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The Effects of Self-Leadership Strategies on Staff Creativity (Case of Study: Government Departments of Kabood Rahang Region)

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Abstract: *The main purpose of this study is to investigate effects of self-leadership strategies on staff creativity of government departments of Kabood Rahang region, Iran. This descriptive study has been correlative and applied in terms of nature. Statistical population of this study includes a number of employees of government departments of Kabood Rahang Province that are 800 members and 260 members have been chosen among them as sample size using MORGAN and KERJCIE table. Data collection tools of study include two questionnaires: standard questionnaire of self-leadership (Hufton and Neck) that includes 35 questions based on the LIKERT scale with 0/74 validity and reliability with Cronbach's alpha coefficient of 0/77, and questionnaire of staff creativity (Doorabji et al) that includes 48 questions with confirmed validity by experts and reliability with Cronbach's alpha coefficient of 0/8. Dispersion and central indices have been used along with appropriate diagrams in order to conduct descriptive statistics, and diagram tests (foliage and box) have been applied within inferential statistics in order to estimate hypotheses and to obtain required values for statistical analysis. Pearson correlation test has been used to assess normality of variables and to determine the relationship between variable under the circumstance of normality, and finally, regression has been applied to predict dependent variable based on the independent variable through SPSS 22 software. The obtained results of this study indicate that there is a positive significant relationship between self-leadership strategies and creativity of staff of government departments in Kabbod rahang region, Iran. In other words, the higher the strategies of self-leadership, the more staff creativity will be. Meanwhile, strategies of natural reward and constructive thinking among self-leadership strategies have had the most effect while behavior strategies have had the least effect.*

Keywords: *Self-leadership strategies, creativity, government departments of Kabood Rahang region.*

Introduction

Leadership has been always considered by scholars. The reason for this attention is that leadership has a vital role in dynamic and development of organization. Leadership is an interpersonal impact applied in a determined situation that is conducted by relation process in order to achieve determined goal or goals (Tannenbaum, 1961). Leadership is capacity of influencing and creation meaning for members of organizations (Bennis & Nanus, 1985). The simplest definition for leadership is process of influence and effect between leadership and follower (Hollander, 1978). According to the mentioned definition, self-leadership can be defined as a process to influence on self in order to provoke and access to considered result (Manz, 1992). In fact, the great and hidden source of leadership and influence is originated from inside not from external leadership.

Proponents of self-leadership believe that there are set of processes helping people to control their behaviors and influential leaders (or great leadership from the view of proponents of this theory) would help their followers to lead themselves. The mentioned leaders would prepare circumstances through creating leadership capacity in their followers and strengthen this capacity so that there is no need for official leadership fort individuals (Robinz, Juje, Zaree Trans, 2010). Therefore, self-leaders

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would possibly more have innovative and creative behaviors through using self-leadership strategies at work (Carmeli et al, 2006). Self-leadership has some effects on organizations including job satisfaction, self-efficacy, staff innovation and creativity; therefore, it would be beneficial for organizations to be aware of self-leadership concept and effective factors in it. Hence, this study tends to investigate effects of self-leadership strategies on staff creativity in government departments of Kabood rahang Province, Iran.

Research Methodology

Selection of study type is related to objectives, nature and executive facilities of study. The present study is descriptive and correlative and is applied in terms of nature. In descriptive studies, researcher does not have any interference in situation, position and role of variables and is not able to manipulate or control them so that the researcher is only able to study variables in order to describe and explain them (Hafeznia, 2008). The applied research will use recognized context and information prepared by fundamental studies in order to meet needs of human and improve methods, patterns, tools and objects to increase welfare develop life level of people (Hafeznia, 2008).

Statistical Population

Statistical population includes all elements and individuals who have one or more common features within a determined geographical, regional and or world scale (Hafeznia, 2008). Statistical population of this study includes 800 employees of some government departments in Kabood Rahang Province, Iran.

Statistical Sample and Sampling Method

Statistical sample of this study has been chosen based on the specification of statistical population using MORGAN and KERJCIE table. 260 members were selected as sample size using the mentioned table.

Total statistical population plus statistical population of each department and number of sample size of each department has been determined by the following formula:

Equation 1) $$\frac{X=numberofsampleofeachdepartment}{statisticalpopulationofeachdepartment}=\frac{totalsamplesize}{totalstatisticalpopulation}$$

There were 360 questionnaires randomly distributed among members after determining the sample size of each department and 350 questionnaires were returned.

Statistical Method

Dispersion and central indices have been used along with appropriate diagrams in order to conduct descriptive statistics and diagram tests (foliage and box) have been applied within inferential statistics in order to estimate hypotheses, and to obtain required values for statistical analysis. Pearson correlation test has been used to assess normality of variables and to determine the relationship between variable under the circumstance of normality and regression has been applied to predict dependent variable based on the independent variable through SPSS 22 software. It should be mentioned that range of 1-5 has been considered as the minimum and maximum score in order to have simple statistical calculation including minimum, average and maximum calculations. Accordingly, the score of less than 2/33 indicates low self-leadership (behavior-oriented strategy, constructive thought and natural reward) and low creativity, the score between 2/33- 3/66 is average and the score above 3/66 indicated high creativity and self-leadership (behavior-oriented strategy, constructive thought and natural reward).

Demographic Information of Participants

- The male participants of this study are 238 members and female are 90 members. In other words, 72/6% of respondents have been male and 27/4% female.

- Majority of respondents have been 31-41 years old that are 55/5% of population. Majority of respondents have had 11-15 years' work experience and majority of them have had BA degree.

Descriptive Findings

A summary of descriptive findings for each variable has been indicated in table 1. In table 1, minimum, maximum, mean and standard deviation of scores of participants in each studied variable have been indicated. According to this table, total number of sample of this study has been 350 members in which, 22 respondents were identified as deviated in accordance with exploratory analysis; hence, they have been filtered out.

Table (1): Distribution of participants' scores for each variable of study

Variable	Number	Minimum	Maximum	Mean	Standard deviation
Creativity	328	1.46	4.56	3.3282	0.48120
Self-leadership strategies	328	2.42	4.69	3.6056	0.3312
behavior-oriented strategies	328	2.06	4.81	3.6915	0.49731
Constructive thinking strategies	328	2.07	4.57	3.4368	0.52411
Natural reward strategies	328	1.40	5.00	3.6884	0.59713

It should be mentioned that table 1 is based on the score of 1-5 as minimum and maximum scores.

Table (2): Level of Creativity variable in sample

Variable	Sample	Studies number	Low		Average		High	
Creativity	Total number of departments	328	Number	Percent	Number	Percent	Number	Percent
			6	1.8	251	76.5	71	21.6

According to table 2, it could be found that majority of respondents are at average level in terms of creativity.

Table (3): Level of creativity variable in each department

		Volume	Studied numbers	Low		Average		High	
Creativity		Total number of departments	328	6	1.8	251	76.5	71	21.6
	1	Education Organization	67 members	0		47		20	
	2	Health Center	73 members	0		47		26	
	3	Welfare Organization	27 members	0		47		26	
	4	Water and Sewage	20members	0		16		4	
	5	Power Department	43 members	4		36		3	
	6	Government	20 members	0		16		4	
	7	Payam Noor University	21 members	0		18		3	
	8	Professional and technical	15 members	0		11		4	
	9	Shaheed Foundation	12 members	0		8		4	
	10	Endowments	3 members	0		3		0	
	11	Social Security	11 members	0		11		0	
	12	Sheriffdom	13 members	2		9		2	
	13	Islamic Propaganda	3 members	0		2		1	

Table (4): Level of self-leadership in sample

	Volume	Studied numbers	Low		Average		High	
Self-leadership strategies	Total number of departments	328	0	0	180	54.9	148	45.1

According to table 4, 54/9% of respondents have had average self-leadership and 41/5% have had high self-leadership.

Table (5): Level of self-leadership in sample in each department

		Volume	Studied numbers	Low		Average		High	
Creativity		Total number of departments	328	0	0	180	54.9	148	45.1
	1	Education Organization	67 members	0		37		30	
	2	Health Center	73 members	0		36		37	
	3	Welfare Organization	27 members	0		10		17	
	4	Water and Sewage	20members	0		10		10	
	5	Power Department	43 members	4		25		18	
	6	Government	20 members	0		14		6	
	7	Payam Noor University	21 members	0		19		2	
	8	Professional and technical	15 members	0		7		8	
	9	Shaheed Foundation	12 members	0		6		6	
	10	Endowments	3 members	0		3		0	
	11	Social Security	11 members	0		5		6	
	12	Sheriffdom	13 members	2		7		6	
	13	Islamic Propaganda	3 members	0		1		2	

Inferential Results

At first, correlation matrix between variables is assessed to investigate ability of variables to predict variable of staff creativity.

Table (5): The correlation coefficient matrix

		1	2	3	4	5
Creativity	Pearson correlation	1	0.193**	0.147**	0.158**	0.159**
	Sig level		0.000	0.007	0.004	0.004
Self-leadership strategies	Pearson correlation		1	0.843**	0.722**	0.797*8
	Sig			0/000	0.000	0.000
Behavior-oriented strategies	Pearson correlation			1	0.550**	0.519**
	Sig				0.000	0.000
Constructive thinking strategies	Pearson correlation				1	0.344**
	Sig					0.000
Natural reward strategies	Pearson correlation					1
	Sig					

*P< 0.05 و **P< 0.01

Table (6): Results obtained from simple regression to forecast staff creativity

Input variable	Correlation coefficient	Coefficient of determination	df	F	Sig level of F
Self-leadership strategies	0.193[a]	0.037	326.1	12.669	0.000[b]

According to table 6, it could be found that there was a positive significant relationship between self-leadership strategies and staff creativity. In other words, the higher level of self-leadership strategies staff have, the more staff creativity will be in organization. Coefficient of standard regression, t test for significance of these coefficients, sig level of t and standard error of estimation are described in table 7.

Table (7): Regression coefficients of variables of self-leadership strategies

Input variable	Standard coefficients	Standard error	Standardized coefficients	t	Sig level of t
Self-leadership strategies	0.215	0.060	0.193	3.559	0.000

According to table 7, relevant coefficient of standard regression to variable of self-leadership strategies is significant. In other words, the higher level of self-leadership strategies staff have, the more creativity will be in organization.

Table (8): Results obtained from simple regression to forecast staff creativity and behavior-oriented strategies

Input variable	Standard coefficients	Standard error	Standardized coefficients	t	Sig level of t
Behavior-oriented strategies	0.147[a]	0.022	326.1	7.241	0.007[b]

According to table 8, it could be found that there was a positive significant relationship between behavior-oriented strategies and staff creativity. In other words, the higher levels of behavior-oriented strategies staff have, the more staff creativity will be in organization. Coefficient of standard regression, t test for significance of these coefficients, sig level of t and standard error of estimation are described in table 9.

Table (9): Regression coefficients of variables of behavior-oriented strategies

Input variable	Standard coefficients	Standard error	Standardized coefficients	t	Sig level of t
Behavior-oriented strategies	0.143	0.053	0.147	3.691	0.007

Table (10): Results obtained from simple regression to forecast staff creativity and constructive thinking strategies

Input variable	Standard coefficients	Standard error	Standardized coefficients	t	Sig level of t
constructive thinking strategies	0.158[a]	0.025	326.1	8.398	0.004[b]

According to table 10, it could be found that there was a positive significant relationship between constructive thinking strategies and staff creativity. In other words, the higher levels of constructive thinking strategies staff have, the more staff creativity will be in organization. Coefficient of standard regression, t test for significance of these coefficients, sig level of t and standard error of estimation are described in table 11.

Table (11): Regression coefficients of variables of constructive thinking strategies

Input variable	Standard coefficients	Standard error	Standardized coefficients	t	Sig level of t
constructive thinking strategies	0.145	0.050	0.158	2.898	0.004

Table (12): Results obtained from simple regression to forecast staff creativity and natural reward strategies

Input variable	Standard coefficients	Standard error	Standardized coefficients	t	Sig level of t
natural reward strategies	0.159[a]	0.025	326.1	8.457	0.004[b]

According to table 12, it could be found that there was a positive significant relationship between natural reward strategies and staff creativity. In other words, the higher levels of constructive thinking strategies staff have, the more staff creativity will be in organization.

Table (13): Regression coefficients of variables of natural reward strategies

Input variable	Standard coefficients	Standard error	Standardized coefficients	t	Sig level of t
natural reward strategies	0.128	0.044	0.159	2.908	0.004

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