

**THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AS WELL AS SOCIAL CAPITAL AND ORGANIZATIONAL COMMITMENT (THE CASE OF WEST AZARBAIJAN OFFICE OF TRANSPORTATION AND TERMINALS)**

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**ABSTRACT**

The aim of the present study is to investigate the relationship between leadership style as well as social capital and organizational commitment in West Azarbaijan Office of Transportation and Terminals. The study is descriptive-correlational, applied and survey in terms of nature, goal and quality of data collection, respectively. The statistical population comprises of all 180 employers working at between leadership style as well as social capital and organizational commitment West Azarbaijan Office of Transportation and Terminals and 123 people were chosen as sample size using Cochran formula. Questionnaire is the main instrument to collect the required data involving 35 items, 17 items, and 13 items which have to do with leadership style, social capital and organizational commitment, respectively. The reliability and validity were assessed, descriptive and inferential statistical methods have been employed to make analysis on the obtained data. Having made use of descriptive and inferential statutes, the study employed Kolmogorov-Smirnov test, Spearman correlation coefficient and multivariate regression analysis. The findings indicated that social capital as well as leadership style was correlated with staff organizational commitment. Social capital had more predictive power in relation to organizational commitment.

**KEYWORDS:** social capital, leadership style, transpiration and terminals, West Azarbaijan

**INTRODUCTION**

One of excelling indexes making distinguish among organizations is enjoying committed human force. The existence of such a force is taken into account as an important social capital and provides the growth and development of organization (Mosavi, 2008). Also, commitment leads to efficiency since the increase of commitment assists people in integrity with organization, individual creativity and efficient use of human resources resulting in efficiency (Bahramzade and Yadegari, 2009).hence, organizational commitment is concerned with the attitude toward staff loyalty in relation to organization and is a continuous process through which organization members show their interest (Khoshnod, 2010). It is evident that staff organizational commitment is worthy when it yields positive impacts on organizational performance and leads to efficiency (Alvani, 2002). In this regard, the effective role of managers and leaders in making fundamental changes is inevitable. New organizational management theories shed new light on the quality of managing administration and their development way. In addition, social capital plays a great role in producing and increasing human force, economy, and environment. Bordio (1986) believes that the level of social capital enjoyed by individual can be changed based on pertinent communication (Sharifian Sani and Maleki Saeedabadi, 2006). Staff organizational commitment can be affected by leadership style and social capital due to the fact that in case managers tend to reduce absenteeism and abandoning, they should accomplish activities leading to positive attitude generation. Also, in case confidence rules the organization, such a positive attitude will vanish. Considering the notion that attaining strong organizational confidence depends on consistency and stability of psychological and commitment bond of staff in relation to organization, the present study aims to investigate the quality of relationship and correlation between leadership style as well as social capital and organizational commitment among the staff working at West Azarbaijan transportation and terminal office.

**Review of literature**

**Leadership style**

Leader is said to be at the core of organization whose thoughts always shed light on development where eminent companies take the title of qualified managers. Leaders such as Gates, Toyota, Dell, and etc. are within this classification who have been able to develop their own organizations. It is worth mentioning that how these people

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could achieve higher levels of knowledge and practice. Studies show that management styles have a considerable effect on efficiency and effectiveness of organizations. It is the managers who have been able to pave the way for their organizations development. In a broad sense, the term management is a profession the development of which gives rise to progression of organizations. This means that the more organizations experience development, more compatibility, monitoring, supervision and other related affairs come to significance. Transportation and Terminals office are no exception. These organizations demand expert and informed workers who can offer appropriate solution when it comes to facing huge problems and to develop organization so that they play a great role in implementing policies and plans. Regarding the importance of managers in organizations asserts that: "managers are real scarce and most valuable component in organizations". The method manager employs to accomplish the tasks and the way usual affairs are covered are said to have the most effect on the trend of implementing tasks. Also, this depends on the extent of cooperation among the elements having to do with manager which means that leadership style and its association with the decision to make would guarantee success. Studying theoretical concepts of management from different perspectives in relation to Likert management styles are done in the present research followed by theoretical concepts of social capital and organizational commitment.

### **Social capital**

From Bordio's perspective, social capital in capitalist-based communities is taken into account as an instrument to stabilize and enhance economic position, in such communities, economic capital is the basis and social as well as cultural capitals are regarded as instruments for its development, one can conclude that Bordio's view in relation to social capital is an instrument-based one. In other words, in case social capital would does not lead to economic capital development, there will be no application. In addition, Marx's capitalism notion is evident and it seems that Bordio's thoughts in line with social capital can be taken into account as conflict-oriented approach. It is believed by Pantam that social capital like other capitals is productive which enables achieving determined goals. As an example in case, the group in which members are highly confident are more successful in comparison with the group in which such characteristic is absent (Pantam, 2000, 285). There are a variety of factors contributing to social capital. The main advantage of social capital in providing information using low expense and short time for actors who play the main role in establishing social capital. Social capital provides analytical domains. For example, Colman posited that existing bonds in network which is the theory of social capital can provide evaluation of information having to do with job opportunities to staff and assists them in choosing assumed career.

### **Job satisfaction**

Human force is regarded as the most leading element to organizational goals. People's overall attitude toward their jobs is the realization of behavioral aspect to be termed as job pleasure or job satisfaction which derived from positive and negative attitudes of staff in relation to their jobs. It has been proved that the more organizational managers spend more time in their departments; they are able to increase the level of job satisfaction on the part of the staff. Hence, a variety of studies have been conducted in the field of human resource (Mogimi, 2007, 383).

Job satisfaction is a set of emotions and beliefs to be viewed by staff in relation to their jobs. It is taken into account as one of the important factors of job success. Job satisfaction means getting interest of circumstances and instruments of a job, the ones in which job is executed and reward is received (Foroghi, 2007).

### **Organizational commitment**

Based on the conducted research, staff behavior in organizations can be derived from their attitudes. Hence, being informed of them for organization managers is essential. However, it should be noted that awareness of all perspectives on the part of staff is not significant for many managers. In fact, managers are more interested in knowing those types of attitudes that are in relation to job and organization,. Organizing and maintaining organizational system is the most important responsibility of manager and doing such a task would imply that staff organizational commitment and feeling of responsibility steps in development. So, the manager in one organization is responsible for the extent and type of staff commitment in relation to official values. Recent studies in this field have indicated o the evident role of official system on feeling responsible on the part of staff. One of the issues attracting researchers" attention in the field of commitment is different aspects of the term commitment since dependency and attachment of staff are in relation to other resources such as job, family, supervisor, religion, and etc. There are two important aspects of commitment i.e. organizational and occupational commitment. Learning te nature of the relationship, adaptation to interaction between the two types of commitment are the main issues of such discussions (Matthew & Zajac, 1990).

## Local studies

Hagigian, Rabani and Kazemi (2008) investigated the effect of social capital on occupational activities of teachers. The concluded that social capital was in relation to educational quality, educational quality degree, and research-based activity quality (Knowledge and research in educational science, 2008). Akbari relied on studying the role of social capital on cooperation. The results indicated that all dependent variables were in correlation with the independent variables and group-based pressure was highly correlated in this regard, in addition, it was found that family-orientation and group-based status along with social capital was valid. Affective factors in managers and staff in Alborze Shargi Company were studied by Ashrafi. The most important factors in establishing and maintain organizational commitment we surveyed to have fallen into job satisfaction, preserving factors, and environmental elements variable. It was found that there was a linear relationship between the three variables and organizational commitment. Seyedi and Izadi (2008) investigated the relationship between manager's leadership styles and staff organizational commitment among the employers working at Fars Police Station, weak significant relationship was found between using autocratic as well as benevolent management style and organizational commitment of the study population. It was reported that using cooperative and consultative leadership styles were more correlated with staff organizational commitment in comparison to altercative and benevolent leadership styles. Amirkabiri (2006) examined the role of changing as well as transformative leadership style and staff organizational commitment in 86 companies located in Zanjan. The results showed that there was a relationship between changing as well as transformative leadership styles and organizational commitment. More loyalty was observed among the control groups' participants.

## International studies

Agashahi *et al.* (2013) examining the relationship between leadership style and organizational commitment reported that there was a significant relationship between the two variables. In another study, 258 working nurses in one of the hospitals located in Sydney were studied. It was found that there was a direct relationship between relation-oriented leadership style and staff organizational commitment (Peter lok, Robert Westwood, John Carawford, 2005). Focusing on the related study, Miskel, Foarly, & Stewart (1989) highlighted that the increase of focus in decision-making power decreases job satisfaction. Paton and Miskel (1985) concluded that there was in relationship between management system bureaucracy degree and motivation of staff. Findings of Scott and Mat (1989) do not support the hypothesis. Anthony (1982) provided a report on the effect of managers hypotheses in relation to human nature and job satisfaction. Managers following y theory and enjoying pessimistic attitude are the reason of increasing motivation, creativity and job satisfaction.

## Research questions

### Main question

Is there a relationship between leadership style as well as social capital and organizational commitment among the staff working at West Azarbaijan Transportation and Terminals Office?

### Secondary questions

Is there a relationship between social capital and organizational commitment among the staff working at West Azarbaijan Transportation and Terminals Office?

Is there a relationship between leadership style and organizational commitment among the staff working at West Azarbaijan Transportation and Terminals Office?

## MATERIALS AND METHODS

The study follows a survey-based and correlational design. It is applied and correlational in terms of goal and quality of data collection, respectively. Simple random sampling method is used. All 183 employers working at West Azarbaijan Transportation and Terminal Office comprise the population and 124 were chosen as sample size. The questionnaire involves two sections. The first section is categorized by items having to do with intellectual capital designed on likert-5 item scale. The second part consists of 17 items developed by researcher and is related to social capital based on likert-5 item scale. The third section is pertinent to Allen and May's Organizational Commitment Scale in the form of 13 items. The reliability of items having to do with leadership style, social capital and organizational commitment were measured as 0.791, 0.828, and 0.729, respectively.

**Analysis of statistical data**

76% and 24% of the participant are male and female, respectively. Age ranges falling into below 25 years of age, 25-35 years of age, 36-45 years of age, 46-55 years of age, and over 56 years of age are categorized by 1.7%, 38.6%, 43.3%, 13.3%, and 3.3%, respectively. Levels of education falling into categories of diploma, associate's degree, bachelor of art, and master of art are categorized by 5.8%, 29.2%, 37.5%, and 27.5%, respectively. Most frequent participants and less frequent participants are distributed as 37.5% and 5.8%, respectively. Also, job experience categories are as lower than 5 years, 5-10 years, 11-15 years, 16-20 years and higher than 20 years highlighted by 15%, 34.2%, 15.8%, 19.2%, and 15.8%, respectively.

**Studying normal distribution of research variables**

One of the most important hypotheses in statistics is to study normal distribution of variables prior o analyzing. Using Kolmogorov-Smirnov test, normal status of variables distribution is studied. Null and alternative hypotheses are as follows:

H0: data follow normal distribution

H1: data do not follow normal distribution

**Table 1. Kolmogorov-Smirnov test**

Variables	Statistic test Kolmogorov-Smirnov	Values P-value	Result
Management style	0.995	0.276	data are normal
Social capital	1.116	0.165	data are normal
Organizational commitment	1.137	0.151	data are normal

Since p-value is significant for all variables and greater than 0.05, so variables follow a normal distribution.

Main hypothesis:

There is a relationship between social capital and organizational commitment among the staff working at West Azarbaijan Transportation and Terminals Office.

Multivariate regression analysis is necessary to investigate the correlation between social capital and organizational commitment among the staff. The results are as follows:

**Table 2. Multivariate correlation coefficient and determining coefficient for the first hypothesis**

Watson camera indicator	Standard error	Balanced determining coefficient	Determining coefficient	R
2.169	0.405	0.268	0.280	0.529

**Table 3. Variance analysis of regression model for independent variables and dependent variables**

Changes source	Sum of squares	Degree of freedom	Sum of squares	F	Level of significance
Regression	7.471	2	3.735	22.739	0.000
Residue	19.219	117	0.164		
Total	26.69	119			

Findings of regression analysis show that social capital can predict organizational commitment of staff working at West Azarbaijan Transportation and Terminals Office significantly. Also, leadership style can predict organizational commitment of staff working at West Azarbaijan Transportation and Terminals Office significantly. Multivariate correlation coefficient between social capital as well as leadership style and organizational commitment of staff show that there is correlation between the two variables and organizational commitment. F test value is 22.74 to study the effect of social capital and leadership style on staff organizational commitment. In other words, one can claim that the above test is significant in 0.99 level of confidence. That is to say that chosen model in the form of social capitals variables and leadership style is significant, so null hypothesis is rejected and alternative hypothesis is accepted.

Hypothesis 1: there is a relationship between social capital and organizational commitment among the staff working at West Azarbaijan Transportation and Terminals Office.

**Table 4. T-test and coefficients in regression model**

Regression model	Coefficients prior to standardization		Coefficients after standardization measure of B	p-value	t-test	Multivariate co-linear index	
	B regression coefficients	SEM				tolerance	variance inflation
Intercept	2.603	0.213		0.000	12.215		
Social capital	0.261	0.069	0.654	0.000	3.756	0.692	1.446
Leadership style	0.021	0.008	0.243	0.011	2.572	0.692	1.446

**Table 5. results of Pearson correlation coefficient between intellectual capital and organizational commitment**

Social capital	Organizational commitment	
	Pearson correlation coefficient	0.489
	Level of significance number	0.000 120

According to the above table, Pearson correlation coefficient is 0.489 and 0.000 of significance level. This means that there is a relationship between social capital and organizational commitment among the staff working at West Azarbaijan Transportation and Terminals Office.

Hypothesis 2: there is a relationship between leadership style capital and organizational commitment among the staff working at West Azarbaijan Transportation and Terminals Office. Findings of regression analysis show that social capital can predict organizational commitment of staff working at West Azarbaijan Transportation and Terminals Office significantly. Also, leadership style can predict organizational commitment of staff working at West Azarbaijan Transportation and Terminals Office significantly. Multivariate correlation coefficient between social capital as well as leadership style and organizational commitment of staff show that there is correlation between the two variables and organizational commitment.

**Table 6. Results of Pearson correlation coefficient between intellectual between leadership styles and organizational commitment**

Leadership style	Organizational commitment	
	Pearson correlation coefficient	0.439
Task-oriented style	Level of significance	0.000
	number	120
	Pearson correlation coefficient	0.386
Relation-oriented style	Level of significance	0.000
	number	120
	Pearson correlation coefficient	0.65
Relation-oriented style	Level of significance	0.000
	number	120

F test value is 22.74 to study the effect of social capital and leadership style on staff organizational commitment. In other words, one can claim that the above test is significant in 0.99 level of confidence. That is to say that chosen model in the form of social capitals variables and leadership style is significant, so null hypothesis is rejected and alternative hypothesis is accepted.

Hypothesis 2: there is a relationship between social capital and organizational commitment among the staff working at West Azarbaijan Transportation and Terminals Office. According to the above table, Pearson correlation coefficient is 0.439 and 0.000 of significance level. This means that there is a relationship between leadership style and organizational commitment among the staff working at West Azarbaijan Transportation and Terminals Office. Also, there is a relationship between task-oriented and relationship-oriented leadership styles and organizational commitment.

## DISCUSSION AND SUGGESTIONS

When it comes to selection and appointment of directors, it is suggested that individuals are chosen who can make the best decisions using justified management styles and the type of management style is evaluated subsequently. Based on the obtained results, one can predict that task-oriented style is the most regarded case for organizational commitment. So, it is suggested that operations are adjusted so that management styles priorities are employed leading to increase in staff organizational commitment. It is critical for organizational managers that consider expert and professional individuals in their decision-making process. Cooperation causes the feeling through which the staff sees themselves as belonged to the group. Cooperation is said to be a bridge filling the gap between organization staff and goals of organization resulting in all-dimensional relations establishment. Social capital increases by establishing cooperation and association of staff. In this regard, managers can pave the way for making cooperative senses among staff when it comes to decision-makings and doing organizational affairs. Considering the development of goals, managers are suggested to be positioned who can run justice along with cooperation and confidence in an attempt to reach common perspectives and better performance in organizations. It is recommended that opportunities are provided for staff from organization manger so as to increase motional and continuous commitment of staff in relation to their jib. It is recommended that managers are provided with educational and workshop-based programs in order to develop scientific levels as well as their skills in the form of decision-making and required competencies.

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