

PREDICTION OF MANAGERS' EFFECTIVE LEADERSHIP IN ISLAMIC AZAD UNIVERSITY BASED ON THEIR PHILOSOPHICAL MINDSET

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ABSTRACT

The aim of the research was to investigate the relationship between philosophical mindset and its dimensions and managers' leadership effectiveness of Islamic Azad University. Population of the research consists of managers and administrative staff of 406 a training units and centers for 12-fold districts of Islamic Azad University were working in the respective academic unit in 2009. A size of 558 managers and 1674 employees of the units' staff were selected by sampling random and stratified method. Measurement tools composed of a 30 items questionnaire of philosophy mindset of Smith (1956), which has 3 dimensions of integrity, meditation, flexibility ($\alpha = 0.95$) was used and to measure the effectiveness of leadership the researcher made questionnaire contained 44 questions which have with the purpose -orientation, encouraging -orientation, work -orientation, change-orientation, consensus-orientation, people-orientation, philosophical -orientation, and discipline -orientation ($\alpha = 0.97$) has been used. Results of multivariate linear regression showed that there is significant relationship between philosophical mindset and its dimensions and managers' effective leadership.

KEYWORDS: Philosophical mindset, effective leadership, Islamic Azad University

INTRODUCTION

Important issue in each system is selecting competence managers and leaders so that they can be effective for the administration and supervision of post- secondary education institutions. Some educational leaders manage through experiment which is very expensive and vulnerable. Many current managers of post- secondary education are not trained in the field of management, also have been not been evaluated and assessment scientifically. academic effective directors carry out process of guidance and leadership of staff in order to achieve its educational organization goals, mission and goals, more effectively and more convenient, when dealing with the problems act seriously and logically, value and respect their employees, more efforts in education, training, and to bring the staff effectively, and finally through positive relationships with staff in performing duties and administrative regulations achieve positive and fruitful results. According to Travasavonio Port quotes by Abas Zadeh (1990) the ability to bond and success isolated of the work and complex change and transformation and great efforts in an organization, more than everything need to skills and significant expertise in the field of leadership. Hersey and Blanchard (1988) argued that the task of manager or leader is important because he considered as a reliable situation that all other variables on the peripheral have a reaction. Dimensions of the leadership style according to Kelller and Dansereau (1995) are:

- Transformational leadership is a part of the new paradigm of leadership and represents a process that will change people and is correlated with values, moral character and long-term goals.
- Practice Oriented Leadership is understood and action of leader in ways that prefers others benefit on their personal interest (Kelller and Dansereau, 1995).

Mentality means strength of ability of mind, way of thinking, judgment and perception, attitude, or mental image (Hakami and Sadri Afshar, 1990). Individual who has a philosophical mind present the features that may be grouped in three dimensions, i.e. integrity, contemplate and flexibility (Smith, 1956). Individual who has philosophical mind has also a tolerance for temporary issue. He recognizes that only it is a defendable temporary issue for the world of freedom that is dear. He would to act in the ambiguous position. He tries to solve the mystery in a way that coordinates the position with the aim of human intelligence (Smith, translator Behrang, 1992). Aspects of the philosophical mindset from view of (Shariatmadari, 1998) include:

- **Integrity:** The indications of this dimensions are: 1- the person connect specific cases within a wider context and tries to see the big picture 2- in dealing with issues, considers its relation to the fundamental or ideal objectives 3- tries to provide generalized theories, but does not extract these theories from the study all details and gathering of their common characteristics, but obtains a general rule through investigate and analyze many cases, 4- make a patience against the provincialism.

- **Meditation:** The indications of these dimensions are that the individual: 1- ask the matters which are certain for others. 2- Recognizes essential aspect of problems by contemplations and to deal with any theory detects its principles and theories. 3- Extracts impalpable things of what he sees and He is sensitive to the implications and relevance of issues. 4- Uses deductive methods rather than inductive methods.

- **Flexibility:** Signs of this aspect of philosophical mindset are 1- A person does not catch psychological rigidity and evaluates meditation without being influenced by their sources. 2- Examines issues from multiple directions and distinguishes between the conflicting and contradictory of issues .3- Cautions about judgments and avoids the disruptions and ensure the bindings. (Shariatmadari, 1998).

Bowlinger (2002) conducted a study entitled "Evaluation of philosophical mindset of training managers on staff performance in Chicago schools" did. Research suggests principals of schools who have holistic, deep, flexible and critical thinking have a different effect on their employees rather than managers who have not the qualities. Well as the research studies the favorable impact ways of critical thinking of training managers on staff. The investigator in a study on 46 principals concluded that the spirit staff, the quality of communication and organizational arrangements in schools that their principals have a more philosophically mindset have clearly increased. Zare (2006) in their study found that three is relationship between managers' philosophical mindset (all three aspects the integrity, flexibility and meditation) and the teachers' spirit, and managers who are high-minded philosophical mood have the teachers with a high spirit. Yadegari Khandani (2000) in their study found that there is relationship between philosophical minds of managers and their performance, and managers who are philosophically minded are able to perform administrative tasks. Hashmi (1995) also found that the amount of philosophical minds of managers is associated with their performance management and whatever the philosophical mindset of managers is higher; they are more able to perform administrative tasks. In another study by Bandali Zadeh (1997) has found out that there is relationship between philosophical mindset of managers and their performances. Saif Hashmi and Rajaei Pour (2003) in their study found that there is relationship between philosophical mindset and the amount of creativity of principals of the schools. Additionally Komeili Asl (2002) in their study also found that there is relationship between philosophical mindset of affiliates DOE managers and staff performance.

The aims of the research were to investigate the relationship between philosophical mindset and its dimensions and effective leadership of managers of Islamic Azad University.

Research Questions

- 1) is there relationship between the philosophical mindset of managers and effective leadership of managers at Islamic Azad University?
- 2) Is there relationship between aspects of philosophical mindset of managers and effective leadership of managers at Islamic Azad University?

MATERIALS AND METHODS

This research is applied in terms of purpose and it's a correlation research in which has been examine the relationship between variable of philosophical mindset and its dimensions and effective leadership of managers.

Population, Samples and Sampling Methods

Population of the study consisted of 406 units and training center managers and administrative staff of the 12-fold areas Islamic Azad University had worked at the academic unit in 2009. Cocoran Formula was used to estimate the sample size. According to the minimal sample requirements for the managers group which has estimated 558 people, in the study questionnaires of philosophical mindset of organizational health and effective leadership run on 1674 employees (per each head, three of their employees). Finally, 558 questionnaires were full fit by managers and 1674 employees of 89 units and training centers. Stratified random method was used to select the required sample.

Research tools

1- Questionnaire of philosophical mindset:

In this study, philosophical mindset is measured through 30-item researcher made questionnaire based on the Smith (1956) which has three dimensions of integrity (questions of 109, 110, 111, 112, 118, 122, 123, 124, 128, 129, 131, 136 and 138), meditation (questions of 113, 115, 121, 132, 135 and 134) and flexibility (questions 114, 116, 117, 119, 120, 125, 126, 127, 130, 133, and 137). To estimate the validity using Cronbach's alpha, first it was performed on a group of employees of Islamic Azad University of Roodehen Branch (n= 30) were selected randomly. Initial estimates of its reliability coefficient were achieved 0.95.

2- Questionnaire of Effective Leadership:

To measure the effective leadership, 44 questions researcher made questionnaire with dimensions of purpose orientation (questions 43, 41, 40, 39, 34, 30, 23, 19, 18, 14, 13, 46), encourage orientation (questions 24, 17, 16, 15, 5, 27, 33, 31, 28, 35), work orientation (questions 1, 10, 12, 25, 29, 32, 36 and 42), evolution orientation (questions 2, 4, 6, 7 and 21), understanding orientation (questions 8, 11, 20, 37, 38, 45 and 64), human orientation (questions 3, 9, 22, 28 and 44), philosophy orientation (questions 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, and 63) and discipline orientation (questions 47, 48, 49, 50 and 51) has been used. The questionnaire was performed on the 64 employees of Islamic Azad University of Roodehen Branch that were selected by simple random method, and correlation coefficients of the words are with the questionnaire showed that all of the words are correlated positively with the whole question and their coefficients were obtained 0.97 that is highly desirable.

RESULTS

Distribution of subjects according to sex, education, marital status, history, experts and managers

In the research, distribution of managers are: number of 483 men, 75 women, 348 people less than 10 years, 150 people between 11 to 20 years, 60 people higher than 20 years, 14 diploma and associated degree, 155 people bachelor, 379 people MA and higher, and 25 people single and 514 people married. For experts include: number 910 men, 749 women, 1045 people less than 10 years, 473 people between 11 to 20 years of history, 27 people a history of higher than 20 years, 453 people diploma and associated degree, 1024 people bachelor, 178 MA and higher and 998 people are single and 1234 people married.

Table 1. Distribution of central indicators and dispersion of variable of philosophical mindset and its dimensions

Variable / Indicator	Average	Middle	Exponent	SD	Minimum score	Maximum score	The total score
Integrity	25.91	25	24	7.44	13	52	40261
meditation	12.26	12	12	3.34	6	31	19435
Flexibility	21.19	20	19	6.51	11	57	23678
Philosophical mindset	59.27	57	53	16.49	30	116	86834

Table 2. Distribution of central indicators and dispersion of variable of effective leadership and its dimensions

Variable / Indicator	Average	Middle	Exponent	SD	Minimum score	Maximum score	The total score
Purpose orientation	23.60	22	17	8.04	13	52	35594
Encourage orientation	19.32	19	19	6.55	10	40	30113
Work orientation	14.80	14	11	4.25	8	32	23343
Evolution orientation	9.17	8	5	3.42	5	20	14568
Understanding orientation	13.25	13	13	4.661	7	28	21044
Man orientation	5.10	10	8	2.5	5	19	16589
Discipline orientation	5.10	11	11	2.89	5	20	16307
Philosophy orientation	24.56	24	24	6.535	12	76	32757
Effective Leadership	123.69	121	131	32.723	64	251	138902

According to Table 1, the central indicators of exponent, middle, mean of mind for the philosophical mindset tends to the normal distribution, minimum score is 30 and the maximum is 116 and the total score is 86834. Given the proximity of the numerical value of central indicators, three indicators of Philosophical mindset has the normal distribution.

According to Table 1, the central indicators of exponent, middle, mean for the effective leadership tends to the normal distribution, minimum score is 64 and the maximum is 251 and the total score is 138902. Among the eight indicators of effective leadership, indicators of philosophy orientation, understanding orientation, encouraging orientation, discipline orientation have a normal distribution.

Research question: Is there relationship between aspects of philosophical mindset of managers and effective leadership of managers at Islamic Azad University?

Table 3. Summary of the Model

The correlation coefficient	The squared correlation coefficient	The squared adjusted correlation coefficient	Estimated standard error
0.829	0.687	0.686	18.145

Table 4: Regression coefficients

Independent variable	Not Standardized coefficients		Standardized coefficients	t	Significant level.
	B	Standard error	Beta a		
Constant value	23.352	2.185		10.688	0.000
Integrity	1.969	0.181	0.444	10.907	0.000
meditation	2.993	0.286	0.311	10.459	0.000
Flexibility	0.638	0.211	0.125	3.024	0.003

The correlation between the philosophical mindset and managers' effective leadership is equal to 0.82 and coefficient of determination is 0.68 and due to the significant level of 0.001, equation of regression is significant statistically. In other word, 68% of the variability of the variables depended on effective leadership are covered by the set of independent variables integrity, meditation, flexibility. But the proportion of integrity as compared to other variables is greater. Amount of beta obtained in stepwise variable of integrity 0.444 and variable of meditation 0.311 and for variable of flexibility is 0.125.

DISCUSSION

The findings of the present study are that there is relationship between philosophical mindset and effective leadership of managers. This finding is consistent with research findings of people like Smith (1956), Bowlinger (2002), Jazayeri (2009), Daneshyar (2006), Zare (2005), Yadegari Khandani (2000), Hashmi (1995), Bandali Zadeh (1997), Komeili Asl (2002), and Seif Hashemi (2003). Kharaqanian (1993) found that the morale of teachers who work with the principal with a high philosophical mindset is higher than the morale of teachers who work with the manager with a low philosophical mindset, and managers who have high philosophical mindset have a better performance rather than managers who have a low philosophical mindset. Moreover, educational environment of the schools where have a high philosophical mindset principals, have a more intimacy, dedication, trust, satisfaction and efficiency rather than principals with a low philosophical mindset and their education effectiveness is more and better. According to recent research findings about the effect of the philosophical mindset on effective leadership, it is proposed to increase the effective leadership in universities:

1 - The problem which dealing managers with the problem, their relatively little familiarity with the methods of behavioral science, especially findings of psychology and management. Therefore holding special training courses that increase knowledge of managers in the field of indicators of philosophical mindset and effective leadership is necessary. To achieve better results in the management of organizations can be used scholars in the fields of management who in addition to the expertise have art of management.

2 - For the appointment of managers in different units of the Islamic Azad University, first, their philosophical mindset and effective leadership be measured by validated tools and qualified managers used to manage the affairs.

3 – By holding the orientation and in-service courses for managers and officials from various branches of the Islamic Azad University, model of research results be introduced and the implementation of the model be prepared to a fresh perspective has

4- By holding the orientation and in-service courses for Islamic Azad University administrators and officials of various branches, the pattern of results is introduced and the implementation of the model be prepared to find new prospects.

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