

INVESTIGATING THE EFFECT OF LEADERSHIP STYLE ON EXPLOITING INFORMATION TECHNOLOGY IN ORGANIZATION (CASE STUDY: ELECTRICITY DISTRIBUTION COMPANY)

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ABSTRACT

The present study aims to investigate the effect of leadership style on exploiting information technology in Electricity Distribution Company of West Azarbaijan. The study is applied, descriptive and survey in terms of the goal, the quality of data collection and the quality of implementation, respectively. The statistical population comprises of 1836 staff working at Electricity Distribution Company of West Azarbaijan. Using Cochran formula, 320 people were chosen as the sample. Questionnaire including 41 items was used to collect the required data whose validity was acceptable and the reliability was obtained as 0.938 using Cronbach alpha coefficient. In order to make statistical analysis, SPSS software has been used. Using the obtained data from the questionnaire, descriptive and inferential statistics were run. Also, Kolmogorov-Smirnov tests were employed to obtain the normal or non-normal state of variables distribution. Pearson and Spearman correlation coefficients were utilized in statistical analysis. The study results showed that leadership style had an effect on exploiting information technology in Electricity Distribution Company of West Azarbaijan.

KEYWORDS: Electricity Distribution Company of West Azarbaijan, exchange-based leadership style, exploiting information technology, non-intervening leadership style, Transformative leadership style.

INTRODUCTION

Information and communications are the promising veins within the system namely, biological and physiological systems as well as political, economic, cultural and military-based systems. These systems are taken into account as the prerequisite for goal-based paths. The term information has its role in mechanical, electronics and organic systems. Electricity Distribution Organization has gained popular as the most important components among the public organizations by different social groups. This company included a large body of staff compared to other organizations and this company requires leaders who are familiar with leadership styles due to the role the staff play in afore-said company. The present study strives to investigate the relationship between leadership style and exploiting information technology in Electricity Distribution Company of West Azarbaijan.

Review of literature

The role of leaders and managers in making changes of organization is inevitable. Since the leadership style is the same as other cognitive and mental streams in terms of receiving impact by the type of attitude and individual thought, it is considerable that thinking styles assist the individual thoughts to choose a qualified person (Moghli, 2002).

The most critical aspect in leadership is making influenced on the members of organization. Style is not synonymous with capability; rather it is the quality of using potential capabilities. There is not merely a specific style, but there are a variety of them. It is feasible that people enjoy similar capabilities, they have different viewpoints, and however, society does not judge people as having the same capabilities. The society judges people as the ones whose thinking style is in accordance with society expectations and as the ones who enjoy higher levels of capability. It is noteworthy that the preference of people to think about the way of their interest thinking is as important as the extent to which they desire to be good (Safarzade and Khademi, 2004). To be regarded as the organization having to do with electricity distribution, the Electricity Distribution Company is taken into account as the most important affective organizations. This company is suggested to have compatibility with the changes made in organization in order to increase the efficiency. It is further recommended that this company use a specific type of leadership style which is in accordance with leadership system of that organization. It is clear from the afore-mentioned descriptions that there is a deep relationship between leadership style and admitting the changes made in organization which finally lead to the way that

leaders categorized by different leadership styles would think about information technology. So far, there has been no study to be conducted in this field trying to investigate the relationship between the two variables in Electricity Distribution Company of West Azarbaijan.

Related studies

Khandani and Mostafavi (2013) conducted a research in Mahabad University aiming to investigate the relationship between leaders' thinking style and admitting changes made in Technical and Occupational Organization of West Azarbaijan. The obtained results indicated that there was a positive and significant relationship between leaders' thinking style and admitting the changes made. Also, among the effective variables, implementation thinking style variable and minded thinking style variable had the maximum and minimum effects on ledgers' thinking styles.

Molavi and Nori (2012) carried out a study striving to find out the relationship between managing information systems and improving decision-making process of financial managers in Tax Affairs Organization of West Azarbaijan. The findings of this study indicated that managing information systems were in direct relationship with cooperative decision-making of financial managers. The relationship between learning organization and leadership styles of instructional groups leaders from faculty member of Isfahan Medical University was explored by Zarei *et al.* (2012). The study results manifested that there was a significant relationship between leadership style of managers and components of learning organization. Also, it was found in this study that balance-based leadership style had a significant relationship with components of learning organization; however, there was no relationship between intervening leadership style and components of mental paradigms.

MATERIALS AND METHODS

Instruments

The study is descriptive and survey in terms of the design, stratified random sampling method was used in this study. The subordinating administrations of West Azarbaijan Electricity Distribution Company were assumed as the strata. The statistical population comprises of 1836 staff working at these centers. The sample size was estimated as 320. The questionnaires will be distributed and the resulting findings will be analyzed through making use of SPSS software.

RESULTS AND DISCUSSION

Leadership style has an effect on exploiting information technology in Electricity Distribution Company of West Azarbaijan.

Table 1. The relationship between leadership style and exploiting information technology

Leadership style	exploiting information technology	
	Pearson correlation coefficient	0.306
	Level of significance	0.000
	frequency	320

According to the above table and the obtained analysis, the level of significance is less than 0.05, so null hypothesis is rejected. That is to say that there is a relationship between leadership style and exploiting information technology in Electricity Distribution Company of West Azarbaijan. In addition, Pearson correlation coefficient is obtained as 0.306, so there is a strong correlation between the two variables. In order to test the effect of independent variable on dependent variable, the regression test is employed.

Table 2. Variance analysis of main hypothesis relevant to regression model

Standard error	Coefficient of balanced identification	R ² identification coefficient	R
0.517	0.039	0.045	0.213

Level of significance	F	Mean of square	Total square	Degree of freedom	Changes resources
0.008	7.147	1.908	1.908	1	regression
Result of the test: rejecting null hypothesis		0.267	40.302	318	residual
		-----	42.209	319	total

As it is seen from the above table in which the level of significance is 0.008, one would claim that the above test is significant by 0.05 errors. Alternative hypothesis is supported and null hypothesis is rejected. Based on 0.045 R² identification coefficient, which is the ratio of changes described by x variable to total changes, it is possible to say that 4.5% of the exploiting information technology changes of Electricity Distribution Company is determined by leadership style.

Table 3. Parameter coefficients of first hypothesis relevant to leadership style variable

Test results	Level of significance	Calculated t	β line slope	variable	
Rejecting hypothesis	null	0.000	8.728	2.698	intercept
Rejecting hypothesis	null	0.008	2.673	0.255	Leadership style

So, the mathematics of the effect of leadership style on exploiting information technology is as follows:

$$Y = 2.698 + 0.255 X$$

It is possible to demonstrate that one unit of increase in leadership style increases 0.255 unit in exploiting information technology in Electricity Distribution Company of West Azarbaijan.

In order to make meticulous investigation on the effect of three factors relevant to leadership style on exploiting information technology in Electricity Distribution Company of West Azarbaijan, multivariate regression equation is applied.

Table 4. Variance analysis of regression model relevant to exploiting information technology variable and three leadership styles

Standard error	Coefficient of balanced identification		R ² identification coefficient	R	
0.506	0.077		0.095	0.309	
Level of significance	F	Mean of square	Total square	Degree of freedom	Changes resources
0.002	5.225	1.339	4.018	3	regression
Result of the test: rejecting null hypothesis		0.256	38.191	318	residual
		-----	42.209	319	total

As it is seen from the above table in which the level of significance is 0.002, one would claim that the above test is significant by 0.05 errors. Alternative hypothesis is supported and null hypothesis is rejected. Based on 0.095 R² identification coefficient, which is the ratio of changes described by x variable to total changes, it is possible to say that 9.5% of the exploiting information technology changes of Electricity Distribution Company is determined by changes in leadership style including transformative, exchange-based and lack of intervention components.

Table 5. Parameter coefficients of first hypothesis relevant to leadership style variable

Test results	Level of significance	Calculated t	β line slope	variable
Rejecting null hypothesis	0.000	5.65	2.182	intercept
Rejecting null hypothesis	0.040	2.063	0.388	transformative
Rejecting null hypothesis	0.001	3.355	0.398	exchange-based
Rejecting null hypothesis	0.001	3.27	0.336	lack of intervention

According to the above tables, null hypothesis is rejected. So, multivariate regression relationship for the effect of three variables of leadership style on exploiting information technology is as follows:

$$Y = 2.182 + 0.388 X_1 + 0.336 X_3$$

It is possible to demonstrate that one unit of increase in transformative leadership style, one unit of increase in exchange-based leadership style and one unit of increase in lack of intervening leadership style increase 0.388, 0.398 and 0.336 units of exploiting of information technology in Electricity Distribution Company of West Azarbaijan.

Suggestions

Research main hypothesis shows that there is a significant relationship between leadership style and exploiting information technology in Electricity Distribution Company of West Azarbaijan. It is suggested in this regard that leaders discuss about the beliefs and fundamental values having to do with exploiting the information technology and offer solutions in this sense.

It is recommended that the leader encourages the staff when the exploiting affair is succeeded.

It is further suggested that the leader prosecutes any failure in exploiting the information technology in order to pinpoint the area of error and prevents committing it for the following time.

Leader is suggested to provide a relaxing and comfortable context so as to expand the capability of staff in exploiting the information technology.

It is recommended that the leader is increasingly in touch with the issues having to do with exploiting information technology and pave the way for cooperative sense of working among the staff.

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