Study of Correlation between Taskwork, Education Level, Staff Numbers, Service and Management Background of Managers on Self-Control Level of a Group of Educational Employees

Katayon Hashemi and Maryam Hosseinpour
Ministry of Teaching and Training, Alborz Province, Iran

ABSTRACT

The presented study has been conducted to analyze the effect of style of task-orientation and authoritarianism of the managers with self-control of a group of employees of the education department of one of the regions of Tehran in conducting their duties with Survey–descriptive method. For conducting this research, 210 and 310 managers and employees has selected respectively with the unit of school and calculated with the specific formula of sample size of Morgan’s table. Lutan’s Questionnaire of style of leadership and questionnaire of the self-control of the employees has completed by subjects for collecting the data. The results showed that more than half of the managers of the subject group had the bachelor degree with a normal rate of distribution. Most of the managers of the subject group had the service experience of 16 to 20 years and the lowest number was belonged to the managers with the service experience of less than five years. According to the results, the highest abundance was related to the managers with bachelor degree (123) and the lowest number was related to the managers with a Master’s degree (22). The findings of this research in case of self-control of the employees, show that the highest percentage of the group of the employees (random samples in both groups) is in the medium level of the self-control and the lowest percentage is belong to those with higher level of self-control. The results of the distribution of service experience of the managers of this subject group shows a quite normal distribution of this variable in the group. Most managers of the subject group had 6 to 10 years of managing background (24.3%) and the lowest number 2.9% was belonged to the managers with 21 to 25 years of managing background. From among the schools selected for the research, 33.8% of the schools (most of them) have 10 up to 20 employees and the lowest percentage (six schools equal 2.9%) was related to those with more than 40 employees. 34.8% of the employees had a low level of self-control, 51% had a medium level and 12.4% had upper medium level and 1.9% had high level of self-control. There is no significant relationship between the style of the leadership, task orientation and self-control of the employees. From the results of presented study it can concluded that the self-control of the employees in addition of having an appropriate style of leadership, depends on the factors except degree and task orientation like organizational position, education, empowerment and maturation of the employees.

Key words: style of the leadership, self-control, leading of task orientation, educational degree, managing and service background, number of employees.

1. INTRODUCTION

There is no doubt that the traditional styles of the organization are facing a series of difficulties due to the inflexibility and extreme limitation of innovation. One of the requirements of a Provident organization is a structure which could encounter with unpredicted changes. Thus we have to confess that making some critical changes in traditional structure of the organization is inevitable.

Self-control research on the employees of the organization is not an easy job to conduct and need paying attention to the organization culture [1] self-control training according to organization culture [2] adjusting the purposes in direction of the synchronization with the individual goal in the organization [3] strengthening the belief foundation of the persons in the organization. It is the manager which has to facilitate human relation and seek the progress of the organization [4] considering that the self-control can prevent conflicts and contradictions in the organization and encourage people to do their duty from the inside and prepare the grounds of individual growth in the organization.

The main factor of effectiveness of self-control is growth and the maturity of the individuals [5] and in other words and it can't be fulfilled unless having conversant, grown and mature employees which have knowledge over the purpose and plans of the organization. When the responsible and conversant people are controlled by external rules and regulations, often they won't have a good performance. Hence using the external controllers for such people can decrease their motivation, lower their performance and put a stop to the efforts of the organization in adaptation to changing conditions, and in this condition using compulsion and coercion become necessary. Therefore having self-control in the organization and also a manager with the appropriate style in leading the organizational position which leads to increase the level of self-control of employees in the organization is inevitable.

*Corresponding Author: Maryam Hosseinpour (M.Sc.), Ministry of Teaching and Training, Alborz Province, Iran, Email: sahel_mh_2006@yahoo.com
In a survey-descriptive research which has conducted by Molazemian in the year 1388 on 39 nurse manager, interaction of the dimension of the emotional intelligence and the leading style is analyzed. The results of this study show that there is no relation among transformative leading style with emotional intelligence and self-control [6]. Obiozor [7] conducted a survey-descriptive research in the year 2010 named leadership in the classroom and analyzed its relation with the self-control of the American student which are severely affected by the rops culture, the results of this study showed that there is a positive association between the training of self-control of the student with the leading style suitable for the classroom [5].

According to Kotter, leadership is about coping with change. Leadership focuses on change and innovation; it focuses on the big picture; on strategies that take calculated risks and on people's values [3].

Participative or democratic style involves the leader including one or more employees in the decision making process (determining what to do and how to do it). However, the leader maintains the final decision making authority. Using this style is not a sign of weakness; rather it is a sign of strength that person's employees will respect [3]. This is normally used when person have part of the information, and his employees have the other parts. Note that a leader is not expected to know everything - this is why he employs knowledgeable and skillful employees. Using this style is of mutual benefit - it allows them to become part of a team and enable him to make better decisions.

In a research, Stewart and Manz [1], indicates that controlling people by the use of any kind of power may result in various responses such as assurance, acceptance and resistance. As results of the research represents, using obligatory power mainly results on resistance and non-acceptance, whereas professional power control results in more assurance and acceptance.

The foremost factor in affectivity of self-control is individual's progression and maturity. In another word, it is most suitable when employees are aware, matured and understand objectives and programs of the organization. When responsible and aware people are controlled by external rules, they don't show better efficiency. Therefore, using external control on these people can decrease their motivation, efficiency and blocks organizational efforts to coordinate with changing circumstances. In this case, using force and obligation is necessary [5].

Control method carried on by Kickul and Neuman [8], indicate that job satisfaction, feeling the importance of cooperating, etc. are factors that have significant role on increasing efficiency and self-control, but physical factors didn't have main part.

However, self-control of organizations and a good manager with suitable leadership style that increase self-control of employees is inevitable. In a descriptive correlation research, George [9] analyzed the relationship between Emotional intelligence and leadership style on 39 chief nurses. The results of the study indicated that self-control didn't have any meaningful relation with evolutionary leadership style. In a descriptive correlation research "classroom leadership and its relation with American Rap fan student's self-control", Obiozor et al. [7] indicated that there is a positive relationship between student's self-control and training and suitable classroom leadership styles.

Subject of the presented study as a descriptive and correlated work was investigate the relationship between style of task-orientation and authoritarianism of the managers with self-control of a group of employees of the education department of one of the regions of Tehran in conducting their duties with Survey–descriptive method.

2. MATERIAL AND METHOD

This is a survey-descriptive study which is analyzing the interaction of duty-oriented leadership style of of the managers of the department of education of Alborz province and the self-control level of the employees in accomplishing their duties. For this purpose from among 467 manager and 42,859 random samples with the unit of school (that is the society is divided to small groups named classes and individual samples are selected from each class which is 0.20 from each class) the formula of determination of volume of sample of Morgan's table are calculated and the volume of the sample of the present study is made of 210 managers and 310 employees.

The criteria for entering the study are: 1-they have to be the employees of education department 2-Manager and the employee are from the same school.

Two questionnaires each with 35 questions about the style of leadership, and 10 questions about self-control. The 35 question questionnaire with questions about the style of the leadership, analyze the different styles of the managers considering the two aspect of humanism and duty-orientation, 15 questions are about style leadership of humanism and 20 questions are about the duty-orientated style and their scoring order are as followed:

1-Marking the phrases number 8, 35, 34, 30, 19, 18, 17, 12 with (0).
2-And if you have selected for the above phrases "rarely" or "never" dedicate a specific score to each of them.
3-Sum up the scores of the phrases 31, 33, 11, 12, 13, 14, 16, 17, 20, 21, 23, 25, 27, 29, 2, 4, 6, 7, 9, 1, the acquired score indicate the attention of the respondent to the duty-orientation.
4-Sum up the scores of 35,24,32,30,28,26,24,22,19,18,15,10,8,5,3 the acquired score indicate the amount of the attention of respondent to the aspect of humanism . Of the total score of 0 to 35 shows that the managers
are divided into separate groups after completing the questionnaire: 1-humanist or the relationship-oriented (score of 0-15) which this group itself divide to two subgroups: high humanism and low humanism 2-duty oriented (0-20) which this group divide into two subgroups either: High and Low duty oriented. And the self-controlled questionnaire which contain 10 yes-no questions.

2- Duty-oriented (0-20): this group also divide into two subgroups; high and low duty oriented. The self-control questionnaire contain 10 yes-no questions. The score of 1-3 indicates a low self-control, the score of 4 to 5 indicates medium level; score of 6 to 7 indicates upper-medium level and the score of 8 to 10 indicates high level of self-control and total score of every individual was 10. For analyzing the practical validation of the Lutan’s questionnaire the content validity (external) used and validated. In order to acquire to scientific reliability, content relevancy is used. Reliability of the tool is also validated by the Cronbach’s alpha r=0.87.

After acquiring the necessary permission, the researcher introduced himself to the subjects and introduced the subject of the research to them. After explanation about the completion of the questionnaire, the questionnaire distributed among the subjects. The completed questionnaire gathered at the same day from the subjects and their information is analyzed by the SPSS software. Descriptive–inferential method was used for analyzing the information; K2 two-variant square test and Pierson’s correlation coefficient were used for analyzing the data.

3. RESULTS

After data description based on characteristics of the subject in the format of abundance distribution table, presenting parameters of central tendency, distribution of subjects scoring and drawing related diagrams, for testing their research premises and answering the related question, One-way ANOVA test, K2 two-variant square and F Index has been used. Abundance distribution and percentage of sample group of managers based on educational degree, service background and number of personnel are presented in pictures 1 to 4.

![Diagram 1. Distribution of the percentage of the group of sample managers based on educational degree](image1)

![Diagram 2. Distribution of the percentage of the group of sample managers based on service background(year)](image2)
Diagram number 1 shows that more than half of the managers of the sample group had bachelor degree and the distribution of the managers was a normal. Most of the managers of the sample group had 16 to 20 years of service background and the lowest number was belonged to manager with less than five-years of service background. According to these results, highest abundance in the sample group was related to the managers with bachelor degree (123) and the lowest number was related to the managers with a Master’s degree (22).

Diagram two which is related to the distribution of the service background of managers of the sample group shows its quite normal distribution of the variable in the sample group. Most of the managers of the sample group have 6 to 10 years of management background (diagram 3) and the lowest number belonged to the managers with 21 to 25 years of managing background. 24.3% of the managers of the sample group have the managing background of 6 to 10 years and shape the highest percentage of the sample group in case of this variable and the lowest percent is 2.9 %, related to the managers with 21 to 25 years of managing background. In the school which selected for the research, 71 schools had 10 to 20 employees (diagram 4) which includes the highest percentage of the employees and the lowest percentage (6 schools) was related to the schools which had more than 40 employees. 33.8% of the school of the sample group had 10 up to 20 employees which is the highest percentage and 2.9% had more than 40 employees which is the lowest percentage.

Parameters of central tendency and score distribution to consolidated Democratic style(humanism) and undemocratic (task-oriented) managers of sample group are presented in table number 1 which shows that the average of Democratic leading style in the sample group is 9.423 and the standard deviation of the score of this style in this group is 2.325. These two parameters in case of undemocratic style in sample group are 13.78 and 2.440 respectively. Abundance distribution and percentage of the group of sample managers based on their levels in the style of consolidated leadership are represented in Diagram 5, so that none of the managers of the
sample group in consolidated leadership style are in excellent level. Hence majority (80%) of these managers are in the medium level of consolidated leadership style. Majority of the group of sample managers in consolidated leadership style are in the medium level.

**Table 1.** Parameters of central tendency and the distribution of the score of leadership style of the manager

<table>
<thead>
<tr>
<th>Leadership style</th>
<th>Numbers</th>
<th>Average</th>
<th>Median</th>
<th>view</th>
<th>Standard deviation</th>
<th>variance</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Democratic</td>
<td>210</td>
<td>9.43</td>
<td>10.0</td>
<td>12</td>
<td>2.325</td>
<td>5.404</td>
<td>2</td>
<td>14</td>
</tr>
<tr>
<td>Undemocratic (task oriented)</td>
<td>210</td>
<td>13.78</td>
<td>14.0</td>
<td>13</td>
<td>2.440</td>
<td>8.954</td>
<td>4</td>
<td>19</td>
</tr>
</tbody>
</table>

**Diagram 5.** Distribution of percentage of group of sample manager based on style of consolidated leadership

Abundance distribution and the percentage of employees of the sample group based on the level of self-control are presented in diagram 6. As you can see in diagram 6 the highest percentage of the group of employees (random samples in both groups) are in the medium level of self-control and the highest percent belong to those with higher self-control level. The findings of this research in relation to the level of self-control level of the employees, shows that the highest percent of the group of employees (random samples in both groups) are in the medium level of self-control and the lowest percent belong to those which have high self-control level.

**Diagram 6.** Distribution of percentage of employees of sample group based on the level of self-control
Is self-controlling of the employees, affected by undemocratic leadership style (work-oriented) of managers?

Considering the self-control levels of employees, sample group of workers (group 1) are categorized into 4 subgroup of low, medium, upper medium and high level of self-control. For testing the above question the average of the score of undemocratic leadership style belonged to the managers of these four groups, are calculated and compared by analysis of the variance. The average and standard deviation of the score of undemocratic style of leadership in 4 subgroups (that mentioned above) are presented in table 2 and brief results of One-Way variance analysis are presented in table 3.

Table 2. Average and standard deviation of the score of undemocratic style of leadership based on the level of self-controlling of the employees

<table>
<thead>
<tr>
<th>Self controlling level</th>
<th>Number</th>
<th>Average</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>73</td>
<td>9.27</td>
<td>2.287</td>
</tr>
<tr>
<td>Medium</td>
<td>107</td>
<td>9.40</td>
<td>2.265</td>
</tr>
<tr>
<td>Upper medium</td>
<td>26</td>
<td>10.15</td>
<td>2.257</td>
</tr>
<tr>
<td>high</td>
<td>4</td>
<td>8.25</td>
<td>4.500</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>9.43</td>
<td>2.325</td>
</tr>
</tbody>
</table>

Table 3. Brief one way variance analysis (score of undemocratic style of leadership based on the level of self-controlling of employees)

<table>
<thead>
<tr>
<th>Source of changes</th>
<th>Sum of squares</th>
<th>Degrees of freedom</th>
<th>Average of squares</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between group</td>
<td>21,054</td>
<td>3</td>
<td>7.018</td>
<td>1.304*</td>
</tr>
<tr>
<td>Inside group</td>
<td>1108.375</td>
<td>206</td>
<td>5.380</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1129.428</td>
<td>209</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*no significant level

Considering that calculated F parameter (1.304) is smaller than critical F_{0.05} parameter with freedom degree of 3 and 206 (2.65), so it is validated with the certainty of 95 percent assuming zero based on equity of average of the score of undemocratic leadership style of the managers with employees of different level of self-control. In other word, whatever self-controlling level of the employees is there is no difference in their manager’s level of undemocratic style of leadership. Therefore, self-control of the employees is not affected by the undemocratic style of the leadership (work-oriented) of the manager.

4. DISCUSSION AND CONCLUSION

The purpose of this research is determining the effect of style of the leadership (of work oriented) of the managers on the self-control of the employees of educational department of Alborz province on conducting their duties in the year 2011. Based on acquired results, most of the managers with the work oriented leadership style and also the work-oriented leadership style had no effect on self-controlling of the employees of Alborz province on conducting their duties (9, 10).

Lewin et al. [10] stated that the democratic leadership manner favors decision-making by the group. Such a leader gives instructions after consulting the group. They can win the cooperation of their group and can motivate them effectively and positively. The decisions of the democratic leader are not unilateral as with the autocrat because they arise from consultation with the group members and participation by them [11]. In a research, Argyris [12] showed that democratic leadership manner can affect autonomy level of employees when, 1) everyone has its own responsibility, 2) managers let the employees to progress in their work. He believes managers encourage employees to be inactive, so they became immature. Researches of Morgeson [13] also indicated that people can be self-motivated and self-controlled when they are motivated enough, consequently, managers should not directly control them instead they should try to reveal their inner abilities. We can conclude that not only democratic leadership manner is important, but considering maturity, encouragement, freedom, and using potential abilities of people are also important.

Findings of the researches related to leadership manner and democracy is in agreement with the results of the present study [13, 14, 15, 16, 17, 18]. McGregor [19] always viewed as having made a major contribution to our understanding of how leaders should be, think, and act so they can motivate others. He found that leadership needs practices which demands true and accurate understanding of human nature and its motivation. He consequently defined controversy of x theory, and called it y theory. A manager should recognize potential ability of people and activate it. And help its employee to progress and have more self-control on their practices. Zimmerman [20] suggest four level of self-precept for its PhD students: observation, imitation, self-control, and self-adjustment

1) By observation, students can learn. He defines characteristics of a good teacher as: tolerance, understand, believing in God, pride and honor to student's success
2) Students then do their homework by imitating teacher and learning new experiences.
3) Students should internalize their learning to be self-controlled
4) Students should represent their special learned behaviors in self-adjustment level.
Also, Zimmerman [20] stated his students: "you are graduated as self-adjusting expert, and your university occupations are started." He was observing them and supporting them, even with an encouraging word. Therefore, Zimmerman achieved acceptable results. In a research in Washington, called "using working and automatically adjusting groups", Scarr [6] divided school to 4 separate teams by organizing central office employees, managers, supporting personnel, and he achieved success in school. He, then, suggested managers should change their Bureaucracy and autocratic manner to non-intensive manner. And organize team work while they are focused on the results.

CONCLUSION

From the results of presented study it can concluded that the self-control of the employees in addition of having an appropriate style of leadership, depends on the factors except degree and task orientation like organizational position, education, empowerment and maturation of the employees.

ACKNOWLEDGMENTS

The presented study financially assisted in part by Islamic Azad University, Islamshahr Branch, Iran. It was summarized from Master Thesis project with grant number awarded 2011.

REFERENCES