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Examine the relationship between leadership style and staff organizational commitment in South Pars Gas Complex

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ABSTRACT

Leadership role in any organization is well known and the managers are using the appropriate styles to stimulate their employees to realize organizational goals with empathy and cooperation. Due to environmental changes and complicated process, administrators Lower supervisory system and have more emphasis on employee commitment. Commitment to ensure managers that Duties will be done without supervision in the best possible way. The nature of staff job, is effective in their commitment. The main objective of this study is to investigate the relationship between leadership styles and staff organizational commitment in South Pars Gas Complex. To achieve this goal, after designing research model and developing a standard questionnaire, obtained information was analyzed through regression analysis. According to statistical tests were performed, these results were obtained that between Relationship-oriented leadership style and organizational commitment variables there is a significant positive correlation. This means that the relationship-oriented leadership style cause to enhance organizational commitment among employees. The relationship between task-oriented leadership style and organizational commitment variable is a significant, reverse relationship. This means that the task-oriented leadership style cause to reduce organizational commitment among employees.

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INTRODUCTION

One's personality or leadership style is Behavioral patterns that he shows when conducting the activities of others. This pattern generally consists of task-oriented or relationship-oriented behavior or a combination of these two. Task-oriented behavior refers to the extent which a leader likely organize, describe and define roles of group members (subordinates) what activities each is supposed to do. When, where and how the functions work. Leader efforts in creating accurate models of organization and ways of doing tasks, makes this behavior clear. Relationship-oriented behavior refers to the extent that it is probable a leader by opening channels of communication, responsibility Submission and the opportunity to subordinates to use their full potential to establish a clear relationship between him and members of his group. This behavior by social protection, affection, friendship and mutual trust are determined.

The purpose of this study is to investigate the relationship between leadership style and organizational commitment of employees in in South Pars Gas Complex.

South Pars gas field, one of the world's largest gas reserves which is located on the common boundary line between Iran and Qatar in the Persian Gulf. Gas reserves of this part of field is 18 billion barrels of condensate that are included approximately 8% of the world gas and approximately half of the country's gas reserves which phases development and production leads to economic growth and prosperity of the country.

Competition between Qatar and Iran to withdraw from the field due to the huge revenues and its important role in the economy of both countries and the role of Western support of Qatar and international sanctions against Iran have created sensitive position for politicians and managers in the oil industry. Currently the

production and harvest of the field is a major task for managers and employees, this cannot be achieved without effort and proper management, employee commitment.

South Pars Gas Complex, with about 2,800 official workers and 8,500 contract workers provide more than 40% of the country's gas. On the other hand, with exporting products such as sulfur and condensate and petrochemical feedstock injection, plays an important role in the economy and economic experts have described it as the capital of the Iranian economy.

Organizational commitment, like other management concepts defined in different ways. The most common way of dealing with organizational commitment is that to consider organizational commitment as the emotional attachment to the organization. According to this method, a person who is strongly committed takes its identity from organization, involved in organization, blends in it and enjoy with its membership [1].

To address this issue it is necessary to pay to some results which shows how attitudes and general behavior in the workplace are shaped by the level of commitment. First, in terms of desertion.

Research has shown that all three dimensions of commitment is negatively associated with employee desertion behavior and related to the presence at work, researches indicate there is a negative relationship between affective commitment and employee absenteeism. In this sense, employees who have a high level of commitment, compared with other employees, they are less likely absence.

Research also has shown that affective and normative commitment have positively relation with the efforts of the role and performance. Also, affective commitment is associated with OCB (Organizational citizenship behavior). Organizational commitment can have many positive consequences. Employees who have a strong commitment are more disciplined in their work, more time stay and more work. Managers must retain employee's commitments to organization [2].

One's personality or leadership style is Behavioral patterns that he shows when conducting the activities of others. This pattern generally consists of task-oriented or relationship-oriented behavior or a combination of these two.

Two types of task-oriented and relationship-oriented behavior which are sufficient in expression of leader personality are defined as follows [3].

A - Task-oriented behavior: refers to the extent which a leader likely organize, describe and define roles of group members (subordinates) what activities each is supposed to do. When, where and how the functions work. Leader efforts in creating accurate models of organization and ways of doing tasks, makes this behavior clear.

B - Relationship-oriented behavior: refers to the extent that it is probable a leader by opening channels of communication, responsibility Submission and the opportunity to subordinates to use their full potential to establish a clear relationship between him and members of his group. This behavior by social protection, affection, friendship and mutual trust are determined. One person during the growth and maturation to various stimuli find habit or condition patterns and behaves the same way in the same situation. This behavior is what people learn to recognize him as the person or his character. They expect certain types of behavior from him or even be able to predict the behaviors.

Zahed Babolan & Rajabi [4] in their study entitled "The role of emotional intelligence and leadership styles on Leadership efficiencies expectation of the department heads of university " Concluded in a satisfied prediction that Only transformational leadership style and interactional leadership style are able to predict Satisfaction ,additional effort and effectiveness and emotional intelligence and permissiveness leadership style not able to predict leadership effectiveness.

Fariborz [5] did a research entitled transformational leadership role in IT project managers in public and private schools in Mashhad which indicated that: By increasing the tendency of managers to transformational leadership style, the efficiency and effectiveness and creativity increases in staff , Between the performance of the two components of Inspiration motivation and rational encourage as well as between creativity with two components idealized influence and rational encourage and also between efficacy and characteristics of transformational leadership a significant relationship has been observed, Average score for the inspiration and motivation and the individual considerations in view of non-governmental principles have been more than governmental organizations and among the transformational leadership style and components of working conditions(work conscientious, work challenging, management support, autonomy at work, manager influence and his Inspiration) there are a relationship.

Research:

Thematic scope of this study is to investigate the relationship between manager's leadership style and organizational commitment South Pars Gas Complex as a territory of where research is intended. The study period is the period of 1392. The study population consisted of employees of the Company, South Pars Gas Complex, the target population is 2762 people. In this study, the simple random sampling used by Morgan. Measuring instruments is questionnaires and due to test reliability after analyzing the data, reliability considered by using Cronbach's alpha, according to the results, it was found that the reliability of the questionnaire was designed to be appropriate.

Research questions:

1. Is there a relationship between task-oriented leadership style with commitment?
2. Is there a relationship between relationship oriented leadership style with commitment?
3. Is there relationship between leadership styles based on demographic characteristics?

The findings:

The relationship between task-oriented leadership style and organizational commitment

1-Pearson correlation test:

Through this test, t-test and the degrees of freedom «n-2» and a confidence level of 95% (5% error) is done as follows:

The test statistic

$$\Rightarrow t = \frac{r - \rho}{\sqrt{\frac{1-r^2}{n-2}}}$$

Critical value

$$\Rightarrow t_{\frac{\alpha}{2}, n-2}$$

Table 1: Matrix correlation between variables

		Task-oriented leadership style	organizational commitment
Task-oriented leadership style	The correlation coefficient	1	-0.491
	The semantic level (sig)	0	0.000
	Quantity		449
organizational commitment	The correlation coefficient	-0.491	1
	The semantic level (sig)	0.000	0
		449	449

Since obtained Sig is less than 0/05 hypothesis H1 for this variable is accepted. This means that between the task-oriented leadership style (TLS) and organizational commitment (OC) there are a meaningful relationship.

- Significance test in the regression model

A- Significance test of the regression equation (ANOVA Test) with stepwise

First based on stepwise, variable in order of priority, are included in the model. Preference variables entering the model is based on the highest correlation (regardless of correlation).

Table 2:

Model	The correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	Estimation error	Watson camera statistic
4	0.491	0.241	0.234	7.673	1.858

a.predictors:(constant), Task-oriented leadership style

b.Dependent Variable : Organizational Commitment

H₀: Regression equation is not significant

H₁: Regression equation is significant

Table 3: ANOVA test

model		squares sum	freedom Degree	squares mean	F	Significance level (Sig)
3	regression	2109.855	1	2109.85	35.834	0.000a
	Residuals	6653.18	448	58.878		
	Total	8763.04	449			

a.predictors:(constant), Task-oriented leadership style

b.Dependent Variable : Organizational Commitment

Since calculated Sig is less than 0/05 (0/05 > 0/000) Therefore, a hypothesis (H1) is accepted, it means the regression equation is significant so the basic equation of the first question can be written as:

The relationship between relationship-oriented leadership style and organizational commitment

Pearson correlation test

In this test, through t-test and the degrees of freedom «n-2» and a confidence level of 95% (5% error) is done as follows:

The test statistic

$$\Rightarrow t = \frac{r - \rho}{\sqrt{\frac{1-r^2}{n-2}}}$$

Critical value

$$\Rightarrow t_{\frac{\alpha}{2}, n-2}$$

If 5% > Sig, then a hypothesis (H1) is accepted (there is correlation) and

If 5% < Sig, then a hypothesis (H1) is rejected (no correlation).

Table matrix: correlations between variables

		Relationship-oriented leadership style	organizational commitment
Relationship-oriented leadership style	The correlation coefficient	1	0.396
	The semantic level (sig) quantity	0 449	0.000 449
organizational commitment	The correlation coefficient	0.396	1
	The semantic level (sig) quantity	0.000 449	0 449

Since obtained Sig is less than 0/05 hypothesis H1 is accepted for this variable. This means that there is a significant relation between relationship-oriented leadership style (TLS) and organizational commitment (OC)

2- Significance Test of the regression model:

A- Significance test of the regression equation (ANOVA Test) with stepwise

First based on stepwise, variable in order of priority, are included in the model. Preference variables entering the model is based on the highest correlation (regardless of correlation).

Table 6:

Model	The correlation coefficient	The coefficient of determination	Adjusted coefficient of determination	Estimation error	Watson camera statistic
4	0.396	0.157	0.15	8.085	1.663

a.predictors:(constant), Relationship-oriented leadership style

b.Dependent Variable : Organizational Commitment

H₀: Regression equation is not significant

H₁: Regression equation is significant

Table 7: ANOVA test

Model		squares sum	freedom Degree	squares mean	F	Significance level (Sig)
4	regression	1376.06	1	1376.06	21.05	0.000a
	Residuals	7386.98	448	65.37		
	Total	8763.04	449			

a.predictors:(constant), Relationship-oriented leadership style

b.Dependent Variable : Organizational Commitment

Since calculated Sig is less than 0/05 (0/05 > 0/000) Therefore, a hypothesis (H1) is accepted, it means the regression equation is significant so the basic equation of the second question can be written as:

$$OC = \beta_0 + \beta_1 TLS$$

Checking the relationship between demographic variables and characteristics

The third question of the research is to examine the relationship between leadership styles and demographic characteristics. To investigate the relationship, correlation test is used.

A- Checking the relationship between leadership styles and demographic characteristics.

Table 8: Matrix the correlation between BA variables and leadership styles

		Relationship-oriented leadership style	Task-oriented leadership style
Relationship-oriented leadership style	The correlation coefficient	1	0.38
	The semantic level (sig)	0	0.000
	quantity	94	94
Task-oriented leadership style	The correlation coefficient	0.38	1
	The semantic level (sig)	0.000	0
	quantity	94	94

Since obtained Sig is less than 0/05 hypothesis H1 is accepted for this variable. This means that between the task-oriented and relationship-oriented leadership styles and bachelor's degree there is a significant relationship.

Table 9: correlation matrix between leadership styles and a master's degree or higher

		Relationship-oriented leadership style	Task-oriented leadership style
Relationship-oriented leadership style	The correlation coefficient	1	0.309
	The semantic level (sig)	0	0.000
	quantity	21	21
Task-oriented leadership style	The correlation coefficient	0.309	1
	The semantic level (sig)	0.000	0
	quantity	21	21

Since obtained Sig is less than 0/05 hypothesis H1 is accepted for this variable. This means that between the task-oriented and relationship-oriented leadership styles and a master's degree or higher, there is a significant relationship.

B- Checking the relationship between leadership styles and demographic characteristics (gender)

Table 10: matrix the correlation between Gender (female) variable and leadership styles

		Relationship-oriented leadership style	Task-oriented leadership style
Relationship-oriented leadership style	The correlation coefficient	1	0.302
	The semantic level (sig)	0	0.315
	quantity	13	13
Task-oriented leadership style	The correlation coefficient	0.302	1
	The semantic level (sig)	0.305	0
	quantity	13	13

Since obtained Sig is more than 0/05, hypothesis H1 is rejected for this variable. This means that the task-oriented and relationship-oriented leadership styles and bachelor's degree there is no significant relationship.

Table 11: matrix the correlation between Gender (male) variable and leadership styles

		Relationship-oriented leadership style	Task-oriented leadership style
Relationship-oriented leadership style	The correlation coefficient	1	0.393
	The semantic level (sig)	0	0.000
	quantity	102	102
Task-oriented leadership style	The correlation coefficient	0.393	1
	The semantic level (sig)	0.000	0
	quantity	102	102

Since obtained Sig is less than 0/05, hypothesis H1 is accepted for this variable. This means that between the task-oriented and relationship-oriented leadership styles and gender (male) there is a significant relationship.

The results of the study:

One's personality or leadership style is Behavioral patterns that he shows when conducting the activities of others. This pattern generally consists of task-oriented or relationship-oriented behavior or a combination of these two. Task-oriented behavior refers to the extent which a leader likely organize, describe and define roles of group members (subordinates) what activities each is supposed to do. When, where and how the functions work. Leader efforts in creating accurate models of organization and ways of doing tasks, makes this behavior clear. Relationship-oriented behavior refers to the extent that it is probable a leader by opening channels of communication, responsibility Submission and the opportunity to subordinates to use their full potential to establish a clear relationship between him and members of his group. This behavior by social protection, affection, friendship and mutual trust are determined. One person during the growth and maturation to various stimuli find habit or condition patterns and behaves the same way in the same situation. This behavior is what people learn to recognize him as the person or his character. They expect certain types of behavior from him or

even be able to predict the behaviors. The method of director as Coordinator of all related activities and the way he is dealing with has the greatest amount of influence on the process. It means the style and behavior of the manager and how his interactions and the manner in which he takes on this issue guarantee the highest percentage of success. The human resources of an organization are the most important and the key source of strategic assets. According to the strategic role of human resources in an organization's success and different responsibilities having concluded that efficient manpower can be a competitive advantage for the organization. However, several explanations can be offered for skilled manpower and extract the necessary parameters. The best indicators for human resources are organizational commitment and work ethic and responsibility. So if we have the human resources with organizational commitment and work ethic we have a competitive advantage over our partner organizations.

Whatever the value of human resources be non-imitation, more rare, and usable by the organization, will be sustainable competitive advantage.

Organizational commitment relies to the tasks that must be performed. Directors or employees are working effectively, with focusing on work and being practical and clarifying the importance of work, to make sense to work themselves and others done and to focus the attention of other staff and provide them the necessary guidance to ensure the successful completion of tasks. Such commitment is practical when the main accurate objective, simplicity and pragmatism are preserved and cause to make important duties or functions. If the organization's commitment to continually be performed, Will be an effective key to furthering the goals of the organization. Manager, is the main link between any of the obligations. An outstanding director, while imposing their views should not be excluded from this obligation. An outstanding director should be the main one about the progress and obligations support.

Director By taking personal responsibility and act as a positive force can strongly influence in the organization, employee behavior and customer satisfaction. The top managers recognize to create commitment to the customer, organization, people key functions. This last sentence means he should provide the proper attitude to any obligation and shows a positive interest. It is the responsibility of every employee and not only the manager duty. An outstanding director should approach to Criteria for commitment and with others coordination make efforts to create them. The creation of commitment will happen by dedication and service. When a manager is actually true with his subordinates, Subordinates also went to their tasks and show commitment.

The relationship between task-oriented leadership style and organizational commitment variable is a significant and reverse relationship. This means that the task-oriented leadership style reduce organizational commitment among employees. In regards to the comparison of the predictions of each of the independent variables on the dependent variables this result was dedicated that commitment prediction based on task-oriented leadership style is 24% and by relationship-oriented leadership style is 15%.

Research proposals:

Based on the results of this study, recommendations for users of that are provided as follows:

According to the importance of organizational commitment to doing business in a way favorable to consider effective factors of these two issues.

Considering the results of this study suggest that managers apply leadership style based on connection-oriented behavior in their environment.

In the current situation, organizational commitment among employees is weak and they escape from work especially in the workplace or work rarely. In fact, there are an escape from the hard productivity work among people.

The negative attitude of work dominated on many employees thought. Eventually, one of these shortcomings can be work ethic and commitment to the organization. Manpower require the work culture strengthen. Commitment leading to a high level of understanding to the goals and values of the organization, Strong desire to stay in organization and tend to extra effort for the organization, However, management has a major impact on the organization. Optimal management techniques lead to motivate people and increased productivity.

Therefore, it is suggested that with the ongoing review of new management practices that increases the commitment and work ethic, managers are trying to change their management practices.

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