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The Different of Staff's View Point of toward infect of Managers Leadership Style on Organizational Commitment

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ABSTRACT

This study aimed to study the different of staff's view point of toward effect of leadership style on organizational commitment in Tabriz Islamic Azad University, using descriptive survey study. The population was 651 persons، was calculated 242 using a Morgan table and stratified proportional sampling was used to select the sample. Researcher's questionnaire was used for data collection. The validity of the questionnaire has been confirmed by experts and its reliability with Cronbach's alpha coefficient of r = 0.86. Research findings indicated that was not different between view point of staffs toward effect of leadership style on organizational commitment of employees.
KEYWORDS: Leadership Style, University, Organizational Commitment.

INTRODUCTION

Scholars of Humanities argue the concept of leadership from different perspectives and offered many definitions.Yuki (1989:252) said authors usually define leadership in terms of their own personal aspects which they are more interested. Sorenson (2007) stated that the first handbook about leadership was written by Stogdill's, after him there conducted 4,725 studies about leadership but Stogdill's himself stated that adding endless number of experimental data, give us no coherent concept of leadership. Northouse (2001) stated that although there is a great deal of literature on the issue, leadership remains as the main challenge for individuals concerning and researchers interested in understanding the nature of leadership. Leadership is a valuable and at the same time complicated issue.

Leadership is influencing individuals, in order to make them do something we favor, directed at group aims (Zahra Brumand quoted in Terry, 2004). Or we can say leadership is making use of the communication process in a particular situation so as to influence individuals and move them toward identified aims (Zahra Brumand quoted in Tannenbaun, 2004) or leadership is influencing others in such a way that, they eagerly and seriously try to achieve organizational aims (Zahra Brumand quoted in Koontz, Donnel, Weihrich, 2004). Most of the authors, in general, agree on that, leadership is defined as influencing individuals or groups so that they try to achieve goals in a specified situation willingly but not by force (Zahra Brumand, 2004,p 36).

Researchers such as (Babakus et al 2003; Baruch and Ramalho, 2006; Collins, 2001; Somech, 2006; Lee and Chang, 2006) found out that leadership effectiveness is related to the commitment of staff and organizational results within that organization. Stojkovic and Farkas (2003) suggested that effective organizational leaders in direct comparison with non-effective leaders gain better results. Montgomery (2006) understood that one sign for effective leadership is the ability to transfer friendliness and dedication for organization aims in a way that causes subordinates and followers choose achieving organization aims interestingly(p,60). Dhar and Mishra (2001) supported the reflection of effective leadership in the behavior of their staff. Felfe and Schyns (2004) found out that leadership behavior facilitates leadership's particular results supported by means of subordinates' additional efforts.

Researchers such as Hautala, 2006; Hetland et al, 2008; Moss, 2009; Tekleab et al, 2008) argued that one of the central elements of leadership is followership. Ilies et al (2006) found out that followers within an organization are raised through effective leadership in order to achieve the organization's goals and serving the people. Factors affecting the effectiveness of leadership include: leader's personality, previous experiences, expectations, expectations and behaviors of senior managers, followers' characteristics, expectations and behavior, job requirements, organizational culture and policies et al' expectations and behaviors (Brumand, 2004, p72, quoted in Chemers).

Elements of Leadership

1. The ability to make use of power in such an effective way combined with the sense of responsibility.

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2. The ability to know that human resources in different times and occasions are influenced by different motivational forces.
3. The ability to inspire others.
4. The ability to do things in a way that we can create enough room for motivation and react to motives (Tusi et al,1998).

Management

Management process is the effective use of financial and human resources based on a value system through planning, organizing, mobilizing resources and facilities, guiding and controlling of actions in order to achieve appointed goals (Rezaiean, 2008, p 8).

Successful and Effective Management

Successful and effective management is a type of management which results in achieving organizational goals or something beyond it. Results from motivational studies of an institution's staff showed that they could save their job with about 20-30 percent of their ability per hour and not to be sacked. According to this study, if the staffsare more motivated, they would work with about 80-90 percent of their ability (Rezaiean quoted in Heresy and Blanchard, 2006, p24).

A manager which can acquire the least accepted result with the help of instruments such as punishment and etc. is called a successful manager. Rather an effective manager is someone who can make use of 80-90 percent of individual's abilities through motivation (Rezaiean,2008, p24).

The Difference between Leadership and Management

There had been a lot of debates on the difference between leadership and management. Some researchers discuss the issue through theoretical models around two concepts of management versus leadership.

Different authors such as Vecchio (1997) and Zaleznik (1992) showed that a leader can be a manager but a manager is not necessarily a leader. A leader of a group may be informally selected by members of the group (Vecchio, 1997). If a manager can influence people to achieve the goals of the organization without using his power, he can be said a leader. Anyway, a leader deals with inspiring interpretation, motivation and influencing. The difference between management and leadership is that the followers satisfactorily follow the leader because they willingly not by force follow him (Avolio et al,1991). A manager may not use his power to punish or award (kotter, 1998). He believes that his leadership power can be transferred to him through follower's satisfaction of what they want of him. On the other hand, managers can use formal power to influence their staff on achieving their goals (Zaleznik, 1992). Leaders having an insight about their staff, have priority over them, their fixed insight is of value for staffs (kotter, 1998). Management, on the other hand, has methods, systems in a way you understand (kotter, 1988).

Leadership Style

The way the leader makes use of his power to achieve his goals is called leadership style (Sadegh Maleki Avarsin et al, 2002 quoted in general management book of Alvani, 1994, p113) or leadership style is manager's behavior patterns when influencing other's activities as others understands manager's behavior or techniques used in influencing and directing other's activities (Sadegh Maleki Avarsin et al, 2002 quoted in Shurini's the process and theories of management, 1994, p19). In another definition, leadership style is called to a number of behaviors that continuancely considers each individual and their needs in different occasions (Sadegh Maleki Avarsin et al, 2002 quoted in Shurini's the process and theories of management,1994, p138).

Taking into consideration the studies done in the leadership field up to now, we can say that leadership over times come along with different theories that are classified in some historical approaches focusing on both features, behaviors and leadership situations and management process:

1) Outstanding traits approach (personality approach) focuses on individual's instinct characteristics and states that individuals usually born with specific appearance characteristics such as intelligence, responsibility, creativity, self confidence, sociability, success, having influence on others and etc that turn them into great managers (Mengzi Hutton Ninganeh, 2007).

2) Behaviorist approach in which the behavior of the manager was evaluated. Researchers investigating behaviorist approach stated that in general, management behavior is of two types: responsibility-based and relationship-based behaviors (Northouse, 2001). X and Y theories of Mac Gerigur (1990), Ohio and Michigan Universities' theories and Blick and Moton (1964) management network models was among theories relating to this approach. Taking this approach into consideration, a leader can be along each of these groups, in fact behaviorist

approach talks about what and which leader is effective. Taking behaviorist leadership approach into account, it may be effective in one occasion and not necessarily in colleagues (Mengzi Hutton Ninganeh, 2007).

3) Contingency approach described leader's role in suitable occasions and state that there is not any common style as the best leadership style for all occasions. This approach focuses on the situation the leader is experiencing, not the leader himself (Phidler, 1987). In 1964 Philter introduced the concept of contingency theories and stated that leadership is of three concepts: leadership styles, taking occasions into consideration and the results (Nauseous, 2007).

Main theories of Phidler's this contingency approach are, Hers and Blanchard's occasional model and House's target model, vicious management theory of Tannenbaum and Schidt and leader-follower exchange theory of Bass(1990).

Northouse (2007) stated that effective leaders work to build a good relationship with their subordinates so as to gain a common goal. Hsieh and Guy (2008) found out that a leader is busy having inside and outside group relationships with their followers. Also in final remarks of the discussion on leadership approaches, he focused on new approaches (transformational leadership styles, change and chaos). Behaviorist, cognitive and contingency approaches agree upon how leaders can have influence on their followers, have no generality and care and a no working standard measure and therefore new approaches emerged (Mengzi Hutton Ninganeh, 2007).

Transformational leaders tell their staffs what responsibilities may lead them gain reward (Bass, 1990). In other words, leaders define their followers the goals, and how they should do their responsibilities and in return give them reward (Avolio, Waldman, Yammariho, 1991). In other words, they make their subordinates understand how needs and reward is in relation with goals (Bass, 1990). Wegner (2004) asserted that transformationalleaders satisfy their subordinates with improving their understanding of their needs.

transactional leaders consist of three parts: contingent rewards, management based on active exceptions and management based on inactive exceptions.

1.Contingent rewards which follow transformational leadership style often think of a possiblereward to improve their subordinates act (Burns, 1978).

2. Management based on active exceptions: leaders having management based on active exceptionsoften control their subordinates when their freedom is limited and can lead to an unfavorable action or negative behavior (Niehoff and Moorman, 1993; Masi and Cooke, 2000). Studies on leaders having management based on active exceptions are proactive, and the actions will be supervised to make sureof achieving organizational standards. These leaders also make reformative actions to optimize the actions and standards (Bass and Avolio, 1990).

3. Management based on inactive exceptions: leaders taking management based on inactive exceptions into account, while coming across problems, low performance, and not achieving the standards are reactive, meddler (Hodge and Avolio, 1993).

Transformational leaders through induction, encourage their subordinates to have a view point of the organization. In other words, it adjusts a general and far view point and focuses on future demands and is willing to have a general view of the organizational factors (Bass, 1990). According to Walumbwa, Lawler, Avolio, Wang and Shi (2005) the theory of leadership transformation focuses on leaders who are able to induce their view points and power to their subordinates in performing a cooperative responsibility. GrenLaf and Speers (2002) stated that transformational leadership plays role of a servant whose responsibility is to serve his subordinates. This kind of leadership improves the idea that the responsibility of this kind is wining (Blanchard and Hodges, 2006).

Normative leaders let their subordinates free to do their jobs; however, they wish and do not meddle in decision making (Bass, 1990). Deluge (1990) insisted on a meddler leadership as an extremely passive one and subordinate's great freedom in order to conferment their responsibilities. In fact, this extreme style shows lack of leadership. Tatum, Eberlin, Kottraba and Bradberry(2003) found out that laissez-faire leadership usually tend to give their subordinates freedom for self-management considering the written policies and methods. Tatum et al (2003) describe normative leaders as passive avoidance, management based on exception and administrative management. Normative management is the result of lacking management. Normative leaders do nothing about leadership. Moreover, they are unwilling to make decisions and don't want to use their power, therefore, delay their activities and ignore their leadership responsibilities.They often provide their followers little direction and make little effort in satisfying them and do not improve themselves and their followers (Hoy and Miskel, 2008).

The Relationship between Leadership and Organizational Commitment

So many researchers like (Hiseh, 2004; Abrego, 2004; Skeese, 2003; Kamencik, 2003; Adadevoh, 2003 and AL-Ammaj, 2000) in their studies used leadership styles and organizational commitment. Hiseh (2004) made use of both in Chinese culture and came into the conclusion that both transactional and transformational leadership styles have a positive effect on organizational commitment even though the effect of transactional leadership is more.

Abrego (2004) made use of both leadership style and organizational commitment in telecommunication industry. Skeese (2003) made use of these two variables in general schooling system and found out that both transformational and transactional leadership styles influence organizational commitment. Kamencik (2003) and Adadev(2003),made use of these two variables in nursing and found out that transactional leadership style has a positive effect on organizational commitment. Adadevoh (2000), also found out that transformational leadership style (contingent rewards) has a positive effect on organizational commitment. Al-Ammaj also found out that transactional and transformational leadership styles have a positive effect on organizational commitment, although transformational leadership style has more effect.

Considering rapid changes happening all over the world and at organization level, improving efficiency and effectiveness through using committed staffin latest yearsis said to beone the most interesting issues of each organization and researchers.Investigating latest research showed that leadership styles have positive effect on improving staff's organizational commitment.

Eddy S. Ng. Gorge J. Sears (2011) did a survey on manager's transactional and transformational styles in relation with time diversification, intermediate social role and management age and showed that transactional leadership is largely based on various methods implementation. Also transformational leadership is related to performing management methods when both social values and managers' age of the organization is quite high.

Laine Wallace et al (2011) through questionnaire distribution among 438 Irish pioneer retailingbank branches in studied this issue that how values were accepted among staffs in a bank and showed that one structure and leadership style circular is effective in motivating to accept bank values. Moreover, when the staffs are committed to the organization, this will have an important effect on accepting these values.

Azman Ismail et al (2011) in a research entitled "an experimental relationship between transactional leadership, improvement and organizational commitment" by questionnaire distribution among 118 individuals of United States subsidiary organization in east Malaysia investigated the effect of empowerment (empowered) in relation with transactional leadership style and organizational commitment. Research results showed that empowerment and transactional leadership style are considerably and positively in relation with organizational commitment.

Srithongrung, A(2011) in a paper entitled "causal relationships between transactional leadership, organizational commitment and staff effectiveness" come to the conclusion that transactional leadership especially regards idealization influence and inspiration motivation components directly improve good behaviors and indirectly through internalization, identification and exchanging organizational commitments make the staff stay in the organization.

METHODS AND MATERIALS

The present study is applicable in terms of purpose, and in terms of data collection method for descriptive surveys. Data are gathered by questionnaire. Questionnaire's audience were staffs of each sampling group.To choose number of samples Morghan table used. Also, intended samples were chosen randomly.

RESULTS

There isn't different staff's view point toward infect of Leadership style on staff 's **organizational commitment based on demographic characteristic.**

Table 1. The ANOVA-test for different of viewpoint of staff toward infect of leadership style on organizational commitment based on demographic characteristic

Variable	N	Sig
Service location	242	0.081
Age	242	0.78
Gender	242	0.91
Years of service	242	0.053

DISCUSSION AND CONCLUSION

The present study investigated the staff's view point different toward infect of leadership style on organizational commitment in Tabriz IAU at 2014 based on staff's demographic characteristic. As it was said before, the results show was not significant different between staffs based on demographic characteristic toward effect of leadership style on staffs' commitment.

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