

The Organizational Health and its Relationship with the Leadership Style of Young Managers of Industrial Enterprises in Mazandaran Province

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Abstract

This study aimed to assess organizational health and its relationship with the leadership style of young managers of Industrial Estates in Mazandaran Province. This is a descriptive study. The study sample consisted of managers and employees of Industrial Estates of Mazandaran province. The total amount of population was 170 persons (150 employees and 20 managers). The sample of this study was 108 employees. This number is determined by referring to the Morgan & Krejcie table. The sample of this study was chosen randomly. Research data was analyzed using SPSS Software. According to the results, there is a relationship between the authoritarian leadership styles of managers; benevolent authoritarian leadership style of young managers and organizational health but this relation is inverse and negative. Also, there is a significant relationship between participative style of management, leadership styles and organizational health of industrial estates in Mazandaran province.

Keywords: Organizational health, Leadership, Autocratic, Authoritarian leadership, Compassionate leadership.

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1. Introduction

Appropriate organizational climate can create incentives for young employees to improve their spirit and participation in decision-making and be effective to increase creativity and innovation. It is as an important source of mental health taken into account conversely, if appropriate organizational climate will have negative results. Healthy organizations face with an interest in the place where people come to work in the place of honor in their work. In fact, Health organizations, in terms of physical, psychological, security, belonging, meritocracy value the knowledge and expertise and develop their ability to learn and perform the duties assigned by the system because the effectiveness of any system is significant (Korkmaz, 2007).

Organizational health is not only including the organization's ability to perform effectively, but also the organization's ability to grow and improve constantly. Healthy employees are committed and conscientious observers in the organization with high morale and performance and open communication channels and increase their success. A healthy organization where people want to stay here, work, and its proud people are useful and effective (Akdere, 2006).

Undoubtedly, selecting appropriate leadership and management styles can establish organizational health in three levels of institutional, administrative, technical and organizational health in seven dimensions which are considered in this study. Accordingly, the researcher intends to measure organizational health in the industrial estates of Mazandaran province, to investigate the relationship between organizational health management in Mazandaran province.

2. Literature Review

Mazlomi (2009) in his study examined the relationship between transformational leadership style and organizational health of managers of girls' schools in Isfahan city. This study analyzes the relationship between transformational leadership style and organizational health of girls' schools in Isfahan. The study was a descriptive correlation and its face and content validity was confirmed by the experts. Two questionnaires used here were

standard questionnaire with 25 questions on leadership development and other organizational health standard questionnaire with 44 items. The sample of this study was 7606 primary school female teachers in Isfahan. Results showed that there is a significant relationship between leadership style and organizational development of the managers and all health indicators.

Ghorbanian (2009) in a study tried to investigate the relationship between leadership style (transformational, transactional, and non-Interventional) and medical emergency of technicians. The results showed a challenging career as an emergency medical service from the three styles of transformational, transactional and non-Intervention and transformational leadership style can create the most job satisfaction.

3. Research Methodology

This research is descriptive. The population of the study consisted of managers and employees of industrial estates in Mazandaran province and the sample of the study consisted of 170 persons (150 employees and 20 managers). This number is determined by referring to the Morgan & Krejcie table. In addition, a sample is chosen randomly. Research data using questionnaires were analyzed by SPSS software. To collect the required information from the field as a result of the distribution, a questionnaire used which is composed of three parts. In the first part of the questionnaire questions related to the age, education, gender, marital status, and work experience. In the second part of the questionnaire questions related to leadership and organizational health.

4. Results

4.1. Testing the First Hypothesis

There is a relationship between the authoritarian leadership styles and organizational health of industrial estates in Mazandaran province.

Table 1. Spearman correlation of the first hypothesis

		Organizational Health	
Spearman's rho	Autocratic leadership style	Correlation Coefficient	-0.675
		Sig. (2-tailed)	0.001
		N	128

The correlation coefficient between autocratic leadership style and organizational health was -0.675 with significance level of 0.000 . Since the level of significance at the level 0.05 is lower than the first error and the correlation coefficient was -0.675 , but there is a negative relationship in this regard.

4.2. Testing the Second Hypothesis

There is a relationship between the benevolent autocratic leadership styles and organizational health of industrial estates in Mazandaran province.

Table 2. Spearman correlation test of the second hypothesis

		Organizational Health	
Spearman's rho	Benevolent autocratic leadership style	Correlation Coefficient	-0.543
		Sig. (2-tailed)	0.032
		N	128

The correlation coefficient is not significant in an authoritative leadership style of organizational health of managers. Since the level of significance at the level 0.05 is lower than the first error and the correlation is -0.543 , the autocratic leadership style of managers can affect organizational health of industrial estates in Mazandaran province. But the relationship between them is negative.

4.3. Testing the Third Hypothesis

There is a significant relationship between the advisory leadership styles and organizational health of industrial estates in Mazandaran province.

Table 3. Spearman correlation test of the third hypothesis

		Organizational Health	
Spearman's rho	advisory leadership style	Correlation Coefficient	0.648
		Sig. (2-tailed)	0.045
		N	128

There is a correlation between the leadership styles and organizational health advisory with significance level of 0.045 . Since the level of significance at the level 0.05 is lower than the first error.

4.4. Testing the Fourth Hypothesis

There is a significant relationship between the participatory leadership styles and organizational health of industrial estates in Mazandaran province.

Table 4. Spearman correlation test of the fourth hypothesis

		Organizational Health	
Spearman's rho	Participatory leadership style	Correlation Coefficient	0.632
		Sig. (2-tailed)	0.000
		N	128

There is a correlation between the participative style of managers and organizational health with significance level of 0.000. Since the level of significance at the level 0.05 is lower than the first error so assuming that H₀ is rejected.

4.5. Testing the Main Hypothesis

There is a relationship between the Managers' leadership styles and organizational health of industrial estates in Mazandaran province.

Table 5. Spearman correlation test of the main hypothesis

		Organizational Health	
Spearman's rho	Managers leadership style	Correlation Coefficient	0.445
		Sig. (2-tailed)	0.000
		N	128

Since the level of significance at the level 0.05 is lower than the first error and then H₀ assumption is rejected.

5. Conclusion

Organizational health framework of a school is important because of the general atmosphere of that school. The concept of positive health in an organization facilitates the development of organizational dynamics.

Nevertheless and without a doubt, management styles affect all parts of the organization.

The purpose of this research was to study the relationship between the leadership style and organizational health of industrial estates in Mazandaran

province. Analyzing the data showed that there is a significant relationship between the managers' leadership style and organizational health of industrial estates in Mazandaran province.

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