

The review of the relationship between leadership styles and organizational commitment of employees in petrochemical complexes of 'Asalūyeh in Bushehr Province, Iran

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ABSTRACT

Human Resources field enjoys communications and interactions of different functional and operational areas in organizations; therefore, it may have so considerable impact on performance of organizations and the achievement of organizational objectives. Hence, in this study we are going to examine the relationship between leadership styles of managers and organizational maturity of staff and the organizational commitment of them in petrochemical complexes of 'Asalūyeh. In this regard the organizational commitment of Allen & Meyer model is used as the basis for the assessment of organizational commitment status. On the other hand, People-Capability Maturity Model (P-CMM) was used to determine the maturity of the staff.

Independent samples T-test, Pearson correlation and general linear model via Statistical Package for Social Science (SPSS) were used to test the hypotheses of this study. The results obtained of the data analysis paved the way for framing an answer to the main goal, so to speak, determining the existence of relationship between leadership styles of managers and organizational commitment of staff in the statistical sample and the secondary objective as well, namely, determining the presence of relationship between levels of organizational maturity of staff and leadership styles of managers in the statistical sample of the study.

KEYWORDS: Human resource strategic management; Transformational leadership style

INTRODUCTION

Human Resources field has communications and interactions of different functional and operational areas in organizations through which may have a noteworthy and remarkable impact on the performance of organizations. This has led the area is considered as one of the most important and influential organizational issues in today's business environment that enjoys a lofty role and position in the context of valorization in today's organizations. This important area has made doing researches and studies on various aspects of the area a necessity that organizations may take advantage through the results achieved toward the promotion of human resources' management at their disposal and ultimately create higher added value.

History

Mediating effect of organizational culture on the relationship between managers' leadership style and creativity of employees: This study was done to examine the impact of leadership style of managers on employees' creativity given the role of mediating of organizational culture in 2012 at the supervisory of an insurance company in Markazi and Lorestan Provinces; the results indicate that the effect of managers' leadership style on employees' creativity is significant and positive on the one hand, and the organizational culture mediating variable has significant effect on the relationship between leadership style and creativity on the other hand (*Shuwqī and Hāj Fath'alī*, 2012).

The relationship between leadership style (transformational, transactional and Laissez-Faire) of managers and job satisfaction of emergency medical technicians in the County of Isfahan:

The aim is to investigate the relationship between leadership style (transformational, transactional and Laissez-Faire) of managers and job satisfaction of emergency medical technicians. Based on the findings both transformational and transactional leadership styles had significant relationship with job satisfaction ($P < 0.01$), moreover there was no relationship between Laissez-Faire leadership style and job satisfaction. **Conclusion:** In a challenging career as emergency medical services transformational leadership style may bring more job satisfaction from the three styles of transformational, transactional and Laissez-Faire (*Qurbānyan et al.*, 2010).

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The connection of leadership styles with administrative deviance: experiences from different countries indicate that corruption is a complex, hidden and diverse matter. Thus emphasizing the fact that corruption and administrative deviances affected by the kind of relationship of leaders with employees in organizations, it has been attempted to view this predicament from the perspective of management in the paper. Accordingly, the connection of leadership styles with administrative deviances is dealt with based on the Likert Model (autocratic, authoritative, benevolent, consultative and participative) so that it may provide a mechanism to reduce corruption and administrative deviances (Mojtahedzadeh, 2009).

The review of the relationship between managers' leadership styles and burnout of high school teachers of Urmia in the academic year 85-86: The aim of the study was to examine and identify leadership styles of managers and its relationship with the rate of teachers' burnout. Research method was the survey-cross-sectional one by which 152 teachers and 30 principals were selected by Random Sampling. The results showed that the rate of burnout of those teachers whose principals follow participative leadership style is more than those teachers whose principals have the relationship leadership style (the sample surveyed was the kind with no task-oriented principal). Statistically, no significant relationship is there between age and the rate of burnout of teachers. There would be a significant relationship of 0.05 between years of service and burnout meanwhile the more career the more rate of burnout would be. There would be a significant difference of 0.01 between the rate of burnout of male teachers and female ones, in other words, the burnout among male teachers is more the female ones. As for the emotional exhaustion and depersonalization aspects, there are significant differences of 0.0001 and 0.05 respectively; furthermore, the rate of burnout of male teachers is more than the female ones in these two aspects. However no difference would be there between the performance of males and females in the aspect of individual failure (Siyid Qarāyīnī and Siyyid' Abbās-zādih, 2009).

The relationship between transactional-transformational relationship styles and organizational justice and proposing the model in the physical education organization (PEO) of the Islamic Republic of Iran: The statistical population consisted of all the experts (287 people) of the headquarters of PEO. The results indicated that the rate of transformational leadership of managers and professionals' perceptions of organizational justice in the PEO was average. Also the correlation coefficient showed that transactional-transformational relationship styles have a significant relationship with the organizational justice. Multiple regression analysis showed that the transformational leadership is a stronger predictor for organizational justice too. In the end, using the method of Path analysis, the proposed model also showed some aspects of both styles which have the most influence on the organizational justice (Murādī Chālishtarī et al., 2009).

The review of the relationship between leadership styles of managers and organizational health in secondary schools of the County of *Lenjan* in the academic year 88-87: The statistical population was of 1645 all high school teachers in *Lenjan* County in 88-87 school year. The results showed that there would be a direct and significant relationship between types of leadership styles (success-centered, directive, supportive, participative) and organizational health. At that the findings indicated that there was no difference between the views of teachers about organizational health in terms of education and years of service, yet there were differences in terms of sex. According to the results of multiple regression analysis, the styles of protective and directive were predictors of organizational health among the quartet styles (Rajāyīpūr et al., 2010).

Presenting the structural model of organizational justice based on change-and-pragmatist-orientation leadership styles in Islamic Azad University: The results obtained of the method of path analysis showed: change-and-pragmatist-orientation leadership styles have a significant relationship with the organizational justice and indicate their direct impact on the organizational justice. Most effect was achieved in pragmatist-orientation leadership aspect on organizational justice under the direct effect of encouragement to the intellectual effort in the change-orientation leadership and the direct effect of active management based on exceptions. Among the components of justice, distributive justice is known as the most important indicator of organizational justice in the model. The goodness of fit of the above said model was measured 0.92 that it is of an acceptable fit with reality (Nāzīm and Haddādpūr, 2013).

The review of the relationship between leadership styles of managers and effectiveness of university hospitals of the city of Isfahan: participative management style had been as the dominant style in research population from the perspective of managers and employees. 57.30% is the percentage of occupancy in university hospitals of the city of Isfahan, 4.07-days is the average length of stay of inpatient in the hospital, 51.40-times is the average bed turnover in hospitals and the average of bed turnover distance of hospitals have equaled 3.03 days. Whereas the dominant style of hospitals' administrators had been participative management style, there would be no relationship between their management style and the efficiency of hospitals. Use of participative management style in university hospitals of the city of Isfahan has not led to the improvement of the efficiency of hospitals. The commitment and management stability, paying attention to the organizational maturity of employees, providing the foregrounds of

participative management and training of managers in this area may lead to a correct application of the managerial style or choice of the best style of management suited to the organization (*Miṣḍāq-rād*, 2005).

The relationship between leadership style of managers and organizational commitment of employees of Iranian Telecommunication Manufacturing companies: based on the results, there would be a significant relationship between the leadership style of managers and organizational commitment of subordinates ($P < 0.05$), besides a significant difference between managers and subordinates' organizational commitment. However, no significant difference would be there in the level of organizational commitment of contractual and official employees (*Riḍāyī&Sā'atchi*, 2009).

The review of the relationship styles of managers and organizational commitment of police general staff of Fars Province: The statistical population of the research includes police general staff of Fars Province of which 299 were selected as sample. The results obtained in this study would be concluded that the use of general managers' consultative and participative styles of management more than autocratic and benevolent management styles causes an increase in general employees' organizational commitment, furthermore general staff managers are recommended to pay especially attention to management styles in order to increase the level of organizational commitment of their employees (*Siyidi and Izadi*, 2010).

IlhāmFariburzi (2003) carried out a research on *the role of transformational leadership in managers of information technology projects in state and private schools of Mashhad* that the results showed: the more amount of managers' tendency to the transformational leadership style increases, the more amount of efficiency, creativity and effectiveness of staff rises; there would be a significant relationship between efficiency and the two components of inspirational motivation and intellectual stimulation as well as creativity and the two components of idealized influence and intellectual stimulation and effectiveness and transformational leadership characteristics. According to the point of principles of non-governmental schools the mean score of inspirational motivation and individualized consideration is higher than governmental organizations, in addition there is the relationship between transformational leadership style and the components of working conditions (work ethic, work challenging, manager's support, autonomy at work and manager's influence and inspiration) (*Sayidiyān and Murādi*, 2009).

Muḥammad Jāvidani (2002) did a research on *the review of the relationship of transformational leadership with the work commitment of managers of the city of Kerman* that the results showed: the more characteristics of transformational leadership managers show, the more work commitment they have, there is the positive relationship between transaction and work commitment among managers, however it is way weak and insignificant (*Sayidiyān and Murādi*, 2009).

Main hypothesis of the study:

- There is the relationship between leadership styles and the maturity of employees and organizational commitment.

Secondary hypotheses of the study:

1. There is the relationship between the transformational leadership style and organizational commitment of employees.
2. There is the relationship between the transactional leadership style and organizational commitment of employees.
3. There is the relationship between the maturity level of employees and the leadership style.
4. There is the relationship between the maturity level of employees and the level of organizational commitment of them.

Type and method of research

The type of the study is the applied one in terms of purpose.

On the other hand, the method of the present study is *descriptive* and the *survey* type. The aim of descriptive research is to describe how and conditions or phenomena studied. Inasmuch as the study has the intention of describing and evaluating the relationship between transformational-transactional leadership styles and also maturity of employees as a mediating component on the level of organizational commitment in the aforesaid statistical sample (petrochemical complexes of 'Asalūyeh), the proper way to carry out the current research is descriptive and the survey branch.

The statistical population of the study

According as research conducted in petrochemical complexes of 'Asalūyeh, all of senior managers and staff who are active and employed there cover the statistical population of the study. In conformity with reviews conducted, ten petrochemicals are working in the complex.

Two groups should be examined as the statistical population: the statistical population of managers to determine the leadership style and the statistical population of employees to determine the maturity level and organizational commitment.

Findings:

There is the significant difference in the measure of organizational commitment of employees whose managers apply the transformational-transactional leadership styles.

The results obtained indicate that the two-tailed p-value of the study, namely Sig (2-Tailed), is less than 0.05 (the error area), as a result it may be concluded that there are enough reasons to reject the H0 hypothesis, so to speak, the H1 will be accepted.

It indicates that there is the significant difference between transformational-transactional leadership styles of managers and organizational commitment of employees in petrochemical complexes of 'Asalūyeh. On the one hand, since the mean scores of organizational commitment of employees whose managers follow the transformational leadership style are greater than the mean scores of organizational commitment of employees whose managers enjoy the transactional leadership style, it can be in overall concluded that *those managers who obey the transformational leadership style, they have been more successful in increasing the level of commitment.*

There is the significant difference in areas of organizational maturity of employees whose managers apply the transformational-transactional leadership styles.

The results obtained indicate that the two-tailed p-value of the study, namely Sig (2-Tailed), is less than 0.05 (the error area), as such it may be concluded that there are enough reasons to reject the H0 hypothesis, so to speak, the H1 will be accepted.

It indicates that there is the significant difference between areas of organizational maturity of employees and transformational-transactional leadership styles of managers in petrochemical complexes of 'Asalūyeh. On the one hand, since the mean scores of the area of organizational maturity of employees whose managers follow the transformational leadership style are greater than the mean scores of organizational maturity of employees whose managers enjoy the transactional leadership style, it can be in overall concluded that *those employees whose area of organizational maturity are greater, they have been more successful in interacting with managers who apply the transformational leadership style.*

➤ **There is the relationship between the aspects of organizational commitment and the organizational maturity.**

These two aspects are respectively of the Correlation coefficient of 0.359 and 0.277, nevertheless there has been obtained no relationship between normative commitment and predictable maturity. The results showed that the continuance commitment and affective one among the aspects of organizational commitment have a positive and significant connection with the defined maturity. Thus the higher continuance commitment and affective one of individuals, the more defined maturity of the organization; the two aspects are respectively of the correlation coefficient of 0.295 and 0.258, nonetheless, there has been obtained no relationship between the normative commitment and the defined maturity. The above information is proved by significant coefficients obtained.

Given the correlation coefficient obtained between these factors, it can be concluded that there is the positive and significant connection between continuance commitment and managed maturity. Consequently, the higher continuance commitment and affective one of individuals, the more managed maturity, it is of the correlation coefficient of 0.175, although there has been obtained on relationship between normative and affective commitments and managed maturity.

The results showed that all three aspects of organizational commitment, continuance commitment, normative commitment and affective commitment are of a positive and significant connection with the optimal maturity. The two aspects are respectively of the correlation coefficients of 0.207, 0.365 and 0.304. The above information is proved by significant coefficients obtained.

➤ **There is the relationship between the aspects of organizational commitment and the leadership style.**

It was concluded that there is no positive and significant connection between none of the aspects of leadership style and normative commitment given the correlation coefficient obtained between these factors. The results showed that all three aspects of transformational leadership, transactional leadership and the laissez-faire one are of a positive and significant connection with the defined continuance commitment among organizational leadership aspects. The three aspects are respectively of the correlation coefficient of 0.341, 0.295 and 0.258.

It was concluded that there is the significant and positive connection between the affective commitment and the transactional leadership and the laissez-faireone based on the correlation coefficient obtained between these factors.

The two aspects are of the correlation coefficient of 0.279 and 0.330 respectively. Although there has been accomplished no relationship between affective commitment and transformational leadership.

➤ **There is the relationship between the aspects of leadership style and the organizational maturity.**

There is the significant and positive connection between all three aspects of leadership style and predictable maturity according to the correlation coefficient obtained these factors. These three aspects are of the correlation coefficient of 0.359, 0.307 and 0.298 respectively. The results showed that there is the positive and significant connection between the transactional leadership and the laissez-faire one and the defined maturity among the aspects of leadership style. The two aspects are of the correlation coefficient of 0.295 and 0.310 respectively. Yet there has been obtained no relationship between the transformational leadership and the defined maturity. Significant coefficients obtained prove the aforesaid data. The aspect has the correlation coefficient of 0.404. Still there has been obtained no relationship between the transactional leadership and transformational one. The results showed that the both aspects of the transactional leadership and transformational one have the positive and significant connection with the optimal maturity.

➤ **The aspects of organizational maturity have an effect on the organizational commitment.**

About the impact of the aspects of organizational maturity on normative commitment, only was the positive and significant impact of the optimal maturity on the normative commitment proved. The optimal maturity and predictable one are also of the positive and significant impact on the affective commitment of individuals.

➤ **The aspects of leadership style have an effect on the organizational commitment.**

Based on the analyses performed by multiple regression tests in Chapter IV, it is concluded that all three aspects of organizational leadership have the positive and significant effect on the continuance commitment. About the impact of the aspects of leadership style on normative commitment, the impact of neither of them was proved. The transactional leadership and the laissez-fair one are of a positive and significant impact on the affective commitment that the results of the level of significance obtained confirm the existence of these effects.

➤ **The aspects of leadership style have an effect on the organizational maturity.**

According to the analyses done it would be concluded that none of the aspects of the leadership style has any impact on the managed maturity. The two aspects of transactional leadership and the laissez-faireone have affected, moreover all three aspects of the leadership style affect the predictable maturity. Optimal maturity is affected by the point of transactional and transformational leaderships. The results of the level of significance obtained confirm the existence of these efficacies.

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