

A Survey on the Relation Between Leadership's Characteristics and Organizational Health in Universities (Case Study Islamic Azad Universities of District 6)

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Abstract: The present study investigated the relationships between leadership characteristics and organizational health among Islamic Azad Universities in Sixth District. Research problem focused on the factors affecting qualifications in Khuzestan concerned with the competition between these Islamic Azad Universities in order to attract more applicants. Research design was descriptive through which 150 faculty members teaching in four universities were selected through cluster sampling method. Instruments included the Questionnaire of Leadership Characteristics and Organizational Health. Data were analyzed by utilizing Chi-square and Pearson correlation coefficients. Results indicated that there were significant relationships between the research variables (i.e., including teaching management, research, interpersonal skills, justice, efficiency, thinking strategy, thoughtfulness, self-actualization, self-esteem and cooperation. Findings also revealed that these universities did not have an adequate organizational health to improve their efficiency level ($p < 0.05$).

Key words: leadership, universities, organizational health

INTRODUCTION

Leadership is one of the most important human efforts especially the leadership of higher education (Rowley 1997). University is a vital institute in development process of the nation; it facilitates economic, social, political, and cultural progress of the society (Sabbaghian 2003).

The annual allocation of 3% of the country budget to higher education requires a healthy and dynamic organization far from tension and defect to perform this critical mission and train qualified experts and produce science for the society with high quality without wasting the allocated budgets and avoiding activities such as strike, conflict and hidden expenses and to depression and dissatisfaction. On the other hand, quantities and qualities development of government and non-government higher education institutes and reduction of governmental aids has created a serious competition in order to survive their existence; because when the attraction and capacity for student admission is higher than the number of applicants to enter university, automatically the centers with low quality are bound to close up and get out of the line.

University deans are considered to be the chief members in decision – making in university structure (Nelson 2007), since the way of their leadership plays a vital role in promotion or decline of universities.

Nowadays leadership plays a big role in the success of higher education organization (Kouzee and Posner, 2002). In fact, the university which lacks creativity, commitment, job satisfaction, support, confidence, respect to members, hope for future, participation in decision – making, and discipline is the loser in this marathon; that is to say, it is so sick and weak that cannot participate in this competition; on the other hand, the university which enjoys a healthy organization, is the winner of the séance.

The organizational character is tics of scientific organizations are so afferent from other organizations that traditional theories of management are rarely applicable to their conditions (Baldrige 1987). Generally speaking, there exists five principle approaches regarding organizational leadership in related texts which include: natural theories, theories of effectiveness and authority, behavioral theories, advisability opinions And symbolic and cultural thorniest (Moqimi 1998).

Theories related to nature have been used in the present study. Needless to say, studying the nature of leadership in universities and higher education centres is much more difficult than other organizations. In an international research conducted in 1996 through participation of 100 heads of departments from Britain, Singapour, Hong kong and Austerelia questions were asked regarding university leadership, the given opinions were summarized and classified and based on the results a model was offered for evaluation to university leaders with seven features including teaching leadership, research leadership, partnership and evolutionary leadership, efficient and just leadership, strategy and thought fullness development and appreciation , and modern leadership in universities to contribute the present research (Ramsden, 2001).

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It should be mentioned that, fortunately or unfortunately, the relationship between the two variables (subject research) not any kind of research work like this was available to get something out of it; besides, most of the research works were limited to the method and pattern of education.

Objectives and Hypothesis:

The present research has been conducted on the base of relationships between leadership characteristics and organizational health in universities and one hypothesis and two research questions have been entitled as follows:

Research Hypothesis:

There is some sort of relationship between leadership characteristics and organizational health in Islamic Azad Universities.

Research Questions:

- 1- Are the universities under research in a stable condition regarding organizational health?
- 2- Do Islamic Azad universities in Khuzestan possess the leadership characteristics in universities?

Research Report:

Research with descriptive designing related to correlation was performed. The statistical group was made up of all the faculty members of Islamic Azad Universities in sixth District in 1389, of about 1503 and 150 members were surveyed through "cluster sampling method" at different stages in Abadan, Ahwaz, Dezful, and Mahshahr units. The tool for collecting data included TWD questionnaires as follows:

A. Standard Questionnaire with 57 questions with scale of five choices of likert to evaluate leadership characteristics.

B. Standard Questionnaire of about 21 questions with the scale of five choices, likert, to evaluate organizational health (Naseri, 2003).

For final test research questionnaires were used by making use of coefficient method of Cronbach's-Alpha, this coefficient was obtained from Cronbach's-Alpha method, and was used to evaluate leadership characteristics with 82%, and the organizational health questionnaire with 87% was obtained which reflects "equality and continuity consistency" related to the above scale. University professors, views were used to acknowledge Legitimacy and validity of the questionnaire data and the questions in research descriptive statistics (distribution tables) related to "frequency" and "medium" and Chi 2 Correlation test Questionnaire for analyzing the data related to " correlation coefficient" were used by making use of Spss software.

Findings:

Question 1: Are Islamic Azad universities is a suitable condition related to organizational health? Universities of district Six in 2010

Table 1: Frequency distribution percent faculty member for organizational health Islamic Azad Universities of district Six in 2010.

organizational health	Compatible fully	compatible	indifferent	antagonist	Antagonist fully
ABADAN	0	18.6%	39.8%	31.8%	9.8%
AHVAZ	2%	28.97%	52.26%	13.41%	4%
DEZFULE	2.5%	34%	42%	18%	3.75%
MAHSHAHR	0	8.3%	38.1%	38.3%	15.27%

Table 2: Chi 2 Correlation test results for organizational health evaluation.

organizational health	treatment	mean	stdev	min	max	member	Pvalue
ABADAN	24	2.6146	0.4971	1	4	9.66	0.22
AHVAZ	38	3.1648	0.3806	1	5	13	0.11
DEZFULE	32	3.1313	0.676	1	5	14	0.007
MAHSHAHR	22	2.2635	0.299	1	4	12.75	.047

The distribution percentage reflects an unpleasant condition in Abadan and Mahshahr units regarding organizational health; Ahwaz and Dezful units are in a normal situation toward the direction of an ideal position, less than 5% based on Chi 2 Correlation test method and with 95% of assurance it can be said that some sort of difference exists between what has been observed and what is expected. The analysis of the expected frequency percentage and the closeness of the data items for Abadan and Mahshahr belonged to opposite and in difference groups, but Ahwaz and Dezful units belonged to indifferent and agreeable groups.

Question Two:

Do the Azad universities in Khuzestan possess the characteristics of leadership in university? Considering Table 5 findings for leadership methods in university affairs the result was $p < 0.05$.

1-2 : Is Islamic Azaduniversity of Mahshahr qualified regarding the leadership characteristics in universities?

Table 3: Frequency distribution percent faculty member Mahshahr unit and Chi 2 Correlation test results for organizational health Islamic Azad Universities in 2010

variable	Compatible fully	compatible	indifferent	antagonist	Antagonist fully	Pvalue
teaching Leadership	1%	46%	20%	12%	12%	.032
research Leadership	.05%	45.8%	28.6%	16.6%	.04%	.004
Evolution and incorporative Leadership	0	12%	17%	50%	21%	.040
Development And APPRECIATION Leadership	.03%	12.5%	17%	45.8%	21%	.019
Impartial and efficient Leadership	0	12.5%	25%	50%	12.5%	.029
Discretion	.04%	12.5%	12.5%	45.8%	25%	.013
Skills between individual	0	8%	25%	50%	17%	.025

Frequency percentage distribution observed in Mahshahr faculty members and Analysis results of " Kai Du" related to leadership methods in university in 1389. considering the findings in Table 3 for all the leadership strategies in university, the output is $P < 0.05$. So with 95% of confidence it can be claimed that there exists a difference between what has been observed and what is expected; on the other hand, considering the density of the data frequency, it can be said that the management of Mahshahr Azad university possesses only two out of the seven characteristics of leadership qualifications of teaching and research leadership.

2-2- Does Abadan Islamic Azad University possess the leadership characteristics in university?

Table 4: Frequency distribution percent faculty member Abadan unit and Chi 2 Correlation test results for organizational health Islamic Azad Universities in 2010

variable	Compatible fully	compatible	indifferent	antagonist	Antagonist Fully	Pvalue
teaching Leadership	.08%	45.8%	21%	17%	.08%	.022
research Leadership	.057%	21%	30%	37.5%	.057%	.019
Evolution and incorporative Leadership	0	8%	17%	54%	21%	.009
Development And APPRECIATION Leadership	.04%	.08%	17%	50%	21%	.004
Impartial and efficient Leadership	0	.08%	29%	50%	12.5%	.016
discretion	.04%	12.5%	12.5%	45.8%	25%	.013
Skills between individual	0	.08%	25%	50%	17%	.025

The percentage observed in frequency distribution reflects that faculty members in Abadan unit and the analysis of the findings regarding university leadership offered $P < 0.05$. So with 95% of assurance, it can be said that there is a difference between what is noticed and what is expected, and considering the density of frequency it can be said that the management of Abadan Azad university has got all the seven characteristics of teaching leadership in university.

2-3: Does the Islamic Azad University of Ahwaz have the leadership characteristics in university?

The distribution of frequency percentage shows the results of Chi 2 Correlation test about Ahwaz faculty members regarding leadership methods is reflected. Considering Table 5 findings for leadership methods in university affairs the result was $P < 0.05$.

So with 95% assurance it can be said that some sort 1 difference exists between what is observed + what is expected, be side, considering the density + data frequency, it can be said that the university management in Ahwaz Islamic, Azad university, unit 5 has all the seven characteristics of efficient leadership with deep insight to manage with deep insight + cooperation.

Table 5: Frequency distribution percent faculty member Ahvaz unit and Chi 2 Correlation test results for organizational health Islamic Azad Universities in 2010.

variable	Compatible fully	compatible	indifferent	antagonist	Antagonist fully	Pvalue
teaching Leadership	.08%	45.8%	21%	21%	.04%	.013
research Leadership	.04%	50%	33%	.08%	.04%	0
Evolution and incorporative Leadership	.08%	45.8%	21%	12.5%	12.5%	.032
Development And APPRECIATION Leadership	.04%	.08%	17%	50%	21%	.004
Impartial and efficient Leadership	.04%	50%	30%	.08%	.08%	.001
discretion	12.5%	46%	21%	12.5%	.08%	.027
Skills between individual	0	.08%	25%	50%	17%	.013

Table 6: Frequency distribution percent faculty member Dezful unit and Chi 2 Correlation test results for organizational health Islamic Azad Universities in 2010.

variable	Compatible fully	compatible	indifferent	Antagonist	Antagonist fully	Pvalue
teaching Leadership	12.5%	50%	17%	17%	.04%	.005
research Leadership	.04%	50%	29%	12.5%	.04%	.001
Evolution and incorporative Leadership	.08%	46%	21%	12.5%	12.5%	.032
Development And APPRECIATION Leadership	.04%	50%	17%	16.5%	12.5%	.005
Impartial and efficient Leadership	.04%	17%	21%	50%	.08%	.004
discretion	12.5%	17%	21%	45.8%	.04%	.019
Skills between individual	0	12.5%	25%	50%	12.5%	.029

The distribution of frequency percentage observed in scientific faculty members in Dezful unit and analysis result of " Chi 2 Correlation " related to leadership methods in Dezful university, in 1389. Considering the findings in table 6 for all the university leadership methods the result is $p < 0.05$, so confidently it can be said that there is some sort of deference between what is observed + what is expected, beside considering the intensity in frequency data it can be claimed that the university leadership in Dezful unit has got four out of seven characteristics of leadership merely teaching leadership, research, evolution, and development an appreciation.

Table 7: Correlation between leadership characteristics and organizational health in Islamic Azaduniversities of Khuzestan.

variable	member	R	Pvalue
Leadership teaching	116	.235	.003
Leadership research	116	.510	0
Leadership Evolution and incorporative	116	.524	0
Leadership Development And APPRECIATION	116	.409	0
Leadership Impartial and efficient	116	.402	0
discretion	116	.283	.004
Skills between individual	116	.501	0

Correlation coefficient between leadership characteristics and organizational health in Khuzestan universities based on findings in table 7, organizational health has got correlate with leadership characteristics (the seven features) at a meaningful level of about five percent ($p < 0.05$).

Discussion and Conclusion:

The research was conducted on 150 faculty members in Abadan, Ahwaz, Dezful, and Mahshahr units in district 6 Azad universities. 116 members had cooperation- during research (85% with M.A degree, 15% with ph. D, 80% male, 20% female). The research showed that there is considerable correlation (table 7) between leadership characteristics and organizational health, about 5%, Ahwaz University possessed the highest standard of organizational health with four characteristics of leadership compared with other units under study. Organizational health in other units is not in an acceptable level of organizational health.

To analyze the research for this phenomenon the following points are mentioned:

More than 52% of the participants of the faculty members in the research believed that their view points and experience are not considered in decision – making (Tables 3 to 6). Their leaders don't take any notice of items to benefit from new methods and innovation to avoid mistakes and shortcomings, in other words, they do not take innovation and evolution seriously. Faculty members usually have a tendency toward criticism and negative attitudes. Getting them to have an active participation in decision – making will bring about the background to get rid of these negative insights and limitations (Baldwin, 1996). Creating a cooperative attitude and supporting group decisions in group cooperation based on trust will bring about a sense of belonging, potential growth, and continuous improvement (Fullan, 2007). In fact participation and organizational activity is one of the organizational components which signifies organizational health (Lynden and Klinge, 2000).

More than 70% of the respondents believe that their university leaders lack interpersonal skills (tables 3 to 6). They criticize other people's mistakes (negative attitude) going their own ways and lack the ability to solve disagreements between the members of organization. All these problems reflect defects and maladministration. One of the personal characteristics of a leader is self-confidence (not pride), because it provides a base for successful consultation and taking effective decisions. Additionally, the leaders showed enjoyment getting personal contacts with faculty members (a) nulls students, being a successful leader is an impossibility without being interested in others (Donallson, 1993). It should be considered that most of the leadership qualifications mentioned here cannot be acquired through formal training, the real training for leaders is through leadership activity (Jay, 1970).

More than 56% of respondents are of the opinion that their university leaders don't possess any insight or strategy of the job (tables 3 to 6). They are not able to realize the university mission + its values, they only consider short-term aims, few of the leaders possess the insight + the strategy to visualize a valid reasonable image of his own future, they cannot think beyond the present affairs (Ramsden, 1998).

More than 54% of respondents believe that their university leaders lack teaching skills (tables 3 to 6). Since teaching at B.A and M.A. level is one of the main duties of universities, it is a compulsory activity and this is the reason why it is taken seriously (attain an aim), moving towards the aim is one of the organizational health components.

More than 60% of respondents believed that their university leaders have got research leadership (table 3 to 6) the budget mechanism of universities have considerably allocated budgets to research activities for faculty members, consequently the university units have been promoted regarding research and managers of departments try to absorb their budgets and try to carry and encouragement and motivation for research in universities. Needless to say, distributing the budget damage faculty members will earn reputation and qualification for themselves as well as the organization and increase university health.

More than 53% of the respondents believe that their university leaders don't possess any skills about development and evaluation (tables 3 to 6). They don't assist their college use to improve activities and their qualifications; and if they assist in exceptional situations, the purpose is to influence their ideal members to bring them under their own control, that is to say, they don't do it sincerely + impartially. Effective evaluation should follow special principles. "Adair, 1996: 115" other will it may create an atmosphere which will disturb the peace and balance in the organization consequently reduces commitment and faithfulness of the members + causes damage to organization.

More than 62% of respondents believe that their university leaders are not competent and lack justice (tables 3 to 6) they don't distribute duty resources reasonably, there is no criteria and create such a working atmosphere problems of this sort increase confidence and reduce commitment atmosphere in organization (Saatchi, 1991).

Any organization with efficient resources (human and finance) enjoys level of organization health (Soleimani, 2011). One of the common university problems is the reduction of financial income resources which has caused job- security reduction in faculty members, teaching and research quality, student- professor communication, and imposition of dictation of standardized, monotonous, and mechanical methods on faculty members which will damage organizational health. To promote organizational health in universities and support university managers financially to keep pace with group market prices, it is suggested that we try to find new financial resources such as non – university researches for private sectors and the development of communication technology for Education in order to minimize expenses. "Strategic thinking skill"

Since the "organizational health" is connected to "the cooperation of the faculty members (Sharifi, 2011). decision making by managers it is suggested to organize new centers like "chamber of thought" made up of qualified, committed and interested and open-minded members for cooperation to analyze + discuss, and exchange views on problems which the university leaders are facing with in order to support + strengthen organizational health in universities through analysis of the existing components based on cooperation to get to the desired goal of organization.

The survival of universities faced with problems reduction to organizational health under the present competitive conditions is in an unpleasant and critical condition. They are seriously under treatment and damaged.

It is suggested that new qualified leaders be appointed to manage these sort of organizations: men leaders with four out of seven qualifications mentioned above in the present research are highly needed for university leadership.

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