

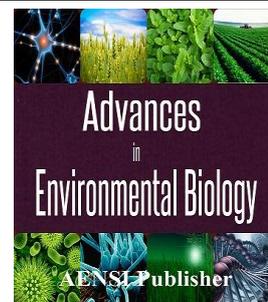


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The Relationship between Transformational Leadership Style and Organizational Health of Schools

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ABSTRACT

Purpose of this research is determining the relation between transformational leadership style of principals and organizational health of primary schools in the district 2 of Isfahan City in the academic year 2013-2014 based on a descriptive correlation method. Its population includes all the principals in the district 2 of Isfahan City in the academic year 2013-2014, 676 people; we used stratified random sampling proportional to size and Cochran's sample size formula to select 245 people for the current research. We also used Bass's standard questionnaire of transformational leadership style (1997) and Corporate Health Standard of Hui et al. (1998), some of the principals of primary schools in a pilot study have confirmed their face validity. Reliability of the questionnaires using Cronbach's alpha coefficient is 0.81 for Bass's questionnaire of transformational leadership style, and 0.78 for organizational health questionnaire. Data has been analyzed based on descriptive and inferential statistics (Pearson correlation coefficient, stepwise regression and multi-way ANOVA). Findings indicate there is a positive, significant relation between principals' transformational leadership style and organizational health. On demographic variables, there is a significant difference between opinions of female and male managers and teachers with MS and Ph.D. degree, and on transformational leadership, also there is a significant difference between male and female principals' opinions on organizational health.

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INTRODUCTION

Schools that are considered as healthy and dynamic organizations, could perform their daunting task perfectly. Society believes a healthy organization is a place that people want to come to it and they are proud of working there. In fact, an organization's healthiness in terms of physical, psychological, safety, belonging, meritocracy, valuing the knowledge, beneficiaries' expertise and characteristics, developing their capabilities and tasks performed by their mega systems influences the effectiveness of any system [2]. Generally, organizations are main elements of society and management is the most important factor in survival, growth and death of organizations. Undoubtedly, it is managers' duty to consider organizational goals to guide movement from the current situation to desired condition. In addition, extensive changes at the global level, cause different problems for organizations that are trying to reach their goals. Due to these changes, there will be new developments regarding management theories in a way that we can conclude that during the twentieth century, hundreds of theories in the field of management were offered. Notably, in all of these theories, emphasis is on important role of management and effective human resource of organization towards reaching organizational goals and appearance of this view regarding role of management in organization has been led to several researches and studies on related factors of organizations' management and leadership. It is common in management to provide a situation for employees so they feel they are accepted by most of the organizations involved in the work and by that, they could improve their self-esteem, job satisfaction and cooperation with management [9]. An organization with more appropriate management, can achieve its goal better because it will provide more accurate facilities for planning. Lack of proper management causes inconsistency, deviation from target, wasting time and energy, and brings chaos and disintegration for organizations [5]. The main role of

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principals is creating and improving health level in schools. Principals have some responsibilities in schools and in order to do them, they have to understand organizational roles, interpersonal relationships, and school goals properly, try to meet needs of members of school and help school organization to deal with internal and external forces in order to guide destructive forces towards the main objective of organization, and guarantee survival and utility of school by providing its objectives [4]. Studies indicate organizational health has a relationship with different variables such as students' scores and academic achievement, students' performance, teachers' individual and group performance, employee participation, principals' performance, effectiveness [6] and communication skills. Management science as a modern field of human knowledge emphasizes factors affecting success of organization, managers and leaders' role. Meanwhile, educational management professionals believe due to human nature of schools, principal's position has additional influence and schools are a very good arena for testing, evaluating and reviewing management theories. They believe maybe it is not possible to properly study and evaluate them in other organizations. According to these thinkers, although it is impossible to ignore the role of other beneficiaries of education system in achieving high educational and academic goals, in educational leadership, principals' capabilities have fundamental function and the impact of their performance in school is undeniable. Without a doubt, low organizational health of schools can have a profound influence on goals of educational organizations and undermines teachers' spirit of hard work, wastes material costs and educational facilities, weakens human resource and decreases teachers' organizational commitment. The mentioned issues create a series of negative consequences in educational system, such as rejection of efficient teachers, decrease of education quality level that are the infrastructure of all jobs, decrease of morale and productivity, and adverse increase of shift, quitting and absence of labor. Hence, according to what we said earlier, this research is trying to study the relationship between leadership style and organizational health of schools. We are trying to determine the relations of these variables and findings report in order to find weak spots of principals' leadership styles who are main decision makers in school and offer appropriate practical proposals to improve the organizational health of schools, remove existing problems, provide favorable business environment, improve efficiency of human resources, and increase organizational productivity. Regarding the mentioned issues, researcher decided to study principals' leadership style and organizational health of primary schools in the district 2 of Isfahan City in order to advise those who are involved in education on the effect of leadership style on organizational health of schools.

Kachooeian [8] studied the relation between organizational health and management style in high schools and colleges for girls and boys in the district 2 of Rey City in the academic year 2000-2001 and concluded among the components of organizational health (support resources, institutional integrity, principal's influence, consideration, construction, science emphasis and spirit), the highest rating belongs to spirit and the lowest rating belongs to principal's influence.

Javadi [3] has a research named "studying organizational health of high schools and colleges and their management style in the district 2 of Rey City", according to his results, among variables affect organizational health, spirit variable has the highest rating and variable of principal's influence has the lowest rating.

Kajbaf *et al.* [7] have a research named "studying the relation between organizational climate and leadership style, and job satisfaction and organizational commitment of nurses in private hospitals in Tehran City" and they realized organizational sub climate than organizational climate has a greater impact on organizational commitment, direction of this effect in bureaucratic sub climate is negative and in supportive and creative sub climates is positive. Moreover, according to these findings, there is a positive, direct causal relationship between perceived leadership style and job satisfaction.

Babaei [1] in his research named "studying the relationship between perceptions of principals' leadership style and organizational health in high schools in Lenjan City" indicated there is a positive, significant relationship between teachers' opinions on leadership styles (success circuit, supportive, directional and collaborative) and organizational health. Between principals' opinions on leadership styles of principals in schools regarding demographic characteristics (gender, education and work experience) there is no difference. Moreover, according to his results, there is no difference between principals' opinions on organizational health by education and years of service, but there is a difference by gender.

Mehmet [11] has a research named "the relation between principal's performance and organizational health in schools" and he realized when a principal uses some strategies for cooperation, teachers' individual and group performance will improve and principals as instructional leaders, provide a healthy environment for school.

Kormaz [10] studied "the effect of leadership styles on organizational health of schools in Turkey". According to the results of this research, transformational-interactional leadership style directly and job satisfaction indirectly affect organizational health of schools.

Research questions:

1. Is there a significant relationship between transformational leadership style and organizational health?
2. Can dimensions of transformational leadership style predict organizational health?

3. Is there a significant difference between comments of the participants in this study on variables of transformational leadership style and organizational health regarding demographic variables?

Methodology:

It is a descriptive survey. Purpose of this research is determining the relation between transformational leadership style of principals and organizational health of primary schools in the district 2 of Isfahan City in the academic year 2013-2014. Its population includes all the principals in the district 2 of Isfahan City in the academic year 2013-2014, 676 people; we used stratified random sampling proportional to size and Cochran's sample size formula to select 245 people for the current research. We also used Bass's standard questionnaire of transformational leadership style and Corporate Health Standard of Hui *et al.*, some of the principals of primary schools in a pilot study have confirmed their face validity. Reliability of the questionnaires using Cronbach's alpha coefficient is 0.81 for Bass's questionnaire of transformational leadership style, and it is 0.78 for organizational health questionnaire.

Research findings:

Question 1: Is there a significant relationship between transformational leadership style and organizational health?

Findings of table 1 indicate correlation coefficient between transformational leadership style and organizational health is significant. It means there is a significant relation between transformational leadership style and organizational health. ($r=0.231$).

Table 1: Correlation coefficient between dimensions of transformational leadership style and organizational health.

Variable of organizational health criterion			
Significance level	Square of correlation coefficient	Correlation coefficient	Statistical indicator Prediction variable
0/008	0/053	0/231**	Transformational leadership
$p < 0/01$			

Question 2: Can dimensions of transformational leadership style predict organizational health?

Findings in table 2 show among the variables of regression, the best dimension for predicting organizational health in the first step is idealized influence dimension.

Table 2: Multiple correlation coefficient of dimensions of transformational leadership with organizational health.

Significance level	F-statistic	Augmented square of multiple correlation coefficient	Square of multiple Correlation coefficient	Multiple Correlation coefficient	Prediction variable	Statistical indicator	
						First step	Criterion variable
0/001	11/862	0/078	0/085	0/291	IDEALIZED INFLUENCE	First step	Organizational health

$p < 0/01$

Question 3: Is there a significant difference between comments of the participants in this study on variables of transformational leadership style and organizational health regarding demographic variables?

There was a significant difference opinions of male and female teachers with MS and Ph.D. degree on transformational leadership, also there was a significant difference between male and female principals' opinions on organizational health.

Discussion and conclusion:

According to the results, there is a significant relationship between transformational leadership style and organizational health. The concept of positive healthiness in an organizations attracts attentions towards a circumstance that facilitates growth and development of organizations or causes organizational dynamics. A healthy organization is an organization that not only survives in its environment but also compromises in a long period, and develops and improves its ability in compromise and survival constantly. A healthy organization deals with preventing external forces successfully and guides the force towards the main objectives and goals of organization efficiently. A healthy organization is a place that people wants to stay in it, work in it, be proud of it and be useful and effective there. A healthy and dynamic organization has healthy and favorable climate and due to that, employees will be interested in working there and by this effectiveness of the organization will increase. On the other hand, a healthy and supportive atmosphere increases their confidence and morale. The concept of complete healthiness in an organizations attracts our attentions towards factors that facilitate growth and development of organizations or cause complete organizational dynamism. By understanding organizational health of schools, we can study many variables of educational management such as variables of technical level that are spirit and teachers' satisfaction of working and being in school, teachers' scientific and educational

emphasis, high academic standards, and variables of managerial level that are influence of principals on teachers and superiors, principals' leadership style from perceived and constrictive perspectives, and the manner of supportive resources of schools in performing their duties. Moreover, by checking organizational health of schools, we can study their ability to adapt to their environment, unity, solidarity and integrity of educational programs. Majority of principals believe one of their main and key duties is explaining task of teachers and employees, administrative supervision over them, describing procedures of work, guidelines and regulations. In fact, one of the accepted criteria for evaluating the performance of principals in schools is structuring and arranging teachers and employees' duties. Hence, principals are trying to organize perfectly. Principals' influence on superiors and their decisions more than anything depends on their competence, experience, education, confidence, personality and management style features. In fact, principals must be the most qualified person among their peers in an educational area and by that, healthy schools will appear. Transformational leadership is the process of conscious influence on individuals or groups to create a continuous change in current status and practices of an organization as a whole. Transformational leaders transform the whole organization thru their words and behaviors and they have great influence among their followers. Such a leadership will be successful when leaders increase their followers' interest in working, advise them on aims and missions and encourage them to think beyond their individual interests. In addition, we could say transformational leadership will be successful if a leader motivates his or her followers for a shared vision, encourages them to reach a perspective, and provides them necessary resources to develop their capabilities. Obviously, when principals have transformational leadership style, the organization has adequate healthiness. Hence the most important issue of organizational health of schools is that principals should apply transformational leadership style, therefore, the relationship of these two variables will be explainable. The results of this research are compatible with studies of Kachooian, Javadi [3], Kajbaf *et al.* [7], Babaei [1], Geroon and Mehmet [11].

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