

INVESTIGATING THE IMPACT OF LEADERSHIP STYLE ON THE TEAM BEHAVIOR OF STAFF IN THE HEALTH NETWORK OF QORVEH-IRAN

¹ Soleiman Iranzadeh, ² *Hassan makhdoomi, ³ Taghi Mohammadi, ⁴ Mohammad sefidgar

¹ - Department of management, tabriz Branch, Islamic Azad University, tabriz, Iran.

² - Department of management, Bonab Branch, Islamic Azad University, Bonab Iran.

³ - Department of management, Ghareh Ziaaddin Branch, Islamic Azad University, Ghareh Ziaaddin, Iran

⁴ - Department of management, Sanandaj Branch, Islamic Azad University, Sanandaj, Iran.

(*Corresponding author: [hassan makhdoomi- hassan_makhdoomi@yahoo.com](mailto:hassan.makhdoomi-hassan_makhdoomi@yahoo.com))

ABSTRACT

Leadership is considered as one of the key factors in organizational transformation. If the team behavior depends on the leadership, it will be necessary to study the leadership style, because it has the highest impact on the performance of team behavior. In this regard, the present study aims to study the impact of leadership style on the team behavior of staff in the health system of Qorveh- Iran. The methodology: this research is a cross-sectional, descriptive, and analytical study conducted in the health system of Qorveh-Iran in 2013. The research population consists of all employees working in the health system of Qorveh, from whom 320 people were selected as samples to be studies. The data collection tool includes a questionnaire which was distributed among the participants after the confirmation of its content validity. When the questionnaire was completed, the statistical coefficients related to the variables (t-test, the Pearson's correlation coefficient, and analysis of variance) were calculated and then analyzed using the SPSS software (version 16). Findings: the research findings show that there is a positive and significant relationship between the two leadership styles (transformational and pragmatic leadership styles) and the team behavior of employees. The results of the regression analysis show that these two leadership styles (transformational leadership and pragmatic leadership) have a variance equal to 0.37% for the team of workers. The conclusion: there is a significant relationship between the leadership style and the team behavior of employees, which indicates the importance of leadership role in the organization.

KEYWORDS: Leadership style, pragmatic leadership, team behavior, transformational leadership.

INTRODUCTION

Teams and teamwork are the most important issues being proposed in today's organizations. There is abundant evidence that effective teams bring more results than people who work individually. In this respect, leadership is one of the variables that can affect teamwork or team behaviors of employees in the organization. Assuming that team behavior is beneficial and essential to consequences of the organization, different researchers have investigated the factors affecting team behavior; one of these factors is leadership style. Leadership is considered as one of the key factors in organizational transformation, which has been studied from several perspectives; and in some studies, it has been considered as the first and most important element in organizations with maximum effectiveness. Leaders due to their leadership styles may emphasize and cause behaviors such as teamwork, collaboration, or interaction among team members as well as individual self-initiative in doing their work (Seokhwa *et al.*, 2007). Transformational leadership, as one of the paradigms of leadership in organizational psychology has been extensively researched. In fact, transformational leadership increases the satisfaction of subordinates (followers) and their trust in leadership as well as their emotional commitment. Leaders who demonstrate transformational behaviors cause a series of positive results in the organization. When followers have trust and confidence in their leader and keep pace with mission of the organization, they will be able to reach the exceptional levels of performance. Considering the issue that the team behavior depends on the leadership, the present study aims to study the impact of leadership style on the team behavior of staff in the health network of Qorveh- Iran.

A team consists of a small group of people with complementary skills who are committed to the common purpose, performance goals, and method with a sense of mutual responsibility towards them and have a mutual and interactive relationship with each other. Today the fundamental belief in evolution of the organization is that work teams are the main basis of the organization and they will be effective when they can manage their culture, processes, systems, and relationships. Teams and teamwork are the most important issues being proposed in today's organizations. There is abundant evidence that effective teams bring more results than people who work individually. Another advantage of teams in comparison to large enterprise groups is that they are more flexible as well as they are rapidly formed and become independent and again to the same speed, recentralized and eventually disbanded. Recent surveys found that more than 1000 firms use teams; also they have found that teams are one of the fastest growing forms of employees' involvement in the organization (Seokhwa *et al.*, 2007). Organizations as rebuild themselves to be able to compete effectively and more efficiently, have also switched to team building and team working to better benefit from the talents of employees. Managers have found that teams are more flexible than traditional organizations and other working groups and better respond to the changing environment. Therefore, teams can be used as a source of job satisfaction. They are also an effective tool for managers to improve employees' engagement, transcend their ethics, and promote workforce diversity. Leadership is one of the variables that can affect teamwork or team behaviors of employees in the organization. Leadership is considered as one of the most fundamental, yet most complex issues in organization and management studies. On the importance of leadership, Bass (1978) states that leadership is one the phenomena on which most studies and thoughts have been carried out, but it is still in the realm of unknown phenomena (Vanderwerf, 2007). In recent years, research findings show that leadership style remarkably differs from one leader to another. Some leaders who are described as unrivaled leaders emphasize duty while some others known as democratic leaders insist on human relations. However, there are still other leaders who seem to be both relationship-oriented and task-oriented; anyhow, none of these styles do not seem dominant, instead, there are various combinations of them (Fortune, 2006). Transformational leadership style has been known as one of the most effective leadership styles in new theories. This style has four dimensions including ideal influence, inspirational motivation, intellectual stimulation, and individualized consideration (Storey, 2005; quoted by Noorshahi). In this regard, James MacGregor Burns proposed transactional leadership versus transformational one. According to Burns, transformational leadership is a process where leaders and subordinates form the highest levels of ethics, conscience, and motivation (Vanderwerf, 2007; quoted by Zeinabadi). Thus, teams and their behaviors can make the organization productive; hence, the present study, using the theories of leadership and teamwork, attempts to explain the relationship between these two variables in the health network of Qorveh County.

THE RESEARCH LITERATURE

Studies outside Iran

Ayoko and Callan in a study as "team reactions to conflicts and team tasks and social outcomes: The moderating role of transformational and emotional leadership" investigated the impact of leadership behaviors on the results of 97 different teams. In other words, this applied research examined the impact of transformational and emotional leadership on teamwork in determining the team performance and especially the social outcomes of team working on team members. The results of this study indicated that leadership behaviors that involved higher levels of emotional management are strongly and positively related to improved levels of employees' performance. Results also revealed that higher levels of inspirational motivation and strong communications by leaders are directly associated with lower levels of bullying by team members. Finally, the researchers concluded that transformational leadership plays an important role in managing conflicts and emotions for improving team performance.

Nielsen *et al.* (2009), with the belief that transformational leadership has become increasingly important for health and welfare of employees in the health sector, conducted a study as "the mediating effects of team and self-efficacy on the relationship between transformational leadership and job satisfaction and psychological well-being in health care professionals". They discussed that there is little information about mechanisms that might explain the relationship between transformational leadership and mental balance and job satisfaction of employees. The main purpose of this study has been to determine the psychological mechanisms associated with transformational leadership that affect employees' job satisfaction. This study has been performed in two elderly care centers in a large area in Denmark using a cross-sectional survey method. The research population consisted of health employees (mostly assistants and nurses) from whom 274 people were selected as the statistical sample. The data collection tool has been a questionnaire where employees were requested to express the evaluation of leadership styles used in their units as well as the impact of self-efficacy and teamwork on job satisfaction and mental health. The results of this study indicated that both variables of

teamwork and self-efficacy act as mediators and there is a direct and significant relationship between transformational leadership style and mental health and balance and job satisfaction. Also, the researchers concluded that in an environment where health care workers are under severe pressure, transformational leaders may help to ensure employees' job satisfaction and mental health. They can achieve this goal through creating a sense of competence in individuals as part of a group.

Lee *et al.* (2011) in a study as "an empirical study of transformational leadership, team performance and service quality in retail banks" have stated that the discipline of Operations Management (OM) has been successful to offer quantitative techniques for improving the efficiency of banking operations. However, there has been a trend in recent years that operations and services of the banking industry are becoming more diverse and unstructured so offering the traditional OM techniques is less effective in performance improvement. The researchers have argued that leadership style and team performance play crucial and determining role in the service quality of today's banking operations. This research is a survey study whose data have been collected using a questionnaire distributed among 192 employees from 32 operational teams (a leader and five members in each team) in retail banks in Macau, China. The results of this study showed that the dimensions of transformational leadership have an impact on team performance with respect to team cohesion, team leadership, job satisfaction, and team competence and it also affects the dimensions of service quality such as reliability and responsiveness.

In another study conducted by Ross *et al.* (2009) as "the impact of team working on the knowledge and attitudes of final year dental students", it was concluded that students who receive their training as a team have more information and knowledge than other students.

Studies inside Iran

Aramoon *et al.* (2009) conducted a study as "the impact of teamwork skills on educational and research performance of students by gender". The research aimed to answer two questions: Is there any difference between male and female students of Yazd University in terms of teamwork skills and is there any significant relationship between teamwork skills and educational and research performance of these students? In this research, a two-part questionnaire has been used so that the first part included items examining individuals' teamwork skills in 6 dimensions as versatility, communication, coordination, decision-making, interpersonal relations, and leadership and the second part measured the educational and research performance of students. The research population consisted of master and doctoral students who were studying different majors at the University of Yazd. The independent populations test along with the Spearman's correlation coefficient has been used to test the research hypotheses. The results of this study showed that there is a significance difference between male and female students of Yazd University in terms of teamwork skills; also, the results showed a weak correlation between teamwork skills and the performance of students.

THE RESEARCH HYPOTHESES

The main hypothesis

There is a significant relationship between leadership style and the team behavior of staff in the health network of Qorveh-Iran.

The research sub-hypotheses

- 1- There is a significant relationship between transformational leadership style and the team behavior of staff in the health network of Qorveh-Iran.
- 2- There is a significant relationship between pragmatic leadership style and the team behavior of staff in the health network of Qorveh-Iran.

THE RESEARCH METHODOLOGY

The method

Based on the purpose of this study, it is considered an applied research while it is an analytical-descriptive one in terms of the data collection method; on the other hand, since the research attempts to investigate the relationship between two variables, it is also considered a correlational study.

The research statistical population and sample size

The research population consists of all employees working in the health network of Qorveh-Iran; accordingly, the sample size was obtained equal to 320 people using the Cochran’s sample size formula.

The theoretical model of the research

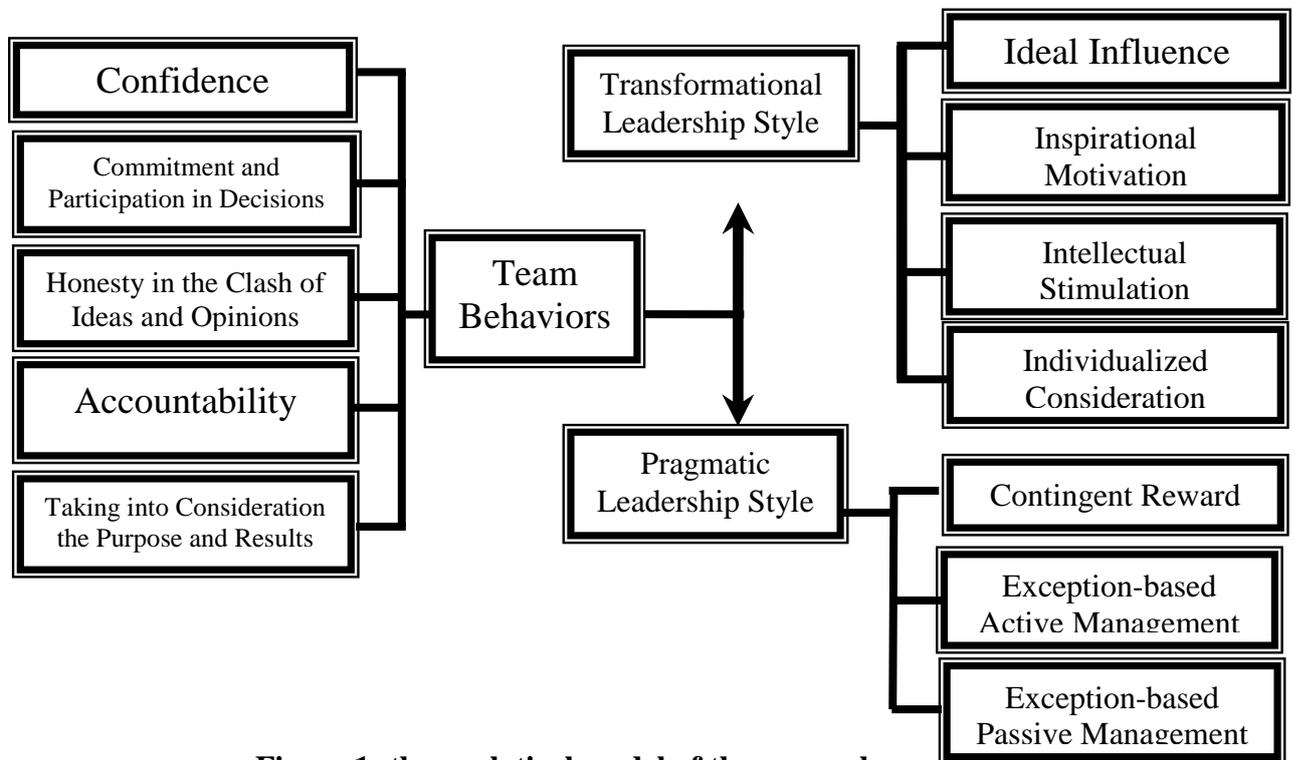


Figure 1: the analytical model of the research

4-4- The reliability of research tools

Table 1 shows the reliability of research variables separately.

Table 1: the results of variables reliability analysis

Variables	Dimensions	Indices Reliability	Total Reliability
Transformational Leadership Style	Individualized Consideration	0.745	0.906
	Intellectual Stimulation	0.721	
	Inspirational Motivation	0.841	
	Ideal Influence	0.752	
Pragmatic Leadership Style	Contingent Reward	0.685	0.804
	Exception-based Active Management	0.742	
	Exception-based Passive Management	0.776	
Teamwork	Confidence	0.685	0.785
	Accountability	0.756	
	Commitment and Participation in Decisions	0.721	
	Honesty in the Clash of Ideas and Opinions	0.691	
	Considering the Purpose and Results	0.771	

THE RESEARCH FINDINGS

Testing the research hypotheses

The main hypothesis: there is a significant relationship between the leadership style of managers and the team behavior of staff in the health network of Qorveh-Iran.

Here, the significance test of Pearson's r has been used to test the main hypothesis of the research. The results obtained from this test indicate that at the significance level of 0.000 (Sig=0.000), there is a relationship between variables "the leadership style of managers" and "the team behavior of staff"; since the value of r is equal to 0.305 (r=0.305), it can be analyzed that the intensity of correlation between these two variables is equal to 0.305, which is evaluated as an average and direct (positive) correlation. As mentioned, the significance level has been calculated equal to 0.000 which is lower than the research alpha ($\alpha = 0.05$) and indicates the significance of the relationship between these two variables. Thus, the main hypothesis of this study is temporarily confirmed; as a result, it can be said that the leadership style of managers directly influences the team behavior of employees in the population under study; in other words, the more transformational and pragmatic the leadership style of managers is, the more positive the employees' team behaviors will be.

Table 2: the correlation test between transformational and pragmatic leadership styles and team behaviors of employees

	Dependent Variable Independent Variable	Team Behaviors
Transformational and Pragmatic Leadership Styles	Intensity	0.305
	Significance	0.000
	Number	319

In the following, the effects of variables are analyzed by fitting the regression model. Table 3 shows statistics obtained from the univariate regression analysis related to the variable "team behavior".

Table 3: statistics of the univariate regression analysis related to "team behavior"

Correlation Coefficient	Determination Coefficient	Corrected Determination Coefficient	Standard Deviation	Durbin-Watson Test
0.305	0.093	0.09	15.31	1.79

According to table 3, the values of correlation and determination coefficients are respectively reported equal to 0.305 and 0.09, which indicates that 9% of changes in employees' team behaviors in the health network of Qorveh are related to the leadership style of managers in this population and the rest depends on other factors. However, the disadvantage of this method is that the number of degrees of freedom is not taken into consideration; so to solve the problem, the adjusted coefficient of determination is usually used, which is equal to 0.09% in this test. On the other hand, since the value of Durbin-Watson statistic is between 1.5 and 2.5, the independence of residuals is concluded. Table 4 shows the results of F-test used to calculate the significance of regression.

Table 4: variance analysis of regression for team behavior and leadership style

Source of Changes	Sum of Squares	Degree of freedom	Mean of Squares	F-statistics	Significance Level
Regression Effect	7639.846	1	848.7639	32.576	0.000
Residual	74344.829	317	234.526		
Total	81984.677	318			

The results of variance analysis show that the significance level calculated for this statistic is reported equal to 0.000, which indicates the significance of regression at the level of 99% (sig=0.000).

Table 5: the regression model for the impact of leadership style on employees' team behaviors

Model	Nonstandard Coefficient		Standard Coefficient	T	Sig.
	B	Std. Error	Beta		

1	Constant Value	38.6	3.786	-	10.195	0.000
	Leadership Style	0.192	0.034	0.305	5.708	0.000

a: Dependent Variable (Team Behaviors)

The variable entered into the regression equation is the core of the regression analysis (table 5); in other words, according to table 5, a unit improvement of leadership style leads to 0.192 unit improvement of team behaviors. Also, in table 5, the results of t-test related to the regression coefficient show the significance of the coefficient (sig=0.000); as a result, the transformational and pragmatic leadership styles of managers affect the estimated value of employees' team behavior.

The sub-hypotheses

The first sub-hypothesis: there is a significant relationship between transformational leadership style and the team behavior of staff in the health network of Qorveh-Iran.

Here, the significance test of Pearson's r has been used to test this hypothesis. The results obtained from this test indicate that at the significance level of 0.000 (Sig=0.000), there is a relationship between variables "the transformational leadership style of managers" and "the team behavior of staff"; since the value of r is equal to 0.35 (r=0.35), it can be analyzed that the intensity of correlation between these two variables is equal to 0.35, which is evaluated as an average and direct (positive) correlation. As mentioned, the significance level has been calculated equal to 0.000 which is lower than the research alpha ($\alpha = 0.05$) and indicates the significance of the relationship between these two variables. Thus, the first sub-hypothesis of this study is temporarily confirmed; as a result, it can be said that the transformational leadership style of managers directly influences the team behavior of employees in the population under study; in other words, the more transformational the leadership style of managers is, the more positive the employees' team behaviors will be.

Table 6: the correlation test between transformational leadership style and team behaviors of employees

	Dependent Variable	Team Behaviors
	Independent Variable	
Transformational Leadership Style	Intensity	0.35
	Significance	0.000
	Number	319

In the following, the effects of variables are analyzed by fitting the regression model. Table 7 shows statistics obtained from the univariate regression analysis related to the variable "team behavior".

Fitting the regression model

To provide a model for the relationship between team behavior (Y) and transformational leadership style (X), the indices of model adequacy (presented in table 7) are firstly assessed and then the fitted model will be offered.

Table 7: statistics of the univariate regression analysis related to "team behavior"

Correlation Coefficient	Determination Coefficient	Corrected Determination Coefficient	Standard Deviation	Durbin-Watson Test
0.35	0.122	0.12	15.07	1.83

According to table 7, the values of correlation and determination coefficients are respectively reported equal to 0.35 and 0.122, which indicates that 12% of changes in employees' team behaviors in the health network of Qorveh are related to the transformational leadership style of managers in this population and the rest depends on other factors. However, the disadvantage of this method is that the number of degrees of freedom is not taken into consideration; so to solve the problem, the adjusted coefficient of determination is usually used, which is equal to 0.12% in this test. On

the other hand, since the value of Durbin-Watson statistic is between 1.5 and 2.5, the independence of residuals is concluded. Table 8 shows the results of F-test used to calculate the significance of regression.

Table 8: variance analysis of regression for team behavior and transformational leadership style

Source of Changes	Sum of Squares	Degree of freedom	Mean of Squares	F-statistics	Significance Level
Regression Effect	10024.259	1	10024.259		
Residual	71960.418	317	277.004	44.159	0.000
Total	81984.667	318	-		

The results of variance analysis show that the significance level calculated for this statistic is reported equal to 0.000, which indicates the significance of regression at the level of 99% (sig=0.000).

Table 9: the regression model for the impact of transformational leadership style of managers on employees' team behaviors

Model		Nonstandard Coefficient		Standard Coefficient	T	Sig.
		B	Std. Error	Beta		
	Constant Value	42.53	2.711	-	15.689	0.000
1	Transformational Leadership Style	0.337	0.051	0.35	6.645	0.000

a: Dependent Variable (Team Behaviors)

The variable entered into the regression equation is the core of the regression analysis (table 9); in other words, according to table 9, a unit improvement of transformational leadership style of managers in the health network of Qorveh leads to 0.337 unit improvement of employees' team behaviors. Also, in table 9, the results of t-test related to the regression coefficient show the significance of the coefficient (sig=0.000); as a result, the transformational leadership style of managers affects the estimated value of employees' team behavior.

The second sub-hypothesis: there is a significant relationship between pragmatic leadership style and the team behavior of staff in the health network of Qorveh-Iran.

Here, the significance test of Pearson's r has been used to test this hypothesis. The results obtained from this test indicate that at the significance level of 0.000 (Sig=0.000), there is a relationship between variables "the pragmatic leadership style of managers" and "the team behavior of staff"; since the value of r is equal to 0.195 (r=0.195), it can be analyzed that the intensity of correlation between these two variables is equal to 0.195, which is evaluated as an average and direct (positive) correlation. As mentioned, the significance level has been calculated equal to 0.000 which is lower than the research alpha ($\alpha = 0.05$) and indicates the significance of the relationship between these two variables. Thus, the second sub-hypothesis of this study is temporarily confirmed; as a result, it can be said that the pragmatic leadership style of managers directly influences the team behavior of employees in the population under study; in other words, the more pragmatic the leadership style of managers is, the more positive the employees' team behaviors will be.

Table 10: the correlation test between pragmatic leadership style and team behaviors of employees

	Dependent Variable Independent Variable	Team Behaviors
Pragmatic Leadership Style	Intensity	0.195
	Significance	0.000
	Number	320

In the following, the effects of variables are analyzed by fitting the regression model. Table 11 shows statistics obtained from the univariate regression analysis related to the variable "team behavior".

Fitting the regression model

To provide a model for the relationship between team behavior (Y) and pragmatic leadership style (X), the indices of model adequacy (presented in table 11) are firstly assessed and then the fitted model will be offered.

Table 11: statistics of the univariate regression analysis related to “team behavior”

Correlation Coefficient	Determination Coefficient	Corrected Determination Coefficient	Standard Deviation	Durbin-Watson Test
0.195	0.038	0.035	15.75	1.86

According to table 11, the values of correlation and determination coefficients are respectively reported equal to 0.195 and 0.038, which indicates that 4% of changes in employees’ team behaviors in the health network of Qorveh are related to the pragmatic leadership style of managers in this population and the rest depends on other factors. However, the disadvantage of this method is that the number of degrees of freedom is not taken into consideration; so to solve the problem, the adjusted coefficient of determination is usually used, which is equal to 0.035% in this test. On the other hand, since the value of Durbin-Watson statistic is between 1.5 and 2.5, the independence of residuals is concluded. Table 12 shows the results of F-test used to calculate the significance of regression.

Table 12: variance analysis of regression for team behavior and pragmatic leadership style

Source of Changes	Sum of Squares	Degree of freedom	Mean of Squares	F-statistics	Significance Level
Regression Effect	3121.911	1	3121.911		
Residual	78865.477	318	248.005	12.588	0.000
Total	81987.387	319	-		

The results of variance analysis show that the significance level calculated for this statistic is reported equal to 0.000, which indicates the significance of regression at the level of 99% (sig=0.000).

Table 13: the regression model for the impact of pragmatic leadership style of managers on employees’ team behaviors

Model		Nonstandard Coefficient		Standard Coefficient	T	Sig.
		B	Std. Error	Beta		
1	Constant Value	41.42	5.211	-	7.949	0.000
	Pragmatic Leadership Style	0.31	0.087	0.195	3.548	0.000

a: Dependent Variable (Team Behaviors)

The variable entered into the regression equation is the core of the regression analysis (table 13); in other words, according to table 13, a unit improvement of pragmatic leadership style of managers in the health network of Qorveh leads to 0.31 unit improvement of employees’ team behaviors. Also, in table 13, the results of t-test related to the regression coefficient show the significance of the coefficient (sig=0.000); as a result, the pragmatic leadership style of managers affects the estimated value of employees’ team behavior.

The fitted model of factors determining the team behavior of employees

For fitting the model, the two variables “transformational leadership style” and “pragmatic leadership style” which had been measured at interval scale level entered into the equation as independent variables. As previously discussed, in this research, the multivariate regression analysis has been performed using the stepwise method; in this way that variables are respectively entered into the regression analysis according to their correlation intensity with the dependent variable (here, team behavior) and finally variables interacting with each other with the highest value of R^2 remain in the model. The results obtained from regression analysis of factors determining the team behavior of employees show that among independent variables entered into the regression model, only the two variables “transformational

leadership style” and “pragmatic leadership style” entered the regression equation in the final model; these variables approximately explain 0.382% of changes in the dependent variable of the research. According to the statistics presented in table 13, it can be stated that the multiple correlation coefficient is reported equal to 0.382 and its square, namely, the determination coefficient is equal to 0.146; hence, both transformational and pragmatic leadership styles just explain 0.146% of variance of team behaviors in the health network studied by the equation; accordingly, the rest of variances can be explained by external and unknown factors not included in the study. In this model, transformational leadership style is the most important factor (in comparison to other factors) which has the highest effect in determining the team behaviors of employees.

Table 14: statistics of the multivariate regression analysis related to team behaviors of employees

Correlation Coefficient	Determination Coefficient	Corrected Determination Coefficient	Standard Deviation	Durbin-Watson Test
0.382	0.146	0.141	14.89	1.97

Table 15: variance analysis of multivariate regression for team behavior

Source of Changes	Sum of Squares	Degree of freedom	Mean of Squares	F-statistics	Significance Level
Regression Effect	11963.798	2	11963.899		
Residual	7002.879	316	221.585	26.996	0.000
Total	81984.677	318	-		

According to results of the variance analysis, both transformational and pragmatic leadership styles can significantly predict and explain the changes in the dependent variable (the team behavior of employees); in other words, the corrected and explanatory autoregressive (AR) model is significant. Among the two leadership styles entered into the equation, firstly transformational leadership style and then pragmatic leadership style affect the dependent variable more. Transformational leadership style alone explains 0.545% of changes in the team behavior of employees while pragmatic leadership style inversely determines -0.423% of changes in the team behavior of employees in the equation. In this research, the final model of multivariate regression analysis is as follows:

$$\text{Employees' team behavior} = 0.661(\text{Transformational Leadership Style}) - 0.423(\text{Pragmatic Leadership Style}) + e_i$$

Table 16: the statistics of independent variables remained in the regression model

Variables Names	B	Std. B	Beta	T	Sig. T
Intercept	56.857	5.532	-	10.274	0.000
Transformational Leadership Style	0.545	0.086	0.566	6.312	0.000
Pragmatic Leadership Style	-0.423	0.143	-0.265	-2.959	0.000

THE CONCLUSION

The present study aimed to determine the relationship between the leadership styles (transformational and pragmatic) of managers and the team behavior of employees in the health network of Qorveh-Iran. According to the results, there is generally a direct and significant relationship between the transformational and pragmatic leadership styles of managers and the team behavior of employees, which indicates the importance of these two leadership styles. Based on the results obtained from testing the research hypotheses, it was concluded that there is a significant relationship between transformational leadership style and the team behavior of employees in the health network of Qorveh. According to Burns, transactional leadership requires the leader’s relationship with followers who receive rewards of their performance in return for expectations stated by the leader. These leaders interact with followers through contingent reward and the exception-based management (Mortazavi *et al.*, 2005). According to this leadership style, the manager is someone who prefers the leader-follower relationship (exchange); and actually, the leader satisfies the needs of followers in exchange for their performance in meeting the basic expectations. Such a leader works better in risk aversion and ensures subordinates that they are allowed to achieve the goals. According to employees of the research population, the leadership style of managers is close to pragmatic style; that’s why the results of multivariate stepwise

regression analysis showed the highest impact of transformational leadership style in explaining the variance of employees' team behaviors. In other words, based on what is elicited from the views of respondents, managers of the population under study offer different types of rewards in exchange for achievement of agreed objectives; namely, the contingent reward is the most active behavior of transactional leadership; it is better to say that managers go into action in cases where employees make mistakes or harm the process; finally, according to employees, they are responsible for all cases at all times, whether issues are important or not, and managers take action in the event of acute conditions or problems, which can be justified considering the sensitivity of working in the health network and being responsive to expectations of customers.

According to the results obtained from testing the hypotheses, there is a significant relationship between transformational leadership style and the team behavior of employees in the health network of Qorveh. The term "transformational leadership" was firstly proposed by Danton (1973); later, Bass and Avolio developed the Burns' ideas about leadership and created a concept of transformational one. In fact, they believe that transformational leadership begins when the leader promotes and develops the interests of employees, creates awareness and acceptance for the mission and target of the group, and motivates employees to see beyond their own interests for interests of the group (Stone *et al.*, 2003). However, according to the views of employees, the leadership style of managers in the health network of Qorveh is less close to this type of leadership; in other words, the mean of this variable obtained from employees' point of view has been less than pragmatic leadership style; nevertheless, 12% of changes in the team behavior of employees are related to this style. This means that the managers of this health network show some concerns for the needs of their employees and are ready to encourage and manage the development of appropriate workplace behavior; also, they try to transmit their ideas and insights to their employees with clear procedures and encourage them to be developed beyond the standards; thus, the employees feel their progress along with their own organization. They also believe that appropriate strategies to achieve the mission and goals of the organization include changing and transforming followers using communications, patterning the role, and encouragement. In addition, the present study showed that transformational leadership style is more effective in explaining the teamwork of people. These results are consistent with the studies conducted by Lee *et al.* (2011) and Ayoko and Callan (2010), which indicates that transformational leadership is more successful in dynamic environments, but it is more unsuccessful in static ones compared to pragmatic leadership.

THE RESEARCH SUGGESTIONS

Practical suggestions

In the following, some suggestions are provided based on the results obtained from the hypotheses:

According to one of the results, there was a positive and direct relationship between the pragmatic leadership style of managers and the team behavior of employees in the health network of Qorveh; hence, it is recommended that managers of the population under study focus their attention on eliminating errors, complaints, and failures and do not delay in responding to urgent questions of employees or customers. Also, it is recommended that managers try to provide different types of rewards for realization of agreed targets, because the basis of contingent rewards is the most active behavior of transactional leadership.

Another result of this research was the positive and direct relationship between the transformational leadership style of managers and the team behavior of employees in the health network of Qorveh; accordingly, it is recommended that managers reinforce behaviors that contribute to the enhancement and development of employees' skills and abilities to think about old problems in new ways. In other words, managers should do their best to increase the ability of employees to conceptualize, understand, provide, and produce new and improved solutions through short-term trainings.

Suggestions to future researchers

Considering the results of this study, the following suggestions seem necessary for future research:

- Investigating the relationship between teamwork and organizational agility
- Investigating the relationship between organizational health and the leadership style of managers
- Conducting studies to identify factors affecting team behavior

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