

A local leadership model for adaptive studying leadership style of government and non-government newspapers

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Abstract: This study first intend to identify a pattern of local leadership for government and non-government newspapers, and secondly, to compare the pattern of leadership in the government and non-government newspapers. For this purpose, first, all leadership models have studied and 134 parameters as parameters of local leadership model have received combining them with Islamic leadership model that is appropriate to the circumstances of Islamic republic of Iran. These indicators provided for 56 professors of media management and newspaper managers. After factor analysis, 68 statements were classified in four classes that the charismatic leader with 32 statements, learning factor with 18 statements, values - ethnics factor with 12 statements and communications skills (empathy) with 6 statements were obtained. After implementing a questionnaire in pilot environment and calculating Cronbach's alpha, six statements were removed. And finally the charismatic leadership factor with 32 statements, learning factor with 16 statements, values - ethnics factor with 9 statements and communications skills (empathy) with 5 statements were obtained.

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1. Introduction

1. Introduction In

The last phase of the research aimed to identify possible differences in the pattern of governmental and non-governmental leadership, the questionnaire distributed among employees of four papers were collected. The results of the analysis of the data shows that in all four dimensions Charisma, learning, values - ethics and empathy, there is significant differences between the patterns of leadership in government and non-government newspapers. The success of an organization in meeting its social objectives and responsibilities largely depends on its managers. If managers can perform their duties in an excellent manner, the organization reaches its goals. The goal of managers is to add value and achieve efficiency. For this purpose, managers do duties such as planning, organizing, staffing, leading and controlling (Iranzadeh and others, 2007, 56). The competent manager and professionals are expected that using the principles of management, deployment best methods, and good human relations and the appropriate management style can create a creative and productive organization in order to achieve organization goals and prepare an environment free from anxiety (Haghani et al, 2010, 164).

2. Problem statement:

Today, most organizations require rapidly changing to maintain their competitive position. To

achieve this, organizations should have leaders and staff that are adaptable and work effectively, improve systems and processes continuously and are customer oriented. Considering in different organizations can find out that great leaders do make a big difference. Effective leaders are those that find out results in a certain time framework to be effective for the industry and their business. Today, attention devoted to the planning and process is not enough people develop programs and manage and implement processes. As a result, it is expected that future leaders pay attention to developing individuals in the organization more. Therefore, organizations need to have leaders who evolve organizations by the phenomenon with greater ability in order to survive and grow. These leaders are responsible, use their imagination and try to make their imagination come true, make followers motivated to be commitment and voluntary participation and give them energy and finally conduct organizations toward learning organizations that can identify environmental needs and provide tools for their coordination with it. Such leaders are called transformative leaders. Transformative leaders pervade in beliefs, values and goals of followers and have great influence on their followers. The followers of these leaders feel trust and loyalty (soltani, 1991, 18-19).

Also, from point of view of Islam, leaders and their leadership style is important. Management and

leadership are part of a mission (mission is generally confined to the prophets) and the leader should accept sense of public commitment of the fate of man and society, focus on the evolution of greatest human traits, being far away self-centered and comprehensive following prophets as a principle. Otherwise, leadership and management will be instrument in economic and political power men and serves to increase their wealth and power. In Islam, the leadership and management is an obligation, a duty, a trustee and a huge responsibility on the shoulder of a divinely appointed and qualified and they have a heavy responsibility for it. Muslim leaders find themselves as same as their subordinates and their subordinates as same as themselves that are not different in term of human dignity and they are responsible for their leadership as a trustee and divine duty and they should consider this as a hard divine test. Leadership role (from Islam point of view) is to bring prosperity and actualize talent in divine way. Media management and specially newspaper management are no exception. However the media, despite many similarities with other educational institutions, has features that make it different from the other. Economically, the media should be able to provide financial and reinsurance. In term of human and institutional, media institution utilizing expert and efficient human resources in content production and processing needs to consider their educational, financial and psychological need and by coordination and continuity of human resources, nurture and encourage each employee to achieve maximum performance and personal development. Another interesting point is that, in addition to the common features among the media institutions, each media such as radio, TV and press has special features that these features according to specific requirements require norms and principles of management (Badiee, 2007, 6-7).

However, many management experts discussed about compatibility of west management with national culture in the developing countries. Some basic questions that can be investigated in relation to this subject is that despite an effort in the West to apply management models, why performance of organizations in these countries in comparison to developed countries is highly undesirable? Despite management courses in different levels of universities and institutes and development in most developing countries, why many managers do not have the necessary power to run and manage their organizations effectively? Why the knowledge and skills that managers learned in developing countries and is based on based on the ideas and experiences of western management, cannot make necessary

functionality to allow managers to increase the effectiveness of their organization?

Does today's management system which originates in the theory of the West and is deeply influenced by the social context, is fully transferable to other countries? Is that comprehensive so that despite political, economic, social and cultural differences in countries can have the same function in all societies? (Labaf, 2004, 115)

With regard to the results of research that has been done during last 30 years, it is clear that the main challenge faced by the Iranian media is media management. So, this study is intended by providing a model of leadership specific for local government and non-government newspapers, takes a step toward solving this problem. Therefore, since transformative leaders that have Islamic ethnics and are effective, are consider a strategic advantage for any organization and due to unique cultural and religious conditions in the country and since Islamic management is a school mission and school mission is to provide solutions that are consistent with the concept of justice (Afjei, 1999,10), The main question of this research is that:

What is appropriate and load leadership model for newspapers in Iran? And how leadership style of government and non-government newspaper differ from each other?

3. The necessity and importance of research

The most important asset of any organization is its human capital, or intangible assets. Human resource leadership as the richest source of organizational requires effective leadership style. Manager should recognizing and diagnosing a variety of individual, environmental and organizational factors that among the factors are employee motivations and their career aspirations; uses an effective leadership style. Finally, the move would guarantee the effectiveness of the management and success of the organization in achieving its goals (Iranzadeh, 2007, 65).

The concept of leadership and the need to design and use of local patterns is as important as leader Khamenei has often referred to this category:

"I have repeatedly emphasized that we should take country spirit and content of Islam, not alienated school, Cultures were asked to speak and think the way they become popular in the world; they would have preferred it to other countries and peoples of other nations to accept the same. We should not give in others counsel about ourselves; we should follow what is good and our need and what is right according to our faith and that is, Islamic law and Islamic mortgage and Islamic way; what we have defined Islamic regime according to it and called religious democracy ". (Islamic revolution eader

remarks in a meeting with officials of the Islamic Republic of Iran – 2002/08/20)

According to what is mentioned and due to most studies done in our country in field of newspaper management is more related to media economic and media ownership, this study firstly can help newspapers managers selecting appropriate local leadership patterns according to cultural and local conditions communicate more effectively and increase employee effectiveness. Secondly, given that this study focuses on national and religious culture, is considered as a complement to the field of leadership studies.

3. Research objectives

Ideal: Effective leadership in the media (emphasizing on leadership in the newspapers)

Main: Design a local leadership model for newspapers

Specific objectives

- 1- Identify leadership patterns between government and non-government newspapers in term of charisma
- 2- Identify leadership patterns between government and non-government newspapers in term of learning
- 3- Identify leadership patterns between government and non-government newspapers in term of value-ethics
- 4- Identify leadership patterns between government and non-government newspapers in term of communication skills

3.1. Leadership

Leadership and its impact on organizational effectiveness have a long history and have been reviewed and discussed by experts in this field; so that the leading experts have been selected different ways to recognize the relationship between leadership and organizational effectiveness and have proposed several theories based on it. Discussions started by personality theories. These studies discussed about the traits of great leaders that leader was described by internal characteristics who was born with them. These studies shown that personality traits may increase the possibility of successful leaders but no one can guarantee their success, behavioral theories focus on this issue was that effective leaders show what behaviors and in contingency theories, recognizing conditions and acting according to that, was the key of leaders success.

In recent years and in informed return about judgments related to the personality theories of leadership and in new format under titles such as documents and theories of leadership, leadership theory of charisma, servant leadership, excellence

leadership and transformational leadership theory, specific stimulus is performed. Characteristics of recent theories are that they are looking to include factors that are internal to motivate people to do so effectively. (Mortazavi et al, 1384, 169)

3.2. Leadership style

The way that leader use his power to achieve goals is called leadership style (Rezaeian, 2004, 18). Leadership style means knowledge and ability to perform certain tasks requiring skill in techniques and special tools for practical competence in behavior and activity. (Saatchi et al, 2010, 347)

Leadership style is the way leaders influence on their followers through it and is continued behavioral pattern of manager that he/she shows when conducting organization and employees activities (Moshabaki and Doostar, 2006, 220)

If the manager wants to be successful, his success is through the use of best management style that help mental health of the employees and make them independent on work environment and motivate all of them to work (Haghani et al, 2010, 165)

Some of the leading models for local leadership model used in this study include: transformative leadership, servant leadership, spiritual leadership, charismatic leadership, participative leadership, emotional leader, powerful leadership, fatherly leadership, capability leadership and Islamic management.

3.3. Islamic management

In Islam, leadership and management is a duty, an obligation, a trustee and a huge responsibility that chosen and qualified people are in charge of it and they have a big responsibility. In Islam, managers and leaders find themselves as same as their subordinates and their subordinates as same as themselves that are not different in term of human dignity and they are responsible for their leadership as a trustee and divine duty and they should consider this as a hard divine test. Leadership role is to bring prosperity and actualize talent in divine way. Islamic management means managing Islamic affairs in an Islamic way. In other words, in Islamic management, not only affairs should be Islamic and be true in term of Islam, but they should be done Islamic, i.e. should done through Islamic ways (Baher, 1991, 16).

Islamic management is such management that both in term of epistemological foundations and ontological foundations and both the method and goal is based on the principles of holy religion and morality. Therefore, in Islamic management not only manager should have Islamic piety but also his management should be based on Islamic values (Baher, 1991, 16)

Research Background

Looking at the history of the debates among the studies has done show that most of the arguments in this regard have the economic approach. In other words, the study of economics in the media is highlighted more than other dimensions of organization management. Picard studied government interference in the media market and investigated issue of how government can enhance social objectives conducting media market through regulation and subsidies and special favors (Rashkiyani, 2006, 50). In other research, Alexander studied on media industry and economic principles applied by them and provide an analysis of global integration of these industries.

Also, Gershon studied on the growth and increase of companies and media organizations emphasizing on environmental exploring and development strategy.

Lavin and Wakman consider some of some of the factors that distinguish media organization from other organizations such as the nature of the product, types of employees, specific institutional variables and the unique role of the media organizations in the society (Rashkiyani, 2006, 50).

However, about related research in the country, research investigation suggested that valuable and useful research has been done that have similarities with the subject. Among these categories, the research of Dr. Majid Tehranian, titled "Media Management" can be stated as scientific researchs in the field of scientific media management has been released in our country. (Rashkiyani, 2006, 51)

He studied on how media manage in policy dividing media into three categories: the private media, the public media and the governmental media and after providing some indicators to achieve media management "stable", "growing" and "influence" refers to the most important problems in media management in Iran and considers these problems over years as:

- 1- Passivity (leaders ignored the demands of the state and people)
- 2- Lack of job dependence (weak in academic and scientific expertise among media managers)
- 3- Illusion of importance (narcissistic professional media managers)
- 4- Rent distribution (among the media managers)
- 5- Drop off (communication management in Iran does not complete media management)
- 6- Low productivity (both in products and in the media products and productivity indicators of human resources working in the media of Iran)

- 7- Weakness of civil society institutions (managers are not relying on the audience and people)

Other research is a research studied by Dr. Ali Asghar Mahaki titled press management in Iran (identifying current and optimal management model in Iran from journalists and media managers' point of view and comparing their perspectives) has been developed as Master thesis at Allameh Tabatabai University in 1998. The results show that there is significant difference between current and desired organizational management in the press.

4. Research method

This study combines quantitative and qualitative methods. First, the local leadership patterns designed using qualitative way and exploratory factor analysis and then using the navigation model of leadership, government and non-government newspapers have been compared with each other.

4.1. Research questions

Main question:

What is appropriate and load leadership model for newspapers in Iran? And how leadership style of government and non-government newspaper differ from each other?

Sub questions:

Are leadership pattern of government and non-government newspapers different in term of charisma?

Are leadership pattern of government and non-government newspapers different in term of learning?

Are leadership pattern of government and non-government newspapers different in term of value-ethnics?

Are leadership pattern of government and non-government newspapers different in term of communication skills?

4.2. Reliability and Validity

Validity means that measurement tool measures desired characteristic not other characteristic and reliability means that if a measured subject be measured by the same tool and under the same conditions again, the results are somewhat similar, accurate and reliable (Poorkazem and Shakeri Navaee, 2004, 53).

4.3. Content validity

The result of Content validity of the measure tool of leadership style using opinions of some media management professors who had teaching experience or experience working in the national press – was confirm of received parameters.

4.4. Structure validity

For a more precise measure of credit of measurement tool, its structure validity was investigated. After that, the results of structure validity using confirmatory

factor analysis separately for each of the learning organization is shown in a Table and the load factor of each index factor, was analyzed.

4. 5. Measuring reliability of measurement tool

To measure reliability of measurement tool, consistency reliability of the questionnaire were used. This reliability is a test of the consistency of the respondents answered all questions in a measure or a questionnaire. Since questions are independent

measures of the same concept, they are correlated with each other. The most commonly used test for internal consistency reliability is Cronbach's alpha coefficient that used for questions or multi measure classes. In this study, internal consistency reliability test was done using Cronbach's alpha coefficient which indicates high reliability of measurement tool.

Table 1. Parameter

Row	Parameter	Initial Alpha	Deleted statements	Final Alpha
63	Charisma	0.67	-	0.67
64	Learning	0.02	40 , 44	0.70
65	Value-Ethnics	-0.16	51, 52, 62	0.75
66	Empathy	-0.11	68	0.70

4.6. Statistical population and sample size

Statistical population of this study for designing a leadership model is 56 Media Management professors and people who have over five years management experience in the national press that was selected by snowball method.

Also, the statistical population to compare leadership of government and non-government newspapers are all employees who are directly and indirectly associated with the manager of four government newspapers which respectively are:

- Non-government newspaper A: 12 people
- Non-government newspaper B: 9 people
- Government newspaper A: 15 people
- Government newspaper B: 11 people

5. Data analysis

After factor analysis, using varimax rotation, statements were grouped in four factors. The results show that after factor rotation, a total of 4 factors are explained 100% of the variance. The result of factor analysis shows that 36% of variable variance is

explained by the first factor, 28% by the second factor, 19% by the third and 17% by the fourth factor. Totally, these four factors explain 100% of the variance.

Table 2. Explained variance

First Number	Explained variance	Cumulative percent
1	36.022	36.022
2	27.856	63.878
3	18.834	82.712
4	17.288	100.000

In order to reduce the number of statements, minimum coefficient was assumed 8.0 that this increased the number of statements to 68.

5.1. Reliability Analysis

To measure the reliability of made tool, questionnaire was filled by 53 employees of both government and non-government newspapers that six statements were eventually removed. The results are as follows:

Row	Parameter	Initial Alpha	Deleted statements	Final Alpha
63	Charisma	0.67	-	0.67
64	Learning	0.02	40 , 44	0.70
65	Value-Ethnics	-0.16	51, 52, 62	0.75
66	Empathy	-0.11	68	0.70

In the final stage to identify possible differences in the leadership pattern of governmental and non-governmental newspapers, this questionnaire distributed among 47 people who work directly with the manager in four government and non-government newspapers and then collected. The results are presented as follows:

5.3. The study of variables distribution

To check variables distribution as normal or abnormal, we use Kolmogorof- Smirnof test. This test

checks variable distribution and approximated normal distribution and significance or non-significance of differences between variable distribution and normal distribution. If significance degree (Sig) of Kolmogorof- Smirnof test is less than 0.05, it shows that there is significant different between variable distribution and normal distribution. In other words, variable distribution is abnormal. However, if significance degree is more than 0.05, it shows that there is not significant different between variable

distribution and normal distribution and variable

distribution is normal.

Scales	Statistics		Test values		Distribution status
	Average	Standard deviation	Kolmogrof- Smirnof value	Significance level	
Charisma	48.7	8.0	1.274	0.078	Normal
Learning	45.7	5.4	1.371	0.047	Abnormal
Value-ethics	55.5	8.1	1.235	0.094	Normal
Empathy	53.6	10.5	1.031	0.238	Normal

The results of Kolmogrof- Smirnof test show that there is significant different between the distribution of three variables charisma, value-ethics and empathy and normal distribution. In other words, it can be said that these three variables are normal distributed. However, the results of Kolmogrof- Smirnof test for learning variable show that there is significant different between the distribution this variable and normal distribution (Significance value is less than 0.05). So, distribution of learning variable is abnormal.

One of the main assumptions of parametric tests to examine relations between variables is variables distributed normally. Therefore, according to the results of Kolmogrof- Smirnof test it can be concluded that to compare leadership pattern in government and non-government newspapers in term of charisma, value-ethics and empathy, parametric T

test for two independent samples and to compare the difference of leadership pattern in two groups of government newspaper in term of learning, nonparametric Uman Whitney test can be used.

There is difference between nominal two-sided T test of independent variables (government and non-government) and dependent variables (Charisma, learning and empathy variables). This test compares average of two groups (government and non-government) in term of dependent variable score and examines significance or non-significance degree of mean difference between the two groups. Uman Whitney test is like T test but since this test is nonparametric, averages convert to rating averages and rating average for two groups is compared.

First question: Are leadership patterns in government and nongovernment newspapers different in term of the charisma?

	newspaper	numbers	average	Standard deviation	T	Significance
Charisma	Government	26	42.7484	4.20736	10.259	0.000
	Non-government	21	56.1343	4.72954		

According to the above table, the average for charisma variable in government newspaper in range from 0 to 100 is 42.7 and in non-government newspaper is 56.1. T value is 10.259 and its corresponding significance is 0.000. These results indicate that by acceptance 1% error and 99% confidence, observed different between averages of

two groups is significant. So, it can be said that average score of leadership pattern in non-government newspaper in term of charisma is significantly more than government newspaper. Second question: Are leadership patterns in government and nongovernment newspapers different in term of the learning?

	newspaper	numbers	average	uman Whitney	Significance
Learning	Government	26	13.50	351.0	0.000
	Non-government	21	37.00		

According to the above table, the average for learning variable in government newspaper is 13.5 and in non-government newspaper is 37. Significance according to uman Whitney test is 0.000. These results indicate that by acceptance 1% error and 99% confidence, observed different between averages of two groups is significant. So, it

can be said that average score of leadership pattern in non-government newspaper in term of learning is significantly more than government newspaper. Third question: Are leadership patterns in government and nongovernment newspapers different in term of the value-ethics?

	newspaper	numbers	average	Standard deviation	T	Significance
Value-ethics	Government	26	62.2032	2.68392	18.329	0.000
	Non-government	21	47.1487	2.93762		

According to the above table, the average for value-ethics variable in government newspaper in range from 0 to 100 is 62.2 and in non-government

newspaper is 47.1. T value is 18.329 and its corresponding significance is 0.000. These results indicate that by acceptance 1% error and 99%

confidence, observed different between averages of two groups is significant. So, it can be said that average score of leadership pattern in government newspaper in term of value-ethics is significantly more than non-government newspaper.

	newspaper	numbers	average	Standard deviation	T	Significance
Empathy	Government	26	62.1368	4.72371	15.051	0.000
	Non-government	21	43.0688	3.74998		

According to the above table, the average for empathy variable in government newspaper in range from 0 to 100 is 62.1 and in non-government newspaper is 43.1. T value is 15.051 and its corresponding significance is 0.000. These results indicate that by acceptance 1% error and 99% confidence, observed different between averages of two groups is significant. So, it can be said that average score of leadership pattern in government newspaper in term of empathy is significantly more than non-government newspaper.

6. Conclusions and recommendations

This study was conducted to achieve two main goals; firstly, to identify a pattern of local leadership for government and non-government newspapers, and secondly, to compare the pattern of leadership between government and non-government newspapers. For this purpose, first, all leadership models have studied and 134 parameters as parameters of local leadership model have received combining them with Islamic leadership model that is appropriate to the circumstances of Islamic republic of Iran. These indicators provided for 56 professors of media management and newspaper managers. After factor analysis, 68 statements were classified in four classes that the charismatic leader with 32 statements, learning factor with 18 statements, values ethnics factor with 12 statements and communications skills (empathy) with 6 statements were obtained. After implementing a questionnaire in pilot environment and calculating Cronbach's alpha, six statements were removed. And finally the charismatic leadership factor with 32 statements, learning factor with 16 statements, values - ethnics factor with 9 statements and communications skills (empathy) with 5 statements were obtained.

In the last phase of the research aimed to identify possible differences in the pattern of governmental and non-governmental leadership, the questionnaire distributed among employees of four papers were collected. The results of the analysis of the data shows that in all four dimensions Charisma, learning, values - ethics and empathy, there is significant differences between the patterns of leadership in government and non-government newspapers.

Fourth question: Are leadership patterns in government and nongovernment newspapers different in term of communication skills (empathy)?

- The average score of leadership pattern in non-government newspaper in term of charisma is significantly more than government newspaper.
- The average score of leadership pattern in non-government newspaper in term of learning is significantly more than government newspaper.
- The average score of leadership pattern in government newspaper in term of value-ethics is significantly more than non- government newspaper.
- The average score of leadership pattern in government newspaper in term of empathy is significantly more than non-government newspaper.

7. Suggestions:

- 1- It is suggested that the obtained leadership pattern implement in all the newspapers in the country that managers aware of point of view of those who work for them. This is important because managers' understanding about leadership patterns often does not match with their employees.
- 2- Something should prepare to increase security of employees of the public sector in term of job and employment conditions. So, they can show their own creativities and abilities more comfortable.
- 3- It is suggested that managers of government newspapers force their employees to increase their knowledge using rewarding or publishing tools because, unlike non-government newspapers, government newspapers employees have not a concern about their job security even newspapers company give more financial such as loans to their employees. Although it has positive result, but causes some employees don't effort to enhance their abilities.
- 4- It is suggested that government newspaper boss should judge fairly about government managers and their performance and do not interfere their partisan interests.

- 5- It is suggested that newspapers managers - both government and non-government - effort more to empower their audience and increase the power of their readers.

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