

Creating effective pattern of leadership based on BASS model approach to organizational excellence in the Guilan University of Medical Sciences

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ABSTRACT

Purpose: The aim of this study is to provide an appropriate model of leadership based on the BASS model and with EFQM approach in the Guilan University of Medical Sciences. **Design/Methodology/Approach:** This study is a cross sectional study in a survey method. The study population includes all faculty and non-faculty members who currently have managerial posts or during the last 5 years have been engaged in executive and managerial posts. **Findings:** Results showed that none of the components of transformational leadership have statistically significant association with the components of organizational performance except inspirational motivation component of transformational leadership with resources and partners component of the organizational performance variable that there was a significant relationship ($r=0.126$ & $P=0.026$) between them. On the other hand, the resources and partners component of organizational performance variable generally has a positive and significant relationship with transformational leadership. **Practical Implications:** the Laissez-faire leadership had highest significant relationship with university performance in the organizational excellence model format. In this style, the leader does not have any intervention in the activities of organizational groups including goal setting, organizing, planning and controlling. The results of various studies indicate that this leadership style is applied in the organizations that is very advanced and progressive, that have creativity, innovation, and considerable competitive advantage, and act very successfully in respect of scientific products and creating technology, or on the contrary in the organizations that have weak performance and are not able to maintain and survive themselves in the global competitive market, and the organization does not have any specific strategy to prevent environmental threats and to promote itself, and acts completely in a passive way. **Originality/Value:** Using SEM structure and exploratory and confirmatory analyses are advantages of the research.

Keywords: Transformational leadership, EFQM, organizational performance.

Introduction

The most important features of present era are uncertainty, complexity, globalization, and rapid and wondrous technological changes; the speed of these changes and transformations is to the extent that none of the human beings

has imagined such a situation during the previous century. The growing competition of world and business in the developed and developing countries, has created a strictly unstable atmosphere for all businesses, and has brought a new wave of fundamental changes, in a way that the surrounding of organizations has become more dynamic than before, and has caused the organizations to seek finding answers for these dynamics, and the main concern and struggle of organization will be for survival and inclusive development and progress, and reaching competitive superiority in the desirable conditions ^[1]. These conditions have also been proposed for the public organizations and institutions, and has been considered by the authorities more than ever, in a way that the increase of size and costs of public organizations, changing it to a great non-public bureaucracy and its weakness in responsiveness, citizens' expectations increase, and reduction of public trust show the

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inefficiency of traditional methods, and the necessity of change and transformation in the public management style more than ever ^[2]. However, the effective role of leaders in the fundamental change and transformations of organization is inevitable, so that exact selection of leadership style proportionate with external motivation can help achieving the goals of group and organization, and the creation of organizational justice ^[3]. In addition to having contingency role about the environmental variables, the leaders should consider the organization as a system for success and playing an effective role in the organization, and by this attitude, investigate and evaluate the performance of organization, and choose their leadership style and method based on the reality and conditions, the nature of work, and staff's duties and characteristics, and move the organization towards flexibility and transformation, and avoid stagnation.

Thus, the organizations try to exploit the newest approaches in the leadership phenomenon. Nowadays one of the leadership paradigms in the organizational psychology is Transformational Leadership, that was named for this first time by Burns in 1987 in his Leadership book, and concurrently named Transactional Leadership too, and Bass and Avolio (1995) made it operational and developed ^[4]. Transformational leadership creates evolution and transformation in the organization and believes on ultimate goals such as freedom, justice, and equality. The manifestation of features that proposed as the axis of transformative theory is properly revealed in four or five dimensions composing this leadership style:

1. Idealized Characteristics: In this mode, one acts in a way that arouses others' respect, and sacrifices his/her personal benefits for others' benefits.
2. Idealized Behavior: The leader talks about the most important values and beliefs, and considers the ethical and moral resources of decisions.
3. Inspirational Motivation: In this dimension by drawing a desirable image of future, the leader encourages the staff to believe on the goal and its achievability under the shade of efforts.
4. Individual Consideration: In this dimension, the leader has a developmental orientation about the colleagues, and considers each individual of them as an independent identity and pays attention to their personal and organizational needs.
5. Intellectual Stimulation: The leader considers increasing the skills and abilities of followers and arousing them for creativity and innovation, and encourages the followers to the conceptualization and offering new and improved solutions ^[5].

Burns also differentiates between transformational leadership and transactional leadership; as the transformational leadership upgrades and promotes the needs and motivations of followers, and causes outstanding changes in the performance of people, groups, and organizations, while the transactional leaders consider and target current needs of staff and subordinates, which is reward for performance. Thus, transactional leadership

while arousing the followers to act according to its expectation, the transformational leadership arouses them to act beyond expectation limit ^[1]. Hence, in most organizations of the world, the leaders are seeking to promote and improve the performance and movement towards progress, growth, development, and excellence of their organizations. Performance is regarded as the main issue and the complicated phenomenon in all organizational analyses, and perhaps the simplest interpretation for it could be the set of activities related to achieving organizational goals ^[6]. Therefore, obtaining a comprehensive and exact image of organization in all its dimensions has much importance for leadership and planning, and compiling a coherent and reliable mechanism in a way that provides the existing realities in the organization for the decision makings of leaders appropriately is regarded as the necessities of successful organizations ^[7]. In order to be aware of the ratio of desirability and appropriateness of its activities, particularly in the complex and dynamic environment, every organization needs self-assessment system urgently. Self-assessment that is applied as a process for judging about the efficiency of predetermined programs requires using special tools and models. Various types of excellence models have already been introduced and used ^[8]. The organizational excellence models have been invented aiming to measure the performance of organization along with an inclusive attitude to all dimensions of organization, including the stakeholders. A sample of these models like Deming award in Asia, Malcolm Baldrige Model in America, and European Quality Excellence Model can be named; among these models, European Foundation for Quality Management (EFQM) is one of the most known excellence models that has the highest application of itself in evaluating the performance of organizations ^[6]. The organizational excellence model offers a methodical framework for evaluating the performance of organizations in two domains of processes and the results obtained from these processes, and the achievements obtained from this model are the strong points and the improvable backgrounds of organization that suggest a list of prioritized programs for achieving improvement ^[9]. Nine criteria in the EFQM compose the main core of model. These criteria are divided into two groups of enablers and results. The enablers are factors that help the organization to reach the excellent results including: leadership, strategy and policy, staff, resources and partners, and processes, and the results are also the findings such as: customers' results, human resources results, community results, and key results of performance that indicate the achievements obtained from performing enablers appropriately ^[10]. For scoring the criteria, there is also a logic called RADAR in the form of organizational excellence model that has been composed of four elements of: Results, Approach, Deployment, Assessment and Reviewing. The logic of RADAR says: every organization is required to determine the desired results of organization that lead to the stakeholders' satisfaction, and offer an integrated set of logical and clear approaches to access desired results, and deploy every approach by a systematic method in the organization, and ultimately assess and then review the approaches ^[11]. Moreover,

^[12] in a research investigated the impacts of various aspects of transformational leadership on the safety of staff and showed that the unique aspects of transformational leadership lead to the consequences of the safety and promotion of staff's performance. ^[13] also showed in a study that transformational leadership has positive relationship with the job satisfaction of followers and also the organizational performance of people or various groups at various levels of training team, and declared the mutual trust between supervisors and the members of team as the most important factor facilitating this relationship. In another research, ^[14] state in a study that: the EFQM components and transformational leadership can be regarded as the fundamental factors and the powerful tool for progress and development for qualitative promotion of the performance of armed forces of the world, and can be changed to an organizational behavior. Combining the two above models, they offer a model, based on which the transformational leadership features perform required flexibility based on the results of continuous qualitative evaluation of performance and coordinating with it, and can result in satisfaction and qualitative promotion of the performance of armed forces, and the peace and sustainable stability of region. In another study, ^[15] firstly evaluated the sections of England higher education based on EFQM excellence model, and investigated the relationship between using the above model in changing the organizational culture. They found out that there is a positive and significant relationship between using organizational excellence model and financial status improvement, stakeholders' expectations balance, designing processes improvement, and acceptance of organization, but there was no significant difference between accessing high scores and the promotion of staff's morality. They declared at the end that the transformational leadership components should be applied as long term and coordinated with organizational excellence evaluation, so that they result in continuous qualitative promotion of the higher education system of the country. During a study of descriptive-continuity type by ^[16], it was shown that there is also a positive and significant relationship between transformational leadership style and all components of the performance evaluation of public administrations of the city of Sirjan based on the EFQM excellence model.

Considering the reduction of public trust to the performance of healthcare centers and public hospitals affiliated to the university, and the cases of job dissatisfaction, motivational burnout in the faculty members and students of university, obvious and hidden contradictions in the faculty members and staff of university, and consequently the emergence of some negative and unfavorable feelings and emotions among these groups, that if disregarded and uncared can undoubtedly be the origin of many problems and serious damages to the educational system, and ultimately would fail to provide appropriate educational and treatment services to the community, and considering the lack of specific results from qualitative evaluation process by determining strong points and identifying improvement domains in respect of promoting the performance quality of university, and also the results of numerous studies

indicating the importance and distinguished role of transformational leadership in leading and guidance, along with the results of performance evaluation and organizational excellence, and the point that no research has been performed about the above subject in the Guilan University of Medical Sciences yet, the researchers are going to, while assessing the performance of university and the ratio of locating at the organizational excellence path and balanced growth, investigate the relationship between transformational leadership and the performance of university, and offer an appropriate leadership model based on the BASS model. In the next section, the data analysis is explained in detail, and finally the research conclusion will be stated in the last section.

Research Methodology

Research Method, Statistical Population, and Sample Size

In the present research, based on the nature of subject, the goals and research questions, its executive facilities, and the way of collecting data, the descriptive-survey method has been used. In respect of research goal, it is also regarded as an applied research. The research statistical population was composed of the faculty and non-faculty members who are currently manager, or have been working in the managerial posts in the units affiliated to the Guilan University of Medical Sciences, that has been totally reported 321 people according to the human resources statistics. The data related to the ratio of having leadership characteristics and also the performance evaluation of university was collected based on the managements of units affiliated to the university, in a way that the desired statistical population, having participated in a justification workshop and explaining for them the concepts and the method of scoring the organizational performance according to the EFQM organizational excellence, and also the method of leadership based on BASS model, and explaining the components of each one of the transformational, transactional and Laissez-faire leadership styles, and removing probable ambiguities, ultimately filled two types of questionnaire, related to the transformational leadership, and the questionnaire of qualitative performance evaluation based on the organizational excellence. Sampling has been performed as census in the Guilan University of Medical Sciences in 2015. However, for investigating the adequacy of sample size, the KMO scale was used.

Reliability and Validity

To test the reliability of the questions of questionnaire, Cronbach's alpha test was performed (tables 1 and 2). In order to determine the validity of questionnaire, the structure validity with the aid of Confirmatory Factor Analysis was used, and all structures have had appropriate validity, and the fitness test in confirmatory and path analysis is the indicator of RMSEA, or estimated square variance of approximation error is less than

eight percent, the indicator of $\frac{\chi^2}{df}$ is less than three, and the GFH, CFL, IFI, and NNFI are higher than 90 percent. Considering the output of Amos, the value of calculated χ^2 is equal to 2.953. The existence of low χ^2 indicates the appropriate fitness of model. Because the lower the value is, with regard to the following results obtained from the output of Amos software, the model is a more appropriate. Looking at the results of the output of Amos software in the section of standard estimation of transactional leadership model, we consider that the measurement model of transactional leadership factor is an appropriate model, because the Chi-square value is 2.425, and its RMSEA value has been low (the lower or equal to 0.05 it is for the evaluated model, it is a better model), and the GFI value (Goodness of Fit Indicator), and AGFI are higher than 90 percent.

Table 1. Determining the Reliability of Questionnaire and Cronbach's Value of Leadership Questionnaire

Variable	Chronbach α	Variable	Chronbach α
Transformational Leadership	0.871	Literacy Stimulation	0.853
Transactional Leadership	0.771	Individual Considerations	0.875
Organizational Performance	0.974	Contingent Reward	0.875
Idealized Characteristics	0.823	Active Management	0.546
Idealized Behaviors	0.872	Passive Management	0.810
Inspirational Motivation	0.878	Laissez-faire Leadership	0.896

Table 2. Determining the Reliability of Questionnaire and Cronbach's Value of EFQM Questionnaire

Variable	Chronbach α	Variable	Chronbach α
Leadership	0.898	Customers' Results	0.906
Strategy and Policy	0.852	Staff's Results	0.827
Staff	0.855	Key Results of Performance	0.878
Resources and Partners	0.854	Community Results	0.856
Process	0.816		

Generally, it is said that if the alpha coefficient is more than 0.7, the test has acceptable reliability. For instance, the above test has acceptable reliability. Considering tables 1 and 2, it can be said that both questionnaires have required reliability.

Results

Before testing the relationships between variables, it is necessary to investigate the normality of variables. One of the methods for investigating the claim of the normality of variable distribution is to use K-S test. At first according to K-S test, the normality value of variables is assessed, and the results indicate that since the significance value is obtained more than 0.05,

hence according to Central Limit Theorem, the variables of leadership questionnaire and EFQM are normal.

Table 3. Normal Distribution of Leadership Questionnaire Variables

Component	K-S	Significance
Idealized Characteristics	0.720	0.145
Idealized Behaviors	0.393	0.201
Inspirational Motivation	0.671	0.111
Literacy Stimulation	0.985	0.523
Considerations	1.036	0.087

Table 4. Normal Distribution of EFQM Questionnaire Variables

Component	K-S	Significance
Leadership	0.861	0.197
Strategy and Policy	1.023	0.193
Staff	0.982	0.290
Resources and Partners	1.058	0.213
Process	0.848	0.319
Customers' Results	1.310	0.065
Staff's Results	1.008	0.123
Key Results of Performance	1.110	0.272
Community Results	0.864	0.650

According to the first hypothesis of this project in which the status of leadership style type of the Guilan University of Medical Sciences is under question, by using Fisher exact test, we compared the mean scores of three variables of transformational leadership, transactional leadership, and Laissez-faire leadership, the results of which are observed in table 5.

Table 5. Comparison of Mean Scores of Leadership Styles in the Guilan University of Medical Sciences

Leadership Style	Mean	Standard Deviation	Confidence Interval		F	P - Value
			Low Limit	High Limit		
Transformational	0.321	0.661	3.135	3.282	180.301	0.000
Transactional	3.01	0.539	2.946	3.066		
Laissez-faire	4.08	0.976	3.969	4.188		

Comparing the mean scores of management styles regarding table 5, it can be said that a significant difference was observed between the means of three components ($P=0.000$); moreover, the Laissez-faire management style had the highest mean score, meaning that the noninterference component can have more impact on the leadership.

In investigating the second hypothesis in which the determination of transformational leadership components and their ranking in the Guilan University of Medical Sciences has been stated, by using Friedman test, we rank the components of transformational leadership variable and state their difference by using this test.

Friedman test is a non-parametric test, equal to the analysis of variance by repetition (inter group) measures that we use it for comparing the mean of ranks between K variables (groups). In other word, Friedman test is a non-parametric test used for comparing three or more than three dependent groups that are

measured at least at rank level. This test can also be applied about continuous (interval or relative) data, but their ranking is also considered when calculating this data. Friedman test is equal to dependent non-parametric F test in the analysis of variance of repeated measures. In this mode, for performing the analysis of the variance of repeated data, the existence of hypotheses like distribution normality, equality of variances, and continuity of scale is not required; thus, in the analysis of variance of repeated measures, provided that one or all initial mentioned hypotheses are rejected, the Friedman test is used.

Table 6. Determining the Ranking of Transformative Leadership Components

Component	Rank	Number	df	P-value
Idealized Behaviors	3.67	311	4	0.000
Inspirational Motivation	3.64			
Literacy Stimulation	2.92			
Idealized Characteristics	2.89			
Considerations	1.88			

Considering table 6, the mean of ranks has been brought in each component, and then the coverage level of the statistic test of significance value has been calculated. According to the value $P=0.000$, since its value is less than 0.05, the existence of difference between the ranks of components is concluded, and since in this hypothesis this value is less than 0.05, hence the difference between transformational leadership components can be concluded with 95% confidence. By this definition in the transformational leadership, the components of idealized behaviors has the first rank, the components of inspirational motivation has the second rank, the components of literacy stimulus has the third rank, the components of idealized characteristics has the fourth rank, and the components of considerations has the lowest and the last rank.

In investigating the third hypothesis in which the determination of organizational performance components and their ranking in

the Guilan University of Medical Sciences has been stated, like the second hypothesis by using Friedman test, we rank the components of organizational performance variable and state their difference by using this test.

Table 7. Determining the Ranking of Organizational Performance Components

Component	Rank	Number	df	P-value
Leadership	5.46	311	8	0.000
Strategy and Policy	3.34			
Staff	4.26			
Resources and Partners	4.58			
Process	7.31			
Customers' Results	8.52			
Staff's Results	3.80			
Key Results of Performance	1.52			
Community Results	6.22			

Considering table 7, the mean of ranks has been brought in each component, and then the coverage level of the statistic test of significance value has been calculated. According to the value $P=0.000$, since its value is less than 0.05, the existence of difference between the ranks of components is concluded, and since in this hypothesis this value is less than 0.05, hence the difference between organizational performance components can be concluded with 95% confidence. By this definition, the component of customers' results has the first rank, the components of process has the second rank, the components of performance results has the third rank, the components of leadership has the fourth rank, the components of resources and partners has the fifth rank, the components of staff has the sixth rank, the components of staff's results has the seventh rank, the components of strategy and policy has the eighth rank, and the component of community results has the lowest and the last rank. On this basis, the hypotheses 4 to 9 can be stated as follows:

Table 8. Determining the Relationship of Transformative Leadership Components with Organizational Performance Components

Transformational Leadership Components		Idealized Characteristics	Idealized Behaviors	Inspirational Motivation	Literacy Stimulation	Individual Considerations	Transformational Leadership
Organizational Performance Components							
Leadership	r	0.016	0.005	0.089	-0.05	0.043	0.059
	P	0.772	0.336	0.116	0.485	0.452	0.298
Strategy and Policy	r	0.032	-0.032	-0.095	0.059	0.023	-0.052
	P	0.574	0.574	0.095	0.299	0.691	0.362
Staff	r	0.011	-0.089	0.100	0.039	0.009	0.057
	P	0.848	0.118	0.080	0.498	0.174	0.316
Resources and Partners	r	0.005	-0.103	0.126	-0.078	-0.043	0.114
	P	0.934	0.071	0.026	0.172	0.449	0.045
Process	r	-0.055	0.050/0-	-0.075	0.045	0.009	0.002
	P	0.334	0.379	0.186	0.428	0.879	0.974
Customers' Results	r	0.050	-0.075	0.094	0.044	0.006	0.057
	P	0.381	0.186	0.099	0.481	0.914	0.317
Staff's Results	r	0.085	0.006	-0.009	0.034	0.061	0.027

Community Results	P	0.133	0.913	0.876	0.551	0.286	0.630
	r	0.112	-0.023	-0.023	-0.020	0.049	0.110
Results of Performance	P	0.048	0.688	0.681	0.720	0.385	0.996
	r	0.095	-0.043	0.070	-0.032	0.087	0.014
Organizational Performance	P	0.093	0.449	0.216	0.575	0.127	0.805
	r	0.065	-0.071	-0.094	0.028	0.080	-0.043
	P	0.256	0.210	0.099	0.628	0.161	0.449

Considering table 8, it can be said that no significant relationship was statistically observed in any of the transformational leadership components with the organizational performance components, except that significant relationship was observed between the inspirational motivation component of the transformational leadership with the component of resources and partners of organizational performance component ($r=0.126$, and $P=0.026$). Moreover, the resources and partners component of organizational performance variable

has generally positive and significant relationship with transformational leadership, in a way that by increasing transformational leadership, the resources and partners increases too. The idealized characteristics component of transformational leadership has also direct and significant relationship with the community results component of the dependent variable of organizational performance ($r=0.112$, and $P=0.048$).

Table 9. Determining the Relationship of Transactional Leadership Components with Organizational Performance Components

Transactional Leadership Components		Contingent Reward	Active Management by Exception	Passive Management by Exception	Transactional Leadership
Organizational Performance Components					
Leadership	r	-0.041	-0.051	0.094	0.099
	P	0.466	0.374	0.098	0.080
Strategy and Policy	r	-0.074	-0.104	0.113	0.109
	P	0.194	0.066	0.047	0.056
Staff	r	-0.064	-0.067	0.112	0.090
	P	0.258	0.236	0.048	0.114
Resources and Partners	r	-0.117	-0.121	0.092	0.054
	P	0.040	0.032	0.107	0.346
Process	r	-0.057	0.085	0.070	0.037
	P	0.315	0.135	0.220	0.519
Customers' Results	r	-0.029	-0.060	0.105	0.084
	P	0.616	0.293	0.065	0.140
Staff's Results	r	0.042	-0.028	0.063	0.108
	P	0.461	-0.617	0.270	0.056
Community Results	r	0.024	0.019	0.092	0.153
	P	0.673	0.739	0.104	0.007
Results of Performance	r	-0.017	-0.041	0.146	0.148
	P	0.759	0.475	0.010	0.009
Organizational Performance	r	-0.058	-0.076	0.093	0.093
	P	0.306	0.185	0.102	0.102

It was shown in table 9 that the component of active management by exception of the independent variable of transactional leadership, has reverse and significant relationship with the component of resources and partners of the organizational performance variable ($r=0.121$, and $P=0.032$), in a way that by increasing the active management by exception, the resources and partners of performance increases. Between the component of contingent reward and the component of resources and partners of organizational performance variable a reverse and significant relationship has been observed statistically ($r=0.117$, and $P=0.040$). Moreover, a direct, positive and significant relationship was observed between the component of passive management by exception of the independent variable of transactional leadership and the component of staff of the variable of performance ($r=0.122$, and $P=0.048$), and a direct, positive and significant relationship

was observed between the component of passive management by exception of the independent variable of transactional leadership and the component of the results of performance of organizational performance variable ($r=0.146$, and $P=0.010$). In general, the results showed that the independent variable of transactional leadership has positive and significant relationship with the results of performance component ($r=0.148$, and $P=0.009$), and the community results of the organizational performance variable ($r=0.153$, and $P=0.007$). In other word, the score allocated by faculty and non-faculty members to the organizational performance of the Guilan University of Medical Sciences based on the EFQM components is equal to 403.08 ± 131.415 , indicating that the performance of the University of Medical Sciences has been lower than medium limit and it has not been a proper performance.

Table 10. Determining the Relationship of Laissez-faire Leadership Components with Organizational Performance Components

		Leadership	Strategy and Policy	Staff	Resources and Partners	Process	Customers' Results	Staff's Results	Community Results	Results of Performance	Organizational Performance
Laissez-faire Leadership	r	0.119	0.126	0.109	0.106	0.080	0.104	0.046	0.095	0.153	0.118
	P	0.036	0.0247	0.054	0.062	0.160	0.067	0.419	0.095	0.007	0.050

It was shown in table 10 that the laissez-faire leadership has positive and significant relationship with the component of strategy and policy of organizational performance variable ($r=0.126$, and $P=0.027$). The laissez-faire leadership also has positive and significant relationship with the performance results component of organizational performance variable ($r=0.153$, and $P=0.007$), and the laissez-faire leadership has direct and significant relationship with the component of leadership of organizational performance variable ($r=0.119$, and $P=0.036$). In general the laissez-faire leadership has direct and significant relationship with the organizational performance ($r=0.118$, and $P=0.05$).

Discussion and Conclusion

The relationship and predicting power of five components of idealized characteristics, idealized behaviors, inspirational motivation, literacy stimulation, and individual considerations of transformational leadership was evaluated by using path analysis. In the fitted model which is the most completed saturated model, the factor of idealized behaviors with path coefficient of $\beta=0.34$ had the highest predicting power and importance in the transformational leadership. The factor of idealized characteristics with path coefficient of $\beta=0.20$ had the second predicting power and importance in the transformational leadership. The literacy stimulation with path coefficient of $\beta=0.18$ was the third factor that had predicting power and importance with the transformative leadership. The next factor, inspirational motivation with path coefficient of $\beta=0.17$ was the fourth factor that explained the transformational leadership. The individual considerations were eliminated in the exploratory analysis stage.

With regard to the path model of transactional leadership variable, it can be said that the predicting power and relationship of active management by exception, and also the component of passive management by exception, and contingent reward of transactional leadership variable were evaluated by using path analysis. In the fitted model that is the most completed saturated model, the factor of active management by exception had the highest impact, that is with the path coefficient of $\beta=0.25$, it had the highest predicting power and importance in the transactional leadership variable; on the other hand, the passive management by exception had no impact on the transactional leadership variable, meaning that it cannot be considered as a predicting factor for the transactional leadership variable, so it was eliminated in the exploratory analysis, and finally it can be said that the factor of contingent

reward with the path coefficient of $\beta=0.07$ had the second factor of predicting power and importance in the transactional leadership variable.

When an important issue occurs, the relationship and predicting power of 4 components in the laissez-faire leadership avoid involving in it, and "they avoid decision-making", "they delay in response to urgent situations", and "when their presence is required, they are not usually present", were evaluated by using path analysis. In the fitted model that is the most completed saturated model, the factor "when their presence is required, they are not usually present" with the path coefficient of $\beta=0.28$ had the highest predicting power and importance in the laissez-faire leadership. Then the factor "when an important issue occurs, avoid involving in it" with the path coefficient of $\beta=0.27$ had the second factor of predicting power and importance in the laissez-faire leadership. "They delay in response to urgent situations" with the path coefficient of $\beta=0.26$ was the third factor that had the predicting power and importance with the laissez-faire leadership. The factor of "they avoid decision-making" with the path coefficient of $\beta=0.23$ was the fourth factor that explained the laissez-faire leadership.

Finally, it should be stated that transformational leadership promotes and upgrades followers' needs and motivations, and causes outstanding changes in the performance of people, groups, and organizations, while transactional leaders have targeted and considered current needs of staff and subordinates, which is the reward for performance. Thus, while transactional leadership motivates the followers to act according to its expectation, the transformational leadership motivates them to act beyond expectation limit. Therefore, in most organizations of the world, the leaders are seeking the performance promotion and improvement and moving in the path of progress, growth, development, and excellence of their organizations. Performance is regarded as the main issue and the complicated phenomenon in all organizational analyses, and perhaps the simplest interpretation for it could be the set of activities related to achieving the organizational goals.

With regard to the obtained results, except Inspirational Motivation component, none of the components of transformational leadership has significant relationship with the university performance in the organizational excellence model format, but the transactional leadership variables relatively had significant and positive relationship with a number of the components of university performance in the organizational excellence model format. The managers in this style determine the work standards and give required awareness to the subordinates and inform them what expectation have of them, and what consequences would have meeting or not meeting the

expectations, and as a result of positive performance, they will encounter promising reward, and for negative performance they will encounter negative consequences.

The results also showed that, the Laissez-faire leadership had highest significant relationship with university performance in the organizational excellence model format. In this style, the leader does not have any intervention in the activities of organizational groups including goal setting, organizing, planning and controlling. The results of various studies indicate that this leadership style is applied in the organizations that is very advanced and progressive, that have creativity, innovation, and considerable competitive advantage, and act very successfully in respect of scientific products and creating technology, or on the contrary in the organizations that have weak performance and are not able to maintain and survive themselves in the global competitive market, and the organization does not have any specific strategy to prevent environmental threats and to promote itself, and acts completely in a passive way. Therefore, it seems that the common leadership style in Guilan University of Medical Sciences is more towards laissez-faire leadership, and is less towards transactional leadership. In such conditions, the performance evaluation of the University of Medical Sciences complex according to the scoring method of organizational excellence model is under medium limit, and hence it is away from desired performance.

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