



Examining the Relationship between Adopting Transformational Management and Philosophical Mindset (Logical Thinking) Among the Managers of Urmia Public Administrations

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Abstract: The aim of the present study is to examine the relationship between adopting transformational management and philosophical mindset among the managers of Urmia public administrations. To do so, the relationship between transformational management (including idealized influence, inspiring motivation, intellectual incentive) and individual incentive (including totality, thinking and flexibility) was investigated. The research is that of survey and to collect the data use was made by questionnaire. The sample size was obtained as 264 using Cochran formula. The data were extracted and person as well as regressions testes were employed to make analysis on the obtained data. It was shown that there was a significant relationship between subscales of philosophical mindset and four-fold dimensions of transformational management. Thus, the main research hypothesis was confirmed, indicating that there was a relationship between adopting transformational management and dimensions of philosophical mindset.

Keywords: philosophical mindset, transformational management, totality, thinking, flexibility, transformational management subscales

Introduction

Theories of management have undergone great deal of change in recent years. The revolutionary procedure of these theories have been initiated through the emphasis on leadership and have addressed the theories that evaluate the leadership approach with respect to the followers' motivation in the context of job. Transformational leadership theory is evaluated as a response to the organizational challenges in the form of idealized influence, inspiration, sophistication stimulation and development-based supports in the two last two decades. The theory has been able to change the narrow-minded theory which had focused on personality dimensions and leaders' behaviors, drawing new horizon for determining the eldership as a social process. Considering the beneficial results yield by transformational leadership and the fact that enjoying philosophical mindset can influence all behavioral and personality characteristics of managers, the main research question of the present study was to unleash whether leaders who follow team-based leadership style can enjoy the philosophical mindset in much more degrees compared to other managers.

Statement of the problem

Nowadays, there are trends of changes in all dimensions of peoples' life which enforces the organizations to be integrated with the changes in an aim to be consistent and follow dynamic ways. Traditional management skills such as financial acumen, products production skill and marketing skills are

taken into consideration as important organizational success, but they are not sufficient for organizational transformation. One focuses on leadership when it comes to the challenge of organization. Systems can be developed to implement the operations; however, the leadership can enable the organization to preserve the pioneering position in its industry (Sokhanvar, 2010). The leaders who decide to renew their organization should consider similar level of energy to the future envisioned in the past. Also, these leaders establish potential perspectives and develop the commitment to change and improvement of culture to make use of optimum energy and resource.

transformational leadership enables the basis for long term changes of organizations which facilitate ultimate goals for organizational system, in addition, transformational leaders are enticed in their beliefs, values and goals of the followers and play a great role in this regard. These leaders make changes high their behavior and actions and their adherents feel loyal (Gahremani, 2011). Thus, organizations that are supported by leaders and qualified managers can adapt themselves with the changes (Mirzamohamadi et al., 2013).

Robins indicates that transformational leaders are categorized by perspectives that aim to enforce others to accomplish their tasks. It is believed by Robins that it is only the transformational leaders that are able to draw essential ways for new organizations since they are the source of change, are fluent on ruling the organization and follow the changes (Hoseini Sarkhosh, 2010). In recent years, the transformational leadership has been regarded as an inevitable necessity since organizations can improve and develop the competitive advantage indexes through entrepreneurship leadership.

The transformational leaders are considered with positive attributes and enjoy several positive effects on individual and organizational levels. These leaders cause that the employers get convinced and satisfied, feel empowered, feel motivated and be led toward doing the tasks which are beyond their formal positions. Also, these leaders cause that the employers do extreme works and try to make innovations. These leaders reduce the level of pressure and employers' burnout. On the group level, these leaders establish confidence and loyalty among the employers and make them integrated. All these attributes can result in improvement of group-based productivity. Effectiveness, creativity and satisfaction. It is possible for these leaders to establish common leadership which is the leadership through running the team (Golparvar, Vakili, 2010).

Therefore, each person is valued by the thinking ability. Thinking and valid thinking skill are among the important issues which have attracted the attention of many wise men. The main issue is thinking breeding (Smith, 1991) which requires particular instruments. One of the instruments in philosophical intellect which assess people in providing true and logical thinking. Scant attention has been given toward the philosophical intellect; however, Smith has been among the ones giving attention in this regard (Golparvar, Vakili, 2010).

The managers and administrators should enjoy the characteristics such as wisdom, capability of personal characteristics. Such a manager can be counted as efficient and effective. Manager play a great role in improving the organizational activities. The success of organizations lies in the extent to which the managers address the social responsibilities. Organization faces different situations and requires instant decision-making. Also, correct support of managers requires the creative and dynamic thinking.

As indicated previously the aim of the present study was to examine the relationship between transformational management and philosophical mindset of managers working in Urmia state administrations.

Totality: the characteristics are as below. The individual connects and shares particular issues in a vast field. In addition, the individual attempts to draw big maps in mind, considers the issues with fundamental goals, strives to extend the theories which is done through making analysis on the details and provides a general principle, and shows patience when confronting different thinking and beliefs.

Thinking: the individuals question the affairs which are taken for granted by other people, identifies the fundamental aspects of issues through deep thinking, excludes the things that are intangible, uses inferential understanding when it comes to perceive the issues, and extends the theory to different issues.

Flexibility: the individual is not involved in psychological rigor, evaluates the beliefs and thoughts without being influenced, examines the issues from different perspectives, observes the caution when making judgments, and avoids the determination.

Design of the study

The study is survey, applied and descriptive in terms of design, goal and quality of data collection. The statistical population comprised of employers working in Urmia state administrations. Using Cochran formula, the sample size was obtained as 239. To collect the data use was made by Smith (1956) Philosophical Mindset and Boss (1985) Entrepreneurship Management questionnaires. Using Cronbach alpha coefficient, the reliability of the questionnaires was obtained as 0.847.

Statistical analysis

secondary hypothesis: there is a significant relationship between dimensions of adopting transformational management and totality of managers working in Urmia state administrations.

Initially, Pearson correlation coefficient and regression analysis are used to study the hypothesis. Pearson correlation coefficient test results are provided in table 1.

Table 1. The results of Pearson correlation coefficient test between totality variables and subscale of transformational leadership

Component	Pearson correlation coefficient	Level of significance
Idealized influence	0.493	0.000
Inspired motivation	0.446	0.000
Intellectual incentive	0.616	0.000
Individual consideration	0.583	0.000

As the results indicate, the totality dimension correlates with all subscales of transformational leadership. Based on the obtained results, one can say that intellectual incentive and inspired motivation have the highest and lowest relationship with philosophical mindset totality dimension. To make regression analysis to examine the relationship between totality variable and subscales of transformational leadership, following descriptions are provided.

Table 2. The results of regression model evaluation

Descriptive variable	Influencing coefficient	T statistic	Level of significance
Intercept	9.25	2.61	0.01
Idealized influence	0.94	9.79	0.000
Inspired motivation	-0.98	-7.21	0.000
Intellectual incentive	0.81	6.74	0.000
Individual consideration	0.26	3.81	0.000
Determining coefficient	0.57	Fisher statistic	89.03

The results demonstrate that all subscales of transformational leadership have relationship with totality dimension of philosophical mindset. Inspired motivation variable has negative effect on totality dimension. Other variables have positive effect on totality. The regression determining coefficient is 57% which shows that descriptive variables can demonstrate 57% of the changes dealing with the dependent variable. Fisher statistic is 89.03 which is significant at 99% confidence which shows the overall regression significance.

Second secondary hypothesis: there is a relationship between subscales of transformational leadership and thinking of managers working in Urmia state administrations

Initially, Pearson correlation coefficient and regression analysis are used to study the hypothesis. Pearson correlation coefficient test results are provided in table 3.

As the results indicate, philosophical mindset thinking dimension correlates with all subscales of transformational leadership. Based on the obtained results, one can say that intellectual incentive and idealized influence have the highest and lowest relationship with thinking dimension. To make regression analysis to examine the relationship between thinking dimension of philosophical mindset and subscales of transformational leadership, following descriptions are provided.

Table 3. The results of Pearson correlation coefficient test between thinking variable and subscale of transformational leadership

Component	Pearson correlation coefficient	Level of significance
Idealized influence	0.518	0.000
Inspired motivation	0.521	0.000
Intellectual incentive	0.70	0.000
Individual consideration	0.641	0.000

Table 4. The results of regression model evaluation

Descriptive variable	Influencing coefficient	T statistic	Level of significance
Intercept	3.23	1.02	0.31
Idealized influence	0.70	9.11	0.000
Inspired motivation	-0.77	-6.37	0.000
Intellectual incentive	0.80	7.36	0.000
Individual consideration	0.27	4.51	0.000
Determining coefficient	0.64	Fisher statistic	118.07

The results demonstrate that inspired motivation variable has negative effect on philosophical mindset totality dimension. Other variables have positive effect on thinking dimension. The regression determining coefficient is 64% and the Fisher statistic is 118.07 which is significant at 99% confidence which shows the overall regression significance.

Conclusion

Relying on the results of person correlation coefficient and regression analysis, one can say that the second secondary hypothesis is accepted. In other words, there is a significant relationship between dimensions of adopting transformational leadership and thinking dimension of philosophical mindset among the employers working in Urmia state administrations. The study was conducted aiming to examine the relationship between dimensions of adopting transformational leadership and thinking dimension of philosophical mindset among the employers working in Urmia state administrations, the design of which was based on applied, descriptive and survey. The data collection instruments were the questionnaire developed on Likert-5 scale items. To make analysis, Pearson correlation coefficient and regression analysis were used to examine the afore-mentioned relationship. Having collected the distributed questionnaires, the researcher made use of SPSS software and demonstrated the results as follows:

Based on the results of Pearson correlation coefficient and regression analysis, the totality dimension was significantly related with all four dimensions of transformational leadership. Intellectual incentive and inspired motivation had the highest and lowest levels of correlation with totality dimension of philosophical mindset. Thus, the first secondary hypothesis was accepted i.e. there is a relationship between dimensions of adopting transformational leadership and totality of managers working in Urmia state administrations.

Based on the results of Pearson correlation coefficient and regression analysis, the philosophical mindset thinking was significantly related with all four dimensions of transformational leadership. Intellectual incentive and idealized influence had the highest and lowest levels of correlation with thinking dimension. Thus, the second secondary hypothesis was accepted i.e. there is a relationship between dimensions of adopting transformational leadership and thinking of managers working in Urmia state administrations.

Based on the results of Pearson correlation coefficient and regression analysis, the flexibility of philosophical mindset was significantly related with all four dimensions of transformational leadership. Thus, the third secondary hypothesis was accepted i.e. there is a relationship between dimensions of adopting transformational leadership and flexibility of managers working in Urmia state administrations. Therefore, the main research hypothesis is accepted i.e. there is a relationship between dimensions of adopting transformational leadership and philosophical intellect of managers working in Urmia state administrations.

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