Relationship between transformational leadership styles with self-determination of employees

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Abstract: The goal of this study is to analyze the relationship between transformational leadership styles with self-determination of employees in the Islamic Azad universities, Mazandaran Province. The research is a descriptive correlation study. The statistical community is all employees in Islamic Azad universities in five cities of Mazandaran province include Tonekabon, Chlos, Sari, Neka, Behshahr are the number of 829 peoples. The statistical random sampling method of this research is based on Morgan's table and the number of 256 people was determined. For collecting data and needed information, the library and field method were used. Data collection tools and informational in this study is two questionnaires: spritzer s' psychological empowerment questionnaire (1995) and Bass and Avolio' s transformational leadership questionnaire ((2000). Data were analyzed by Pearson correlation coefficient and multiple regression analysis. Result showed that there is the positive relationship between self-determination and transformational leadership style ($p<0/01$). In addition, regression analysis showed that the predictor variables, individual consideration and intellectual stimulation are the most important role in predicting self-determination ($p<0/01$).[Javad Khalatbari, Syed Leila Hosseini Tabaghdehi**. Relationship between transformational leadership styles with self-determination of employees**. *Life Sci J* 2013;10(1s):456-460] (ISSN:1097-8135). http://www.lifesciencesite.com. 74

Keywords: transformational leadership, self-determination, individual consideration, intellectual stimulation, psychological empowerment

Introduction

Motivational approaches that have attracted much attention in recent years is self-determination, which was proposed Deci and Ryan (1985, 2002). Chen and Jang (2010) claim that self-determination theory provides suitable framework for motivation in the workplace. Core self-determination theory is difference between autonomous motivation and controlled motivation. When the behavior is autonomous that will be accompanied by a sense of having a choice in decision to start and set up a behavior (Gagnee and Deci, 2005). Self-determination depends on to actively engage in the work and belief that the individual practice lead to personal success (Breeding, 2008:98). Self-determination refers to the willingness of the individual to pursue their activities freely (Roca and Gagnee, 2008). When the people are instead of being forced to do something or stop working, voluntarily and intentionally are engaged in their duties, the feel self-assembly and self-starter. They are able to doing willingly initiatives, make independent decisions and set to test new ideas. Instead they feel their activities have already been set, are controlled form the outside or are inevitable and permanent. They see themselves as the locus of control (Vethon and Kameron, 2002:26). In other words, self-determination is possible by tending to be locus of control and having positive expectations and efficient (Breeding, 2008:98). Research shows that there is a strong positive relationship between self-assembly and

reduce the alienation in the workplace, more job satisfaction, higher levels of functional, more entrepreneurial and creative activity and more job involvement(vethon and kameron,2002:26). Tomas and Timon (1994) expressed self-determination may increase effectiveness and this is done through improving staff motivation concluded that employees who do have a choice about how do, were more efficient than those who had less job autonomy. Leiden (1993) similarly came to the conclusion that people who have more control over work-related decision were much more efficient than those who had less control over their work. Lock and eskiger (1979) seeking review of participation decision found that employees who participate in their work process, more committed to it and were more motivated to do it. However, the scope of the present studies indicates that self-determination in different forms is under the influence of variables such as leadership style. Leaders who creating new perspectives, codification and developing insights and inspiration cause of change and innovation and motivate followers and make a commitment, responsibility and coordination. They employ organizational elements such that provide growth and survival of the organization. These leaders have the ability to operate effectively in a complex and risky environment and create a sense of self and subordinates that reveal the proper response to challenges and opportunities. Leaders with responsibility and use their imagination provides commitment, voluntary participation and

subordinates extraordinary efforts, such leaders call for transformational leadership (Yokel, 2002:121). The recent development in the theory of leadership has led to theories charismatic leadership to Neo-charismatic theories and transformational leadership that attention to the development and empowerment of followers for independent performance (Abedijafari & Aaghaz, 2009). According to Saros and Santora (2001) leaders who use this style show consideration for the needs of employees, encourage a suitable environment for the development of behavior, transfer their ideas and insights to the employees with the obvious ways, employees are encouraged to go beyond the standards developed and encouraged creativity and compliance challenges. At a glance, transformational leadership have characteristics such as being a role model, personal and dedicated attention to employees, inspirational motivation and intellectual stimulating. These leaders and managers through organizational interactions, transferred to admire, respect and loyalty to employees and reinforce a sense of group purpose. Also, this type of leaders by establishing a relationship with their employees, trying to understanding and attention to the needs, skills and different aspirations. By inspirational motivation these leader trying to draw stimulus perspective for employees about their working group future and based on being a role model show with their behavior and action that how can to achieve goals. More importantly, this type of management carries a sense of competence to achieve the objectives of timely feedback. Finally, these leaders try through intellectual stimulation with the expanding interest of their employees to stimulate them to think about old problems in new ways (Bass, 1985, 1990, Bass and Avolio, 1995, Gumeshloghlo and Ilsev, 2009). So the goal of transformational leadership is foster dialogue and cooperation among team members through openness, trust and open relationship (Mavrinac, 2005); mental arousal and inspire innovation (Moralls, 2005).In summary, the research literature indicates that there is a strong positive relationship between transformational leadership and self-determination of employees. Bergson and Avolio research (2004) suggests that transformational leadership are more capable in giving meaning to the environment and shaping strategic goals, the followers of these leaders have a greater commitment to the mission and have greater consistency and corporate identity. Manning and Curtis (2003) also believe that transformational leaders employ optimistic, charisma, intelligence and other personal abilities to promote the ideals of others and move individuals of organizations towards higher performance. Farhadnezhad (2002) in research on

employees empowerment found that managers with giving authority and responsibility to employees cause they work will all the energy, ideas and creativity. Docket and Macfarlane (2003) also in their researches on transformational leadership to achieve these results that transformational leaders establish reciprocal relationship to convert followers into leaders and they are seeks to satisfy higher needs. Also in Sarros and Santora researches (2001) was determined that leaders who are high in Idealized influence and have a strong sense of emotional stability control believe that change and transform their followers through communication, patterning role, encouraging and self-determination are strategies to achieve the organization's mission and goals. Randolph research (2003) showed that people with enough information to be able to accept responsibility for decisions. According to the definition of self-determination from Chen and Jang, also based on research literature, the question arises that is there a relationship between transformational leadership and self-determination? By answering this question, it is clear the relationship between components of transformational leadership (Idealized Influence, inspirational motivation, intellectual stimulation, individual considerations) with self-determination in the staff of Islamic Azad University, Mazandaran province. The aim of this study is the relationship between transformational leadership and self-determination in Islamic Azad universities, Mazandaran province. Based on the goal, the following research hypothesis for this study is proposed. There is significant and positive relationship between the components of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individual consideration) with employee's self-determination and finally a question arises that which components of transformational leadership is stronger role in the forecasting of employees self-determination?

Research Methodology

The current research is descriptive – correlation and statistical community of research is include all the employees in Islamic Azad universities in five cities of Mazandaran province(tonekabon, chalus,sari,neka, behshahr) who are 829 people.265 people were selected based on Morgan's table and based on cluster random sampling of geographic area.

Research tools
The tools used in this study include two scales:
1). transformational leadership questionnaire : this scale is designed by Bass and Avolio (2000)that

includes 17-question test of likert spectrum which have four subsidiary as idealized influence (five questions) , intellectual stimulation (four questions) , inspiration motivation (four questions) and individual consideration (four question) . The questionnaire reliability is obtained through cronbach﹐s alpha which is achieved 0/95.the questionnaire justifiability is obtained contently and after the required editions through the professors.

2). psychological empowerment questionnaire : to assess the psychological empowerment is used 12-item questionnaire which is designed by spritzer (1995) of likert spectrum .this questionnaire have four subsidiary as meaning (three questions) , competence (three questions) , self- determination (three question) and effect (three questions) . . The questionnaire reliability is obtained through cronbach﹐s alpha which is achieved 0/83.the

questionnaire justifiability is obtained contently and after the required editions through the professors.

Findings

Descriptive findings are presented in table 1.

As table 1 show, the highest mean and standard deviation is related to Idealized influence and the Table 3 indicates that correlation square of individual consideration variable is (R^2=0.344), that is, individual consideration is able to explain 34% variance self-determination. Having added the intellectual stimulation to individual consideration in the second model, the self-determination variance is increased 13% (R^2=0.357), and it was able to explain 36% variance of self-determination. The study of variance analysis test to show whether the step wise lowest mean and standard deviation is related to self-determination the results achieved from studying the special research hypothesis are presented in table 2.

Table 1. Descriptive indicators (Means and standard deviation) of research variable

	Idealized influence	Motivation	individual consideration	intellectual stimulation	self-determination
Mean	17.40	12.24	12.37	12.95	8.54
SD	3.924	3.639	3.220	3.559	2.398

Table 2. Mutual correlation of self-determination and predictor variables

	Idealized influence	inspiration motivation	individual consideration	intellectual stimulation	self-determination
Idealized influence	1.00				
Motivation	0.602**	1.00			
Individual consideration	0.536**	0.596**	1.00		
Intellectual stimulation	0.671**	0.686**	0.636**	1.00	
Self-determination	0.381**	0.436**	0.587**	0.460**	1.00

Correlation is significant at the 0.01 level (2 tailed)

The data in table 2 show that (special research hypothesis) there is a direct and significant relationship between self-determination and idealized influence (p=0.01, r=0.381), intellectual stimulation (p=0.01, r=0.460), inspiration motivation (p=0.01, r=0.436) and individual consideration (p=0.01, r=0.587).

-There is relationship between transformational leadership style and self-determination in the employees of Islamic Azad universities, Mazandaran province.

For considering the fact that whether the above multiple regression hypotheses are valid, the stepwise method is used .the stepwise regression model is used to determine the best indicator of self-determination model among the predictor variables. It is worth noting the individual consideration and intellectual stimulation are involved in the equation. The results obtained are presented in table 3.

Regression model is significant or not is reported in table 4. Table 4 indicates that the obtained F of individual consideration and intellectual stimulation are significant in the 0.01 level, it can be said with 99% confidence that there is a relationship between intellectual stimulation, individual consideration and self-determination, and also intellectual stimulation, individual consideration have the ability to predict the self-determination variable.

According to the obtained results, table (5) shows that because the calculated t is significant to consider the regression slop line significant (b) for individual consideration and intellectual stimulation in the 0.01level, therefore, the capacity of individual consideration and intellectual stimulation are statistically significant for self-determination. The results and studies of data achieved from the above table approve the research main hypothesis, that is, there is relationship between transformational leadership and self-determination.

Table 3-the summary of stepwise regression Analysis of the self-determination, individual consideration and intellectual stimulation variables

	R	R^2	AR^2	Std. Error
1- individual consideration	0.587	0.344	0.341	1.946
2- Individual consideration , intellectual stimulation,	0.597	0.357	0.351	1.932

Table 4-variance analysis test to consider regression significant

		SS	Df	MS	F	Sig
1-	Regression	445.365	1	445.365	117.548	0.000
	Residual	848.692	224	3.789		
	Total	1294.058	225			
2-	Regression	461.907	2	230.953	61.891	0.000
	Residual	832.151	223	3.732		
	Total	1294.058	225			

1. Predictors :(constant). Individual consideration
2. Predictors :(constant). , individual consideration, Intellectual stimulation

Table 5- regression analysis (the variables which are involved in stepwise model of regression equation)

		Un standard coefficient		Standard coefficient(B)	t	sig
		B	Std.Error			
	constant	3.139	0.515		6.093	0.000
1	individual consideration	0.437	0.040	0.587	10.842	0.000
	Constant	2.718	0.549		4.953	0.000
2	Individual consideration,	0.368	0.052	0.494	7.097	0.000
	Intellectual stimulation	0.099	0.047	0.146	2.105	0.036

Result and Discussion

This study was conducted in order to examine the relationship between components of transformational leadership (Idealized influence, intellectual stimulation, individual consideration and inspirational motivation) with employee's self-determination in Islamic Azad universities, Mazandaran province. The hypotheses test results show that there is significant and positive relationship between the components of transformational leadership and self-determination the employees of Islamic Azad universities, Mazandaran province. So transformational leaders through mechanisms based on these feature provide confidence and promotions of personal growth through individual attention and exclusive of the employees(Bass,1985,1990;Bass and Avolio,1995;Conger,1994;Mortazavi,2006;Yokel,2002;Sarros and Santora,2001;Gumeshloghlo and Ilsev,2009). Other researchers have also found similar results regarding the positive relationship between the component of transformational leadership style and self-determination. (Bass,1985; Farhadnezhad,2003;Sarros and Santora,2001; Manning and kortis,2003; Duct and Macfarlane,2003 and Randolph, 2003) show that transformational leaders employ optimism , charisma, intelligence and other personal skills for promoting the ideals of others and a higher level of performance. By delegating authority and responsibility to employees by managers, they work with all the energy, enthusiasm, power of thought and creativity; therefore, they provide the growth of organization. Also transformational leaders are seeks for potential motivates in followers and satisfy their higher needs and believe that change and transform their followers through communication, patterning role, encourage and self-determination provide suitable strategies to achieve the mission and goals of the organization. Researchers such as May, Gilson and Harter (2004) and zhu (2008) have provided research and

theoretical context for relationship between transformational leadership with self-determination. This researchers and theorists believe that a supervisor or manager interact with their employees through benevolence and according to needs, as a result , reinforce the sense of self-determination in employees. Accordingly, the positive relationship between transformational leadership and self-determination is aligned with the opinion and findings of these researchers.

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1/15/2013