

Research Article

PREDICTION OF EMPLOYEE QUALITY OF WORK LIFE BASED ON THE LEADERSHIP STYLES (TRANSFORMATIONAL AND TRANSACTIONAL) AT THE MINISTRY OF EDUCATION

Fattah Nazem and *Monir Sadat Entezari

Department of Education, College of Education and Counselling, Roudehen Branch, Islamic Azad University, Roudehen, Iran

**Author for Correspondence*

ABSTRACT

This study aims at predicting the employee quality of work life based on the transformational and transactional leadership styles among employees at the Ministry of Education in Tehran City. The research is descriptive with correlative type. The statistical population consists of all 550 employees at the Ministry of Education during 2011-2012 and 188 ones are selected through the simple random sampling according to Morgan Table. Bass & Avolio leadership style questionnaire (1999) with 41 questions and Waltons questionnaire (1973) with 28 questions are the data collection tools in this research. The obtained results of regression through SPSS and LISREL computer software package are as follows: There is a positive and significant relationship between the transformational and transactional leadership styles with employee quality of work life and also the results indicate that the obtained beta in regression is equal to 0/24 for transformational leadership style and 0/68 for transactional leadership style. Therefore, the independent variables are able to predict the variance of dependent variable and the regression equation is significant as follows:

quality of work life = (30/367) + (1/021) Transformational leadership

quality of work life = (16/883) + (0/998) transactional leadership

Keywords: *Quality of Work Life, Transformational and Transactional Leadership Styles, Education*

INTRODUCTION

The new century has brought a new wave of change. The environment of the organizations is more dynamic than before. It has made the organizations explore the new ways for success and even survival in such an environment, and move towards flexibility, dynamism, and transformation (Beigi, 2008). Life in the industrial era has traditionally emphasized on technology development, productivity and growth, and human being (work power) along with capital and land has explicitly or implicitly been considered as factors of production (Harvey, 1988). Since there is a direct relationship between the procedures of human resource management and the quality of work life (Casico, 1995), Reviving the staff's conditions of life through promoting the quality of their work life is the success key of each organization. The quality of work life is the process by which all members of the organization are involved in the decision making of their organization through open communicative channels provided for this purpose. The decisions which affect their jobs in general and the job environment in particular. Therefore, the staff's participation and job satisfaction increase, and the stress of work place decrease (Doulan and Scholar, 1997). On the whole, the purpose of the quality of work life is to create a work environment which is suitable for both staff and production. Such programs pay more attention to the efficiency of the individual's job environment (Davis and Vinostrom, 1985). The program of work life quality includes any kind of improvement in the organizational culture which supports the staff's development and promotion (Filipo, 1987). The research findings show that the implementation of such programs reduces the number of staff's complaints, their absence rate, the number of punishments, and improves the staff's positive attitudes, participation in suggestion system (Gordon, 1993). The studies show that redesigning of work environment and increasing participation (Bernardin *et al.*, 1998), and increasing the staff's involvement in decision making (Greenburg, 1997) are included in the objectives of the staff's work life quality. Disnezro and Robins' (1989) findings show that the quality of work life means providing the staff

Research Article

with suitable work environment. In other words, the productivity of the organization can improve by staff's freedom, independence, and sense of belonging, progress, and rewards (Dickens *et al.*, 1988). In this regard, Watson (2003) suggests that the quality of work life can be increased by controlling the work rate, allowing the staff to choose their work methods as well as integrating the system of control and supervision in redesigning the jobs.

The significance of these suggestions has been confirmed by studies like Walton (1975) who carried out a research in the related field (Watson, 2003). Shemerhoon (1985) thinks the improvement in the quality of work life depends on: 1) fair and enough payment for doing the job well; 2) the health and security of the job conditions; 3) creating opportunity for learning and applying new skills; 4) creating opportunity for professional growth and development; 5) social integration in the organization; 6) supporting individual rights; 7) Balancing the professional and nonprofessional demands, and; 8) being proud of working in the organization.

MATERIALS AND METHODS

This study is descriptive and has the correlative type. The statistical population of this research consists of all 550 employees at Ministry of Education in Tehran during 2011-12. The statistical sample equal to 188 subjects is selected through simple random sampling based on Kerjcie and Morgan table. The data collection tool consists of two standard questionnaires of Bass & Avolio leadership style questionnaire (1999) with 41 questions and Waltons questionnaire (1973) with 28 questions.

Statistical Analysis of Research Data

In descriptive statistics (mean, median, mode) we have utilized the standard deviation, and the ranges of minimum and maximum scores.

In inferential statistics, the statistical tests are utilized according to the research questions to measure the significant relationship between the variables as well as predicting the dependent variable by any other independent variable.

LISREL Software is utilized to determine the simple and multiple-regression.

Validity and Reliability of Measurement Tools

In this research, the validity of questionnaire is reviewed by the advisor and supervisor professors after initial design with 69 items, and then confirmed after doing the necessary reforms in order to be applied in research. Cronbach's alpha method is utilized to measure the reliability. The alpha coefficients for measurement tool of transactional and transformational leadership and quality of work life are equal to 86% and 97% which have high reliability.

RESULTS AND DISCUSSION

Results

Question 1: What kind of relationship is there between the transformational leadership style and quality of work life?

The regression is utilized to answer the research question.

Table S-4-3-1: Summary of regression model for transformational leadership style and quality of work life

Correlation coefficient	Square of correlation coefficient	Square of adjusted correlation coefficient	Standard error of approximation
0.243	0.059	0.054	18.00289

The table above shows the correlation coefficient, square of correlation coefficient or coefficient of determination, so that the correlation rate is equal to 0.24 among the variables above and is at a low level. Furthermore, the coefficient of determination indicates that 0.05% of variance in quality of work life as the dependent variable is covered by the transformational leadership style as the independent variable.

Research Article

Table S-4-3-2: ANOVA related to the transformational leadership style and quality of work life

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	3771.832	1	3771.832	11.638	0.000
Residual	60283.333	186	324.104		
Total	64055.165	187			

The significance level presented in the table above is equal to 11.638 according to the f-value and is less than 0.01; thus the independent variable is able to predict the variance of dependent variable.

Table S-4-3-3: The coefficients of independent variables in terms of standardized and non-standardized values related to the transformational leadership style and quality of work life

Independent variable	Non-standardized coefficients		Standardized coefficients Beta	t	Significance level
	B	Standard error			
Constant value	30.367	16.574		1.832	0.069
Transformational leadership	1.021	0.299	0.243	3.411	0.001

The correlation between the transformational leadership style and quality of work life is equal to 0.243 and the coefficient of determination equal to 0.054; and the regression equation is significant according to the significance level of 0.000 and f value. More precisely, 0.054 % of variance in the quality of work life as the dependent variable is covered by the transformational leadership style as the independent variable. The obtained beta of regression is equal to 0.243 for transformational leadership style.

* Therefore, the result of analysis is consistent with the theorists' viewpoints which are presented in the research literature and is also consistent with the research by Keim, Ramezani, Shahbazi, Bordbar, Keegan and Hartouk, Kuber and Nagvin- Sharif Mohammad (the summary of their studies are presented in Appendix).

Figure (S-4-3-4): The histogram of relationship between the transformational leadership style and quality of work life

Question 2: What kind of relationship is there between the transactional leadership style and quality of work life?

The regression is utilized to answer the research question.

Table C-4-3-1: Summary of regression model for transactional leadership style and quality of work life

Correlation coefficient	Square of correlation coefficient	adjusted correlation coefficient	Standard error of approximation
.648	0.420	0.417	14.24270

The table above shows the correlation coefficient, square of correlation coefficient or coefficient of determination, so that the correlation rate is equal to 0.64 among the variables above and is at a moderate level. Furthermore, the coefficient of determination indicates that 42% of variance in quality of work life as the dependent variable is covered by the pragmatic leadership style as the independent variable.

Table C-4-3-2: ANOVA related to the transactional leadership style and quality of work life

	Sum of squares	Degrees of freedom	Mean square	F	Significance level
Regression	26910.610	1	26910.610	134.754	0.000
Residual	37144.555	186	199.702		
Total	64055.165	187			

Research Article

The significance level presented in the table above is equal to 134 according to the f value and is less than 0.01; thus the independent variable is able to predict the variance of dependent variable.

Table C-4-3-3: The coefficients of independent variables in terms of standardized and non-standardized values related to the transactional leadership style and quality of work life

Independent variable	Non-standardized coefficients		Standardized coefficients Beta	t	Significance level
	B	Standard error			
Constant value	16.883	6.104		2.766	0.06
transactional leadership	0.998	.086	0.648	11.608	0.000

The correlation between the transactional leadership style and quality of work life is equal to 0.64 and the coefficient of determination equal to 0.42; and the regression equation is significant according to the significance level of 0.000 and f value. More precisely, 42% of variance in the quality of work life as the dependent variable is covered by the transactional leadership style as the independent variable.

The obtained beta of regression is equal to 0.64 for transactional leadership style. Thus, the independent variable is able to predict the variance in dependent variable.

Therefore, the result of analysis is consistent with the theorists' viewpoints which are presented in the research literature and is also consistent with the research by Eptropaki and Martin (2005), Pierre (2009), Barda (2006), Sharifi (2008), Khodadad (2006), Mitra (2006), Gilani (2008) and Brock-Myer and Hith (Zardoshtian, 2009)

Discussion

Is there a correlation between the transformational leadership style and quality of work life? The total alpha of this equation ($\alpha=0.67$) and the highest transformational leadership component with $\alpha=0.86$ belongs to the perfectionism influence and the maximum quality of work life component with $\alpha=0.97$ belongs to the employee quality of work life in the organization; this indicates that the employees need the managers which are decisive and resolute in their decisions according to their extraordinary capacities in terms of transactional style for quality of work life. The results are also consistent with the studies by Keim (2010), Ramezani (2007), Shahbazi (2008), Bordbar (2009), Keegan and Hartouk (2004), Kuber and Nagvin- Sharif.

REFERENCES

Allameh SS (1999). The Walton’s development of work life quality based on Islamic values (emphasizing on Nahjolbalagheh) and its effect on the decrease of mental complexity [Ph.D. Thesis] Tarbiat Modarres University, Iran.

Beigi Touraj (2008). A comparative study of intellectual capital effects on organizational performance of Iran banking industry in both public and private sectors, *Research Journal of Executive Management*, tenth year, January 1.

Gunez Bob (2008). *The Faster Learning Organization*, translated by Khodayar Abili, Tehran, SAPCO Company.

Jamshidi Gholam-Hossein (2010). Investigating the transformational-pragmatic leadership styles and quality of working life in A.P offices in Mazandaran province, Master's Thesis, Islamic Azad University of Roudehen.

Karimvand S (2004). Investigation of the relationship between the staff’s work life quality and their productivity in Education Office of Tehran city [M.A. Thesis] Islamic Azad University, Roudehen Branch.

Mirsepasi N (1992). The reciprocal effect of productivity and work life quality, *Management Economy*, Islamic Azad University (15) 47.

Mirdan A (2008). *Learning Steps*, translated by Misagh Soltan Arab. *Journal of Management Selection* (72).

Research Article

Morehead Griffin (2005). *Organizational Behavior*, translated by Seyed-Mehdi Alvani and Gholamreza Memarzadeh (Morvarid publications) Tehran 350.

Qasemi M (2000). Investigation of the effect of work life quality on productivity of human power [M.A. Thesis], Qom Higher Education Complex.

Shayganfard Zahra (2010). Investigating the effect of in-service education by increasing the employees' quality of working life in Bank Saderat during 2009-10, Islamic Azad University of Roudehen.

Tahami H (1995). Study of the effects of work life quality on the productivity of the staff in the country banks. Teaching Center of Government Management.

Zardoshtian Minou (2009). The relationship between the managers' transformational and pragmatic leadership styles with organizational commitment in Technical and Vocational Education employees in Kermanshah City. Master's thesis, Islamic Azad University of Roudehen.