, nation and world society are more realized when these colonies face problems, crisis, internal and external pressures. When external threats cause fear, insecurity and instability in human colonies, people of those colonies search for leader or a leader who is/are brave, knowledgeable and self-confident that can integrate those colonies against threats and also prevent obstacles to reach their goals (Jaspi, 1384).

* Sayyed Mohsen Allameh. Tel.: 09132290367
E-mail address: smrdavoodi@yahoo.com

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Changes are inevitable. In this age, organizations are facing active and changeable environment, therefore, they must adapt with these changes for their survival. In other words, because of the accelerated speed of scientific, technologic, social and cultural changes in this age, successful organizations are which can be compatible with social changes, anticipate changes and able to conduct these changes for a better future. To put it differently, we could say that today organizations need leaders who can improve them to continue their lives. Actually, without having transformational managers and leaders, creating changes in the organizations are definitely difficult. The public and private organizations need to increase their knowledge about creating the extend changes in structures, culture and procedures for stability and survival. Hereby, the role of leaders who recognize environmental needs and facilitate changes are appeared.

In this paper, the leadership method of senior managers in Tehran Collective Security Organization in frame of transformational leadership model is analyzed. In addition, with considering the effect of this method on organizational results, we try to give some appropriate offers for changing in this firm.

**Specialized words definitions**

Transformational leadership style: in this style, leader changes people, appraise their incentives, look after their needs and have a good behaviour with them (Afjeh, 1380).

Bass (1985) expressed transformational leader is the one who incentives subordinates for doing more than what is expected. Transformational leaders penetrate in beliefs, values and goals of subordinates and they can affect them a lot. Transformational leaders can incentive employees by effecting on their opinion; behavior values and inspires them for thinking to the problems with new methods. The characteristics of transformational leaders in Bass model are idealized influence (traits and behaviours), inspirational motivation, intellectual abet and individual consideration.

Idealized influence (traits and behaviours): Bass defined it as the key element of transformational leadership. It lets leaders be the behaviour and role models for employee in following values and believes. Idealized influence consists of idealized behaviour and idealized characteristics. Idealized influence causes leaders to be role models for their employees.

Intellectual simulation: it is a tool for transformational leadership in creating learning organization. In this component leader incents subordinate to think and use their imagination. Intellectual simulation encourages individuals to consider old problems with new methods (Bas, 1990).

Inspirational motivation: it is for increasing incentives in subordinates by helping leaders. Actually, in inspirational motivation, leaders create the picture and the common vision of the future for subordinates and where real vision is exist, individuals learn because they want to do something not because they have to. This kind of incentive is above of hierarchy of needs and it appears from some kinds of inspiration (Bass & Avolio, 1990).

Individual consideration: in this component, leaders interest in professional and individual development for their subordinates. This issue has a positive effect on satisfying subordinates. With individual consideration, individuals are encouraged to improve their ability and use them in their works to have the best performance.

**Problem definition**

Transformational leadership mintage was beaten by Down Town for the first time. Where as, Town distinguished exchangeable and transformational leadership, the first concept of transformational leadership was given by Burns (1978) as a result of his descriptive research about political leaders. Burns discussed about the major forms of leadership as the transformational exchangeable leadership. The basic theory of transformational leadership was given by Bass. He expressed transformational leadership has a positive effect on outputs of the organization.
challenging and it causes higher performance. Transformational leaders must show the vision of the organization, inspire challenging process to simulate people to do their job more than the organizational and individual norms (Kouzes & Poster, 2002). Transformational leaders are considered in an incentive theory that demonstrates how to ingratiate immaterial needs. Howell, in one of his survey on 250 financial executives in a big company, found that the performance of the company has direct relationship with transformational leadership, continuous profit; the amount of effort, the amount of productivity is related to transformational leadership. Brown and others, (1996) in one research, which was on 10 leaders and the members of 47 teams expressed that, the transformational characteristics have direct relation with organizational desirable results. Bennis & Nanus(1985) in a five years research found that transformational leaders can help subordinates to develop their talents for reaching organizational goals by empowering the responsibilities to them.

In recent years that organizations have had a huge changes and leaders try to change the structure of the firms, having strength, analyst and creative leaders in a top level of the organization is essential( Shoriny,1372). For creating fundamental changes in administrative system and having effective role of leadership and management we should assure that our managers have transformational leadership characteristics. For appraising the amount of awareness of managers about this kind of style and their ability, we should do some researches in this field.

Expanding or lagging is not abstract. Knowing of the factors of lagging has a vital role in today’s life. The statistics show that more than 70% of the world populations live in poverty. One solution is expanding insurance and collective security in societies. For doing this, in each society we must modify attitudes, ideas and opinions and also try to have interaction instead of contrast and independence instead of dependence for having better life.

Given the issues discussed above, the major question in this paper is the amount of compatibility of leadership method in managers of organization branch with transformational leadership model. In addition, the organizational results like having effective leader, the amount of satisfaction of employees and the relationship of them with transformational leadership method are considered in this paper.

Research purposes
1. Determining the amount of transformational leadership characteristics in managers
2. Determining the relationship between transformational leadership characteristics with leader effectiveness, satisfaction and extra effort of employees
4. Research questions
1. Do managers’ leadership methods in branches of Tehran Collective Security Organization fit with transformational leadership style?
1-1. Does the leadership style of organization managers fit with idealized influence (characteristics)?
1-2. Does organization managers leadership style fit with idealized influence (behaviors)?
1-3. Does the leadership style of organization managers fit with individual consideration?
1-4. Does the leadership style of organization managers fit with inspirational motivation?
2. Do managers’ leadership methods in branches of Tehran Collective Security Organization cause to increase in leader effectiveness, satisfaction and extra effort of employees?
2-1. Does idealized influence (characteristics) cause increase in leader effectiveness, satisfaction and extra effort of employees?
2-2. Does idealized influence (behaviours) cause increase in leader effectiveness, satisfaction and extra effort of employees?
2-3. Does individual consideration cause increase in leader effectiveness, satisfaction and extra effort of employees?
2-4. Does inspirational motivation cause increase in leader effectiveness, satisfaction and extra effort of employees?
Research methodology and Survey population
Due to the main purpose of this paper is considering the characteristics of transformational leadership model in the branches of collective security organization, the research method in this descriptive research is survey research.

The main tools for collecting information in this paper are multifactor leadership questionnaire (mlq). This questionnaire was used by Bass(1985) for the first time. Although the purpose of Bass for designing of leadership questionnaire was considering the transformational model, however, for accessing more validity, he also used exchangeable leadership and non-interference indexes (moghely, 1382). This copy of questionnaire is consisting of 45 questions that not only use the transformational leadership style, but also consider exchangeable and non-interference leadership method. Moreover, 9 factors of this questionnaire consider organizational results like leader effectiveness, satisfaction and extra effort of employees.

In each organization, senior managers have more relationship with middle managers, therefore, we selected our survey population at all middle level managers of Tehran collective security organization and also we considered their attitude about organization senior managers.

At about 150 questionnaires were distributed between middle managers in all branches of Tehran collective security organization and 130 of these questionnaires were responded. Furthermore, because of some defects in 20 of these questionnaires we did not use them in statistical analysis.

Questionnaires were distributed to:
- Undertaker of insured employees
- Undertaker of inspection activities
- Undertaker of registration activities
- Undertaker of revenue activities
- Undertaker of financial activities

Because of the nature of the hypothesis and variables, in this paper we use methods of descriptive statistic like frequency distribution chart, percentage, average, variance and standard deviation. In illative statistic part, t test and correlation coefficient were used. Moreover, for analyzing and using these tests SPSS software was selected.

Analyzing data
In this part, the result of the analysis and research questions was considered. The main question and accessorial questions indicate transformational leadership model and t test was used for analyzing data. Chart 1 indicates the result of this test.

<table>
<thead>
<tr>
<th></th>
<th>Average</th>
<th>Standard Deviation</th>
<th>Test number = 2</th>
<th>Differential average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealized Influence (Characteristics)</td>
<td>3.1</td>
<td>0.82340</td>
<td>14.011</td>
<td>0.000</td>
</tr>
<tr>
<td>Idealized Influence (Behaviors)</td>
<td>3.0636</td>
<td>0.89111</td>
<td>12.519</td>
<td>0.000</td>
</tr>
<tr>
<td>Individual Consideration</td>
<td>2.0091</td>
<td>0.9625</td>
<td>0.099</td>
<td>0.921</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>3.0727</td>
<td>0.85358</td>
<td>13.181</td>
<td>0.000</td>
</tr>
<tr>
<td>Intellectual Simulation</td>
<td>2.9909</td>
<td>0.92365</td>
<td>11.252</td>
<td>0.000</td>
</tr>
<tr>
<td>Transformational Leadership</td>
<td>2.6909</td>
<td>0.73877</td>
<td>9.809</td>
<td>0.000</td>
</tr>
</tbody>
</table>

The first main question of research considers the compatibility of leadership style of the organizational managers with transformational leadership style.

The results of the statistical analysis with using t test showed that statistic is 11.662. The amount of meaningful Level is 0.000 and because it is lower than 0.01 errors, therefore, averagely, the responses in more than 2. In
addition, because the Differential average is 0.572, the average responses are more than 2. The result is that the leadership style of managers of collective security organization branches is compatible with transformational leadership style.

The first accessorial question considers the compatibility of the leadership style of organization managers with idealized influence (characteristics).

The most important issue in idealized influence is that managers become role models for employees in following compatible values and ideas. The results of statistical analysis with using t test showed that t statistic is 14.011. The meaningful level is 0.000 and because it is lower than 0.01 errors, therefore, averagely, the responses are different of 2. In addition, because differential average is 1.1, therefore, the average of responses is more than 2. The result is that the leadership style managers in collective security Organization Branches is compatible with idealized influence (characteristics).

The second accessorial question considers the compatibility of the leadership style of organization managers with idealized influence (behaviours).

Talking about the most important values and believes and having the strength feels about goals and notice to the immaterial and moral results are the most characteristics of idealized behaviours (Bass & Avolio, 1995). By using t test the results of statistical analysis showed that t statistic is 12.519 and the amount of meaningful Level is 0.000 that because it is lower than 0.01 errors, therefore, averagely, the responses is more than 2. Moreover, because differential average is 1.063, the average responses are more than 2. The result is that the leadership style of managers in collective security Organization Branches is compatible with idealized influence (behaviours).

The third accessorial question considers the compatibility of the leadership style of organization managers with individual consideration.

Bass and Avolio(2004) expressed that individual consideration is percept and share others anxieties and also behave with each one individually. The results of statistical analysis with using t test shows the compatibility between managers leadership style in collective security Organization with individual consideration. In addition, it demonstrated that statistic is 0.099 and the amount of meaningful Level is 0.921 and because it is lower than 0.05, therefore, averagely, responses are not more than 2. Similarly, because differential average is 0.0099, the average of responses is not more than 2. The result is that managers’ leadership style in collective security Organization Branches is not compatible with individual consideration characteristics.

The forth accessorial question considers the compatibility of the leadership style of organization managers with inspirational motivation characteristic.

Bass and Avolio (1994) defined the inspirational motivation as the leader’s ability for simulating and inspiring subordinates by creating meaningful feeling and having challenging work. The results of statistical analysis by using t test showed t 13.181. In addition, the amount of meaningful level is 0.000 and because it is lower than 0.1 errors, therefore, averagely, the responses are more than 2. In the same way, because differential average is 1.072, the averages of responses are more than 2. The result is that leadership style of managers in collective security Organization Branches is compatible with inspirational motivation characteristic.

The fifth accessorial question considers the compatibility of the leadership style of organization managers with intellectual simulation characteristic.

The results of different researches show that intellectual simulation has high impact on subordinates that cause long time changes, while, emotional simulation has the fast action in a short time. Avolio(1994) expressed that intellectual simulation is one of the most factors in leadership that by it, individuals have continuous development flow. By using t test, the results of statistical analysis showed that t statistic is 11.252 and the meaningful level is 0.000. Furthermore, because it is lower than 0.01 error, the responses is higher than 2. Similarly, because differential average is 0.99, the average of responses is higher than 2. The result is that the leadership style of managers in collective security Organization Branches is compatible with intellectual simulation characteristic.
The second main question in this research is considered the relationship between the organizational results and total transformational leadership characteristics. As chart 2 demonstrates the correlation coefficient between transformational leadership characteristics and additional effort is 0.617 and the meaningful level is 0. Moreover, because it is lower than 0.01 errors, therefore, there is a meaningful coefficient between these two variables. Also the correlation coefficient between transformational leadership characteristics and satisfactory is 0.648, the meaningful level is 0 and because it is lower than 0.01 errors, there is a meaningful coefficient between these two variables. Furthermore, the correlation coefficient between transformational leadership characteristics and effectiveness is 0.667, the meaningful level is 0 and because it is lower than 0.01 errors there is a meaningful coefficient between these two variables. It is obvious that there is a meaningful and direct relationship between each transformational leadership characteristic with organizational results.

Table 2: correlation coefficient for transformational leadership style and organizational results

<table>
<thead>
<tr>
<th>Transformational Leadership</th>
<th>Extra Effort</th>
<th>Satisfactory</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idealized Simulation (Characteristics)</td>
<td>0.617</td>
<td>0.648</td>
<td>0.667</td>
</tr>
<tr>
<td>Idealized Influence (Behaviors)</td>
<td>0.508</td>
<td>0.615</td>
<td>0.552</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>0.551</td>
<td>0.611</td>
<td>0.644</td>
</tr>
<tr>
<td>Intellectual Simulation</td>
<td>0.574</td>
<td>0.609</td>
<td>0.611</td>
</tr>
<tr>
<td>Individual Consideration</td>
<td>0.596</td>
<td>0.601</td>
<td>0.639</td>
</tr>
<tr>
<td></td>
<td>0.426</td>
<td>0.395</td>
<td>0.449</td>
</tr>
</tbody>
</table>

Results

In the research which was done by Bass and Avolio in 1966 the team’s financial performance of a big company was studied. The teams that had transformational leaders had a better financial performance than the teams which had exchangeable leaders. Moreover, there were many researches conducted in the entire world by other scientists at the same time and several researches were done about the relationship between transformational leaders with organizational performance and employees behaviors. In all of these researches there was a direct relationship between transformational leaders with organizational and individual results like organizational performance, satisfaction and commitment. Similarly, transformational leaders model incentives subordinates for having extra effort to do what is expected (moghely, 1382). There are transformational leaders in all countries, institutions and all levels of the organizations, but this kind of leadership is more common in public organizations and in the low level of the firms (Avolio and junk, 2002). The statistical analysis results in Bass model showed that the leadership style of senior managers in collective security organization is compatible with transformational leadership style. Transformational leadership model has five characteristics. The results of statistical analysis showed that the leadership style for managers in collective security organization is compatible with idealized influence (characteristics and behaviours), inspirational motivation and intellectual simulation, however, it is not compatible with individual consideration characteristic.

The second main question considers the relationship between transformational leadership model and organizational results. The organizational results which is considered in this research are leader effectiveness, satisfactory and employee extra effort. Extra effort means the amount of efforts that a person makes more than ordinary people. Leader effectiveness is appraising the performance in a specific job by a person who is responsible for reaching the goals of the organization and satisfactory means the amount of consent that leader and subordinates have for the leadership method. Waldman(1989) expressed that transformational leadership factors to compare with exchangeable leadership has more effects on subordinates consent, leader effectiveness and the trend of subordinates for having more effort to reach organizational goals. The results of statistical analysis and correlation coefficient demonstrated that there are a direct and meaningful relationship in all characteristics of transformational leadership and organizational results. It means that with increasing the transformational leadership factors in the organization, the level of satisfaction, leader effectiveness and employees extra effort will increase.
Conclusion

Leadership is the process of affecting the group activities in order to target and achieve goals. In the transformational leadership style, leaders inspire the subordinates and cause their encouragement. Moreover, the subordinates follow the leader eagerly. For considering the characteristics of the transformational leadership, leadership multifactor questionnaires are used that the validity and credibility in different studies are proved. Considering the characteristics of transformational leadership style in Tehran Collective Security Organization showed that the leadership style of the managers of branches of the organization is compatible with transformational leadership style. However, the characteristic of the individual consideration is not compatible with leadership style of managers. In addition, the direct and meaningful relationship exists among characteristics of transformational leadership style and organizational results.

References