

THE STUDY OF RELATIONSHIP BETWEEN LEADERS' BEHAVIOR AND EFFICIENCY AND RETURN ON INVESTMENT

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Abstract: The aim of study was: 1- To compare leaders' behavior in public with private sector industrial firms of Fars Province (one of the southern province of Iran). 2- To identify the relationship between the type of leaders' behavior and efficiency in these industries. 3- To identify the relationship between the type of leaders' behavior and ROI . LBDQ used in order to collect data. In order to analyze the data, SPSS software were used .From 602 completed questionnaire, 266 completed by public sectors' employees (%44) and 336 completed by private sectors' employees (%56). The results showed, "Initiating Structure" type of behavior is dominant behavior in both public and private sectors in Fars industries. There is a significant relationship between "Initiating Structure" type of leaders' behavior and efficiency in public and private sectors. Also a significant relationship between "Initiating Structure" type of behavior and ROI, was found in these two sectors. Regarding to "Consideration" type of behavior, there is a significant relationship between this type of behavior and efficiency in both sectors. There is no significant relationship between "Consideration" type of behavior and ROI in public and private sectors.

Keywords: Consideration , Efficiency , Initiating Structure, Leaders' Behavior, ROI

Introduction

One of the main aspect of social influences is leadership. Many different definitions have been offered for leadership [24, 40, 42, 47, 48, 49]. Terry [49] defined leadership, an activity of influencing people to strive willingly for group objectives. Robbins [42] defined it as the ability to influence a group toward the achievement of goals. Leadership has been defined in terms of individual traits ,behavior ,influence over other people, interaction patterns , role relationships , occupation of an administrative position, and perception by others regarding legitimacy of influence [54].

Hersey, Blanchard and Johnson [23] state, "A review of other writers reveals that most management writers agree with us in that leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation" .

The definitions of leadership imply the fact the leader has the capacity to tie the present values and beliefs to the needs ,values and beliefs of future generations and this is the actual magic of leadership [17].

According to Hersey, Blanchard and Johnson [23], leading or influencing requires three general skills, or competencies:

- **Diagnosing:** understanding the situation that you are trying to influence.

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- **Adopting:** altering your behavior and the other resources that you have available to meet the contingencies of the situation.
- **Communicating:** interacting with others in a way that people can easily understand and accept.

The main theories of leadership revolve around four main themes:

- (1) Trait theories are based on the assumption that leadership ability stems from certain characteristics shared by leaders, which accounts for their ability to influence others;
- (2) Behavior style theories suggest that leader effectiveness is determined by the bspecific behaviors in which leaders engage;
- (3) Contingency theories suggest that the situation determines the best person and approach to leadership;
- (4) Leader-member exchange theories also known as new leadership which involve charismatic and transformational aspects of leadership.

Initial investigations of leadership considered leaders as individuals endowed with certain personality traits which constituted their abilities to lead. The studies investigated individual traits such as intelligence, birth order, socio economic status, and child- rearing practices [6, 9, 44]. Stogdill [44] identified six categories of personal factors associated with leadership: capacity, achievement, responsibility, participation, status, and situation.

Jennings [28] concluded that "Fifty years of study have failed to produce one personality trait or set of qualities that can be used to discriminate between leaders and non-leaders". On the other hand many leadership researchers found that some leader traits are necessary for effective leadership and the relative importance of different traits is dependent upon the nature of the leadership situation [55].

Between 1945 and the Mid-1960 with the Ohio State and Michigan studies, the attitudinal approaches were initiated. In 1945 Bureau of Business Research at the Ohio State University attempted to identify various dimensions of leader behavior. The researchers, directed by Ralph Stogdill, defining leadership as the behavior of an individual when directing the activities of a group towards goal attainment. They narrowed the description of leader behavior to two dimensions: initiating structure and consideration.

Initiating structure refers to a task oriented style that is the degree to which a leader defines and organize his role and the roles of the followers toward goal attainment, and establishes well-defined patterns and channels of communication [29]. On the other hand, consideration refers to a type of leader behavior that describes the extent to which a leader is sensitive to subordinate, respects their ideas and feeling, and establishes mutual trust [16].

To gather data about the behavior of leaders, the Ohio State staff [22] developed the Leader Behavior Description Questionnaire (LBDQ), an instrument designed to describe how leaders carry out their activities. LBDQ measures two dimensions, "Initiating Structure" and "Consideration" [23]. Stogdill and Coons [45] revised the test.

University of Michigan studies had to locate behavior characteristics of leaders that appeared to be related to identified two concepts, which the researchers call "employee orientation" and "production orientation"[30].

Blake and Mouton [10] proposed a managerial grid based on the styles of "Concern for people" and "Concern for production". The grid has a possible positions along each axis creating 81 different positions in which the leaders style may fall.

The Situational leadership approach contains an underlying assumption that different situations require different types of leadership, while the contingency approach attempts to specify the conditions or situational variable that moderate the relationship between leader traits or behaviors and performance criteria [27].

Some of situational theories include: Fiedler's contingency theory [19, 20] Path-Goal theory [26, 32], Hersey-Blanchard Tridimensional Leader Effectiveness Model [23] and Rational decision making theory [51, 52].

Fielder [20], differentiating between leadership styles and behaviors, concluded that leadership styles indicate leaders motivational system and that leadership behaviors are leaders' specific actions. He believed that group effectiveness was a result of the leader's style and the situation's favorableness.

House's Path-Goal Theory [25, 26] included the interaction of leader behaviors with situation characteristics in determining the leader's effectiveness. House identified four leadership behaviors: directive, achievement-oriented, supportive, and participative, and two situational variables (subordinates' personal characteristics and environmental demands such as the organization's rules and procedures) that most strongly contributed to leaders' effectiveness.

In the Hersey- Blachard model, the term task behavior and relationship behavior are used to describe concept similar to initiating structure and consideration of the Ohio State studies. The four basic leader behavior quadrants are labeled high task and low relationship; high task and high relationship, high relationship and low task; and low relationship and low task [23].

The rational decision making theory of Vroom and Yetton [51] is designed to help leaders to decide what they should do in given situations based on a "decision tree" methodology.

In more recent years a new paradigm of leadership has emerged which goes beyond the realm of reward based leadership upon which previous theories are based. These new theories attempt to explain how leaders are able to lead organization to attain outstanding accomplishments and also how they can achieve an extraordinary level of follower motivation, commitment and loyalty. New Theories include Charismatic Leadership [15], Transformational Leadership [7, 8] and Visionary Theories of Leadership [35].

Review of Literature

Lewin, Lippett and White [36] found out that, democratic leadership can lead to high moral, energy and increased production, while autocratic leadership, mostly damage the moral and productivity of employees.

Likert's findings [37, 38], showed that the ideal and most effective leader behavior for industry is employee-centered or democratic style of leadership. He compared two type of supervisions in different sectors; 1) employees-centered and 2) job-centered supervision. He stated that job-centered type of supervision can lead to goal attainment for short-term objectives, but not effective for long term goals and objectives.

A study conducted in an industrial setting in Nigeria (1966) showed some inconsistency with Likert's findings [23]. Korman [34], proposed three type of leadership, non-intervention, democratic and autocratic type. His results demonstrated that, non-intervention could lead to decreasing of moral, autocratic type may result in lake of immunity, but democratic type related with increment of moral in staff.

Halpin [21] used, LBDQ in order to study the leader's behavior in the Air force. According to his findings, there is a relationship between high scores in two dimension of leader behavior (initiating structure and consideration) and effectiveness of leader in organization.

Fred Fiedle [18] found that leaders whose main aim is to complete a task are effective in group that have, either a high degree of structure or very little structure, on the other hand leaders whose main concern is the satisfaction and happiness of group members are most effective in groups with a moderate degree of structure and in situations where the requirements of the task are not completely clear.

Ayman and Chemers [5] in an investigation which conducted in Iran found out that the effectiveness of leader can be revealed in autocratic type of leadership that means the leader who emphasis on production or performance is more directive. This research indicates that in collectivist cultures, participative management may not be effective until subordinates learn to expect it.

Mckee [41] in an investigation, found out that there is a strong positive relationship between two dimensions of leader behavior (initiating structure and consideration) and job satisfaction in the academic staff.

Bostemante [11] in Gillan University revealed that autocratic, democratic and free-rein leadership styles being employed by the "TEFL" teachers are all predominant practice. Result of correlation analysis showed that there is a relationship between leadership styles, student attitude and motivation.

Stone [46] studied the leadership among principals of American schools. 482 teachers from 27 schools took part in his study. The results showed that, the principals who change their leadership according to situations had high scores in level of activity and efficiency.

Yammarino, Dubinsky, Comer and Jolsou [53] in a study of women's leadership, recommend; organizations should provide environments that fosters interpersonal relationship, which in turns can lead to increased productivity, efficiency and job satisfaction.

A survey which measured leader direction, participation, job satisfaction, commitment and intrinsic motivation have been completed by 108 middle-manager

[13]. Its results showed that in choosing the type of leadership, it is important for organization to define what areas are participative and what areas are leader directed.

In a study of leadership in educational setting in Iran [2] the results showed no significant relationship between type of leader behavior and efficiency.

Khandani [31] studied the effect of awareness of managers of leadership style and productivity in Sarcheshmeh Cooper Industries in Iran. The results showed that the awareness of leadership style significantly affected the productivity in this industries.

According to Arnold, Barling and Kelloway [4], transformational leadership will develop trust and team efficacy, activity and commitment.

In a study by Cavaco [14], which analyzed some of the variables affecting job satisfaction, productivity and safety in shipboard operations. The results showed that, lack of support from leader led to creation of stress and, therefore, in security and job dissatisfaction.

In recent studies in leadership Marta, Leritz and Mumford [39], found that leader structuring behavior interacted with leader planning skills in determining the quality and originality of group plans.

Koene , Vogelaar and Soeters [33] examined the effect of different leadership styles on two financial measures of organizational performance and three measures of organizational climate in 50 supermarket in the Netherlands .The findings show that leadership styles have differential effects. Charismatic leadership and consideration have a substantial effect on climate and financial performance in the small stores ,but initiating structure leadership has no effect on financial results or organizational climat..

Burke and others [12] in an investigation ,found that the use of task – oriented behavior is moderately related to perceived team effectiveness and team productivity .person – focused behaviors were related to perceived team effectiveness and team productivity and team learning.

Vries [50] suggested that leader's consideration is most strongly related to interpersonal personality while both transactional and passive leadership are most strongly related to non- interpersonal personality .It is concluded that charismatic leadership and leader's consideration are captured almost fully by the HEXACO personality scale.

Arffin Ahmad and Amini Yekta [3] studied the impact of leadership behavior and perceived organizational support on the job satisfaction of Iranian Cement Company employees. Consideration leadership behavior was found to have significant impact on both intrinsic and extrinsic job satisfaction whereas perceived organizational support was significantly related to extrinsic job satisfaction.

Abdul Hamid , Nik Ab Rahman and Mat Nor [1] examined leadership behavior among Takaful industry in Malaysia. The results show that initiating structure ,consideration, representation and persuasiveness have positively related to the

performance of Takaful industry. The highest value of standardized coefficient is 0.558 for persuasion and the lowest value is 0.033 for the consideration.

Due to the critical role of management in Iranian industries and desperate need of change in managerial role in order to adoption with new technology, the main goals of the present study were:

- (1) To compare leaders' behavior in public and private sectors industries in Fars Province.
- (2) To study the relationship between leaders' behavior and efficiencies of employees in both public and private sectors industries of Fars Province.
- (3) To identify the relationship between leaders' behavior and Return on Investment (ROI) in these industries.

Method

Sample:

The study were conducted in both public and private sectors industries of Fars Province. 800 questionnaires were randomly distributed between 7 industries (chemical, food, paper, sugar, cement, tile and electronic), 602 questionnaires completed and returned.

Instruments:

LBDQ (Leader Behavior Description Questionnaire) used in order to collect data. LBDQ measure two dimensions of leader behavior "Initiating Structure" and "Consideration".

"Initiating Structure" refers to a type of behavior that describes the extent to which a leader is task oriented and directs subordinates, work activity toward goal achievement. "Consideration" refers to a type of leader behavior that describes the extent to which a leader is sensitive to subordinates, respects their ideas and feeling, and establish mutual trust. To determine the reliability, Cronbach's Coefficient Alpha was reported .93 for "Initiating Structure" and .83 for "Consideration". According to other studies the reliability has been reported from .63 to .93. for two dimension.

10 items questionnaire used in order to measure the efficiency of employees. This questionnaire included, the variables such as commitment, accomplishment of duties as soon as possible, interest, maintenance of instruments, initiation and punctuality. Cronbach's Coefficient Alfa for 10 item efficiency questionnaire was .73. Also some socio demographic data such as age, education and job experience were collected. (Table 1, 2, 3).

Table 1. Frequency Distribution of Participants' Age

Categories	Private Sector (N= 336)	Percent	Public Sector (N = 266)	Percent
Age:				
1) Less than 25 years	89	%26.5	8	%3
2) 25-35	155	%46.1	97	%36.5
3) 36-45	66	%19.6	129	%48.5
4) more than 45 years	26	% 7.8	32	%12
Total	336	%100	266	%100

Table 2. Frequency Distribution of Participants' Education

Categories	Private Sector (N= 336)	Percent	Public Sector (N = 266)	Percent
Education:				
1) elementary	106	%31.5	77	%28.9
2) high school	161	%47.9	124	%46.7
3) college	38	%11.4	40	%15
4) University	31	%9.2	25	%9.4
Total	336	%100	266	%100

Table 3- Frequency Distribution of Participants' Job Experience

Categories	Private Sector (N= 336)	Percent	Public Sector (N = 266)	Percent
Job Experience				
1) Less than 2 years	101	%30.1	2	%.8
2) 2-5	79	%23.5	28	%10.5
3) 6-10	58	%17.2	38	%14.3
4) 11-15	48	%14.3	87	%32.7
5) more than 16 years	50	%14.9	111	%41.7
Total	336	%100	266	%100

In order to analyze the data, SPSS software were used .From 602 completed questionnaire, 266 completed by public sectors' employees (%44) and 336 completed by private sectors' employees (%56).

Results

The result showed a significant relationship between "Initiating Structure" and efficiency of employees in both public and private sectors industries. Also the same significant relationship observed between "Consideration" type of leader behavior and efficiency of employees in public and private sectors industries (Table 4).

**Table 4. Correlations between type of leaders' behavior and efficiency
in both public and private sectors**

	Consideration	Initiating structure	Efficiency
Consideration			
Pearson correlation	1	.393**	.346**
Sig. (2-tailed)	.000	.000	.000
N	602	602	602
Initiating structure			
Pearson correlation	.393**	1	.272**
Sig. (2-tailed)	.000	.000	.000
N	602	602	602
Efficiency			
Pearson correlation	.346**	.272**	1
Sig.(2-tailed)	.000	.000	.000
N	602	602	602

** Correlation is significant at the 0.01 level (2-tailed)

Such significant relationship has been observed separately in public and private sectors (Table 5, 6).

**Table 5. Correlations between type of leaders' behavior and efficiency
in public sector**

	Consideration	Initiating structure	Efficiency
Consideration			
Pearson correlation	1	.416**	.416**
Sig. (2-tailed)	.000	.000	.000
N	266	266	266
Initiating structure			
Pearson correlation	.416**	1	.377**
Sig. (2-tailed)	.000	.000	.000
N	266	266	266
Efficiency			
Pearson correlation	.416**	.377**	1
Sig.(2-tailed)	.000	.000	.000
N	266	266	266

** Correlation is significant at the 0.01 level (2-tailed)

Table 6. Correlations between type of leaders' behavior and efficiency in private sector

	Consideration	Initiating structure	Efficiency
Consideration			
Pearson correlation	1	.376**	.286**
Sig. (2-tailed)	.000	.000	.000
N	336	336	336
Initiating structure			
Pearson correlation	.376**	1	.199**
Sig. (2-tailed)	.000	.000	.000
N	336	336	336
Efficiency			
Pearson correlation	.286**	.199**	1
Sig.(2-tailed)	.000	.000	.000
N	336	336	336

** Correlation is significant at the 0.01 level (2-tailed)

The findings showed a positive relationship between "Initiating Structure" type of leader behavior and "ROI" in public and private sectors, but there was not relationship between "Consideration" type of leader behavior and "ROI" in public and private sectors.

The Average Score of leaders in "Initiating Structure" and "Consideration" in private sector were more than public sector. In general there was not significant differences in style of leadership in public and private sectors industries.

Comparing public sector with private sector, there was a positive significant relationship between "Initiating Structure" and "ROI" in public sector but there was not relationship between leadership style and "ROI" in private sector.

It should be considered that the average scores of "Initiating Structure" type of behavior is higher than "Consideration" type of behavior in leaders of both sectors.

Finally, in order to study the socio demographic variables, there were no significant differences between age, education and Job experience groups in both public and private sectors

Summary

It is widely accepted, that leaders' behavior can affect subordinates, and consequently an organization. Comparing public and private sectors industries with respect to their leadership styles, no significant differences were found. However, the average scores of leaders' behavior in "Consideration" and "Initiating Structure" in public sector industries were higher than the private sector industries. In accordance with prior studies, there was a positive relationship between "Consideration" type of leader behavior and efficiency in both public and private sectors.

The presence of the significant positive relationship between "Initiating Structure" type of behavior and efficiency, coincides with findings obtained by Ayman and Chemers in collectivist cultures. They proposed that in collectivist cultures such as Iran a benevolent autocratic type of leader behavior can lead to efficiency. Their suggestion is that, in collectivist culture, participative management may not be effective until subordinates learn to accept it.

The authors suggest that the current findings could be extended through further research for better understanding of leadership style in Iran.

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BADANIE ZWIĄZKU MIĘDZY ZACHOWANIEM LIDERÓW I EFEKTYWNOŚCIĄ I ZWROTY Z INWESTYCJI

Streszczenie: Celem pracy było: 1 - Porównanie zachowań przywódców w miejscach publicznych z sektora prywatnego firm przemysłowych na prowincji Fars (jeden z południowej prowincji Iranu). 2 - Określenie zależności pomiędzy rodzajem zachowania przywódców i wydajności w tych sektorach. 3 - Określenie zależności pomiędzy rodzajem zachowania przywódców i ROI. W celu zbierania danych wykorzystano LBDQ. W celu analizy danych było używane oprogramowanie SPSS. Uzyskano 602 wypełnionych kwestionariuszy, 266 wypełnionych przez pracowników sektora publicznego (44%) i 336 wypełnionych przez pracowników sektora prywatnego (56%).

Wyniki wykazały że "Inicjowanie Struktury" jako rodzaju zachowania jest dominującym zachowaniem zarówno sektora publicznego jak i prywatnego w przemyśle prowincji Fars. Istnieje znaczący związek między "Inicjowaniem Struktury" jako typu zachowania przywódców i efektywności w sektorze publicznym, jak i prywatnym. Również znaczący związek występuje pomiędzy "Inicjowaniem Struktury" i ROI. W odniesieniu do "Rozważania" jako typu zachowania, istnieje znaczący związek pomiędzy tego rodzaju zachowaniem skuteczności w obydwu sektorach. Nie ma natomiast istotnego związku pomiędzy "Rozważaniem" i ROI w sektorach publicznym i prywatnym.

領導者的行為和效率和投資回報之間的關係的研究

摘要：研究目的：1 領導者的行為在公共與私營工業部門企業的法爾斯省（伊朗的南部省份之一）。2 - 識別的類型，在這些行業中的領導者的行為和效率之間的關係。

3 確定類型的領導行為和投資回報率（ROI）之間的關係。為了收集數據 LBDQ 使用。為了分析這些數據，SPSS 軟件進行。602 填妥的問卷，266 完成了公共部門的員工（44%）和 336 完成私營部門的員工（56%）。結果表明，“倡導”類型的行為是在公共和私營部門在法爾斯行業佔主導地位的行為。有一個顯著的關係“體制”式的領導人的行為和在公共部門和私營部門的效率。另外一個顯著的“初始結構”式的行為和投資回報率（ROI）之間的關係，發現在這兩個領域。關於“代價”的行為類型，這種類型的行為和效率這兩個部門之間的關係是一個顯著的。“代價”式的行為和在公共和私營部門的投資回報率之間沒有顯著的關係。