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## **RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND TRANSFORMATIONAL LEADERSHIP IN THE GENERAL POST OFFICE IN BUSHEHR**

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### **ABSTRACT**

This research aims to study the establishment of organizational culture in Bushehr General Post Office. The statistical population includes 420 managers, assistances and employees in different parts of General Post Office in Bushehr, among whom 207 were selected by Cochran's theorem. Here, Organizational Culture Assessment Instrument (OCAI) (Aghaz, 2005) and Bernard Bass and Avolio's Multi-Factor Questionnaire (MLQ) (Mogholi, 2002) were used to assess organizational culture and transformational leadership respectively. The reliability of questionnaires was estimated at 83% by Cronbach's alpha. Also, to determine the impact of each type of organizational culture on the transformational leadership, we used Pearson's correlation coefficient and multiple regressions. According to results, there is no significant correlation between organizational culture dimensions and the transformational leadership.

**Keywords:** *Organizational Culture, Cameron and Quinn's Model for Organizational Culture and Transformational Leadership*

### **INTRODUCTION**

Human sciences scholars have been trying to understand based on which characteristics, abilities, behaviors, and power resources, and by relying on which aspects of situations the leaders' power can be determined on its impact on followers and meeting group objectives (Yukl, 2004). In recent decades, interpersonal skills have been considered as a main component of the effective leadership. Having had the tasks of controlling, programming and supervising the whole organizational activities, leaders now have to encourage others, promote positive beliefs and create the sense of cooperation with employees.

The theoretical background of the transformational leadership relates back to 1978 and Burns's works (Mogholi, 2003). After that, Bernard Bass headed the research studies on leadership and was among first ones discussing about the new style of leadership, the transformational leadership, substituting for the transformational form (Kirk, 2006).

The transformation leaders state the organization perspective, present a model consistent with that perspective, promote the sense of accepting group objectives, and support anyone (Spreitzer *et al.*, 2005). Transformational leaders are responsible for aligning organizational and members' benefits. Bass argues that transformational leaders tend to have impact on the society's values, essential situations and changes, while transactional leaders are inclined to meet the society's requirements (Bass *et al.*, 2003).

In a valuable paper titled "from transactional to transformation leadership: learning for creating a single insight and perception", Bass talks about the difference between two types of leadership. "The transformational leadership uses the following methods to reach the interested results":

1. Transformational leaders may be considered as attractive by followers and inspire them.
2. They may satisfy employees' spiritual needs.
3. They may mentally encourage their employees.

Thus, this research seeks to find the correlation between organizational culture and the transformational leadership in General Post Office in Bushehr.

### **Research Literature**

#### **Organizational Culture**

Organizational culture is a miniature of cultural macro-processes in organizations and the borders of such culture are defined by these processes. Any organization displays some aspects of the national, regional,

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and occupational culture in which they work. Organizations are formed somehow based on cultural processes established by a number of environmental actors and considered as the most non-mediatory reference affecting the organizational culture, namely employees (Hech, 2006).

If we consider culture as a common association and a tool for directing different people in one single route and based on a single ground (organizational unity), it can be thought as the backbone of stability in social facilities. By such perception of human societies, cultural factors spark up contrast flames, help the society with accepting differences and lead them to collective consensus and a type of unity (Farhangi, 2011).

The organizational culture is a topic according which many may say: “Oh, yes, I understand you”. However, the fact is that it cannot be simply and easily understood (Robins, 1999).

James Percy believe that members in an organization have common values and beliefs, suitable criteria for behavior, and a specialized language, codes and behavioral models and, to summarize, define the organizational culture as a model of common destinations. According to another research, although there is no single definition for the organizational culture, all experts agree that the culture:

1. Is a totality which is more than all its components;
2. Reflects the organization’s history;
3. Relates to anthropology including etiquettes and symbols;
4. Has been formed by a group of people that have established an organization;
5. Has a slow and hard movement; and
6. Is hardly changed (Salarzehi, 1999).

#### **Organizational Culture Components**

**Values:** the organization’s cultural values usually reflect the society’s values and the environment where the organization works. They are virtually those ideas, interests, and comments which are accepted as valid solutions for problems.

**Beliefs:** people have different beliefs and opinions such as believing in God or believing in the efficiency of the working group. Ideas forming the long-term and macro decisions of organizations are called as strategic beliefs and the common ideas of the executors of these decisions are called practical beliefs. Aligning these two types of beliefs help organizations to have cultural synergy and meet their objectives, otherwise energies are lost for neutralizing each other and prevent from moving toward objectives. The guiding beliefs determine the direction of daily beliefs.

**Traditions and Rituals:** traditions are models formed in organizations and stabilized as habits. Emphasizing on models and reacting to job, people and clients all state the organizational expectations from people and their expectations from the organization.

**Myths:** Is an example of the organization’s history restating the prominent situations and past works done by institutes or managers. Their goal is to motivate employees to follow these models, create affinity and help them boasting themselves because of working for their organization. Edgard Shayan defines the organizational culture in three levels:

1. Artifacts and Inventions: this level includes all phenomena such as languages, technology, etc. that a person can see, hear and feel.
2. Supportive Values: this level includes all values about how works are done and how a person should react and behave in a new situation. This level is less observable.
3. Fundamental Suppositions: this level includes beliefs about how an organization should act. This level is not observable (Joe, 2006).

#### **Attributes of Organizational Culture by Andrew Doberman**

Despite of different approaches, the general attributes of the organizational culture include:

1. Culture is teachable: culture can be imagined as the geographical and regional heritage of human life. People should learn the culture of a place where they live and they should communicate it to their children.
2. Culture is satisfying: any part of the society which remains is satisfying and any person acts according to the accepted values and norms is satisfying.

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3. Culture creates unity and oneness: culture helps people live in a single domain and behave identically. This, thus, creates unity.
4. Culture is a social matter: culture is born by the whole and because of this; the existence of a group of people is necessary and reinforces it.
5. Culture is a mental and imaginative matter: many of cultural beliefs undoubtedly cannot be implemented and exist in people’s minds. So they may not be teachable at times.
6. Culture brings consistency: culture is self-adaptive. Culture in any situation seeks to make environment consistent with itself. Accordingly, it is flexible (Nedaei, 1999).

**Organizational Culture Model**

To classify culture, Cameron and Quinn consider two dimensions:

1. Internal direction, integration, and unity in face of external direction, differentiation and competition
2. Flexibility and dynamism against consistency, order and control (Zahedi, 2002)

Applying these two dimensions and four mentioned values, there are four types of organizational culture:

1. Clan Culture: among attributes, we can refer to concentration on inside, flexibility and the environmental dynamism;
2. Adhocracy Culture: this culture has flexible environmental conditions and attends to the outside of the organization.
3. Market Culture: this culture concentrates on the outside of the organization and has stable environmental conditions.
4. Hierarchy Culture: this culture has stable environmental conditions and emphasizes on the inside of the organization and integration.

**Transformational Leadership**

Transformational leaders state the organizations’ future perspective, present a model consistent with that perspective, promote the sense of accepting group objectives, and support anyone (Spreitzer, Pertulla and Xin, 2005). Bass defines transformational leaders as ones who empower their followers, show them a direction beyond expectations and encourage them to follow the collective objectives rather than personal immediate interests (Kark, 2004).

**Transformational Leaders’ Attributes and Behaviors**

**Table 1: Transformational leaders’ attributes and behaviors**

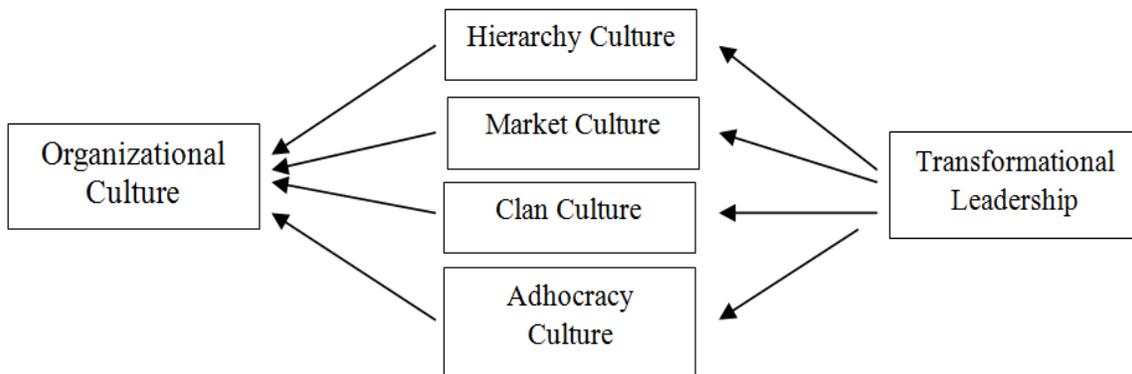
Conger (1989)	<ul style="list-style-type: none"> <li>• Revealing exploited suppositions and shortages in current situation and referring to the perspective</li> <li>• Building trust</li> </ul>
Kouzes and Posner (1987)	<ul style="list-style-type: none"> <li>• Showing means for reaching the perspective</li> <li>• Exploring the process of inspiring a common perspective</li> <li>• Empowering others for a measure</li> <li>• Modeling a method to capture hearts</li> </ul>
Yichy and Devanna (1986)	<ul style="list-style-type: none"> <li>• Identifying a need for reviving</li> <li>• Creating a new perspective</li> <li>• Institutionalizing a change</li> </ul>
Nadler and Tushman (1989)	<ul style="list-style-type: none"> <li>• Defining a perspective</li> <li>• Energizing</li> <li>• Empowering</li> <li>• Structuring</li> <li>• Controlling</li> <li>• Rewarding</li> </ul>
Bernard Bass (1989)	<ul style="list-style-type: none"> <li>• Charismatic</li> <li>• Inspiring</li> <li>• Spurring elevation</li> <li>• Personal consideration</li> </ul>
Bennis and Nanus (1985)	<ul style="list-style-type: none"> <li>• Attending by perspectives</li> <li>• Signifying by communication</li> <li>• Trust by authority</li> <li>• Developing self</li> </ul>

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**Table 2: Differentiation of transformational and transactional leadership shows that:**

Transactional Leadership		Transformational Leadership	
Pertinent Reward	Refers to reward in exchange for performance, rewards for good performance, determines the level of reaching goals	Ideal Influence	Determines and presents the perspective and mission, induces honor and esteem, and attracts others' respect and trust
Active Exception-based Management	Controls and Seeks for any deviation from regulations and criteria and does modification	Inspiring (ability to induce)	Determines a high-level expectations and uses signs to emphasize and concentrate on efforts and stresses on important goals in a simply way
Inactive Exception-based Management	Acts only when standards are not met	Spurring elevation	Improves consciousness, logics, accurately solving problems
Nonintervention	Submits responsibilities and refuses to make decision	Personal Considerations	Attends to personal differences, relates to each one of employees and seeks to lead, supervise and guide

Given the above points about the organizational culture, the transformational leadership and the correlation between these two, the analysis model (hypothesis model) is as follows:



**Figure 1: Research general model**

**Research Hypotheses**

1. There is a significant correlation between hierarchy culture and the transformational leadership in General Post Office, Bushehr.
2. There is a significant correlation between market culture and the transformational leadership in General Post Office, Bushehr.
3. There is a significant correlation between clan culture and the transformational leadership in General Post Office, Bushehr.
4. There is a significant correlation between adhocracy culture and the transformational leadership in General Post Office, Bushehr.

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**MATERIALS AND METHODS**

This is a practical survey study and it is considered as of correlational kind in terms of finding the relation between two variables. All 420 managers, assistants and employees working in different parts of General Post Office in Bushehr were used, among whom 207 were sampled by Cochran's theorem.

24- Item Organizational Culture Assessment Instrument (OCAI) (Aghaz, 2005) and Bernard Bass and 36-item Avolio's Multi-Factor Questionnaire (MLQ) (Mogholi, 2002) were used to assess organizational culture and transformational leadership respectively. The reliability of questionnaires was estimated at 83% by Cronbach's alpha. To answer the research questions and determine the impact of each type of organizational culture on the transformational leadership, we used Pearson's correlation coefficient and multiple regressions.

**Data Analysis**

**First Hypotheses**

H0: There is no significant correlation between hierarchy culture and the transformational leadership.

H1: There is a significant correlation between hierarchy culture and the transformational leadership.

Table 3 shows that there is no significant correlation between hierarchy culture and the transformational leadership in General Post Office, Bushehr. As the correlation coefficient ( $r = 0.088$ ) with frequency of 43 is not significant at the level of 0.01, and regarding the fact that the level of significant ( $sig = 0.576$ ) is greater than 0.01, the correlation is not significant. H1 is, thus, rejected and H0 is confirmed.

**Table 3: Results of first hypothesis correlation coefficient regarding the questionnaire of leaders**

Variable	Statistical Index	Hierarchy Culture	Transformational Leadership
Hierarchy Culture	Pearson Correlation	---	0.088**
	Significance Level	---	0.576
	Number	---	43
Transformational Leadership	Pearson Correlation	0.088**	---
	Significance Level	0.576	---
	Number	43	---

\*\*correlation is significant at the level of 0.01.

**Second Hypotheses**

H0: There is no significant correlation between market culture and the transformational leadership.

H1: There is a significant correlation between market culture and the transformational leadership.

Table 4 reveals that there is no significant correlation between market culture and the transformational leadership in General Post Office, Bushehr. As the correlation coefficient ( $r = 0.097$ ) with frequency of 43 is not significant at the level of 0.01, and regarding the fact that the level of significant ( $sig = 0.535$ ) is greater than 0.01, the correlation is not significant. By confidence of 95%, H1 is, thus, rejected and H0 is confirmed.

**Table 4: Results of second hypothesis correlation coefficient regarding the questionnaire of leaders**

Variable	Statistical Index	Market Culture	Transformational Leadership
Market Culture	Pearson Correlation	---	0.097**
	Significance Level	---	0.535
	Number	---	43
Transformational Leadership	Pearson Correlation	0.097**	---
	Significance Level	0.535	---
	Number	43	---

\*\*correlation is significant at the level of 0.01.

**Third Hypotheses**

H0: There is no significant correlation between clan culture and the transformational leadership.

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H1: There is a significant correlation between market culture and the transformational leadership.

Table 5 reveals that there is no significant correlation between clan culture and the transformational leadership in General Post Office, Bushehr. As the correlation coefficient ( $r = 0.17$ ) with frequency of 43 is not significant at the level of 0.01, and regarding the fact that the level of significant ( $\text{sig} = 0.274$ ) is greater than 0.01, the correlation is not significant. By confidence of 95%,  $H_1$  is, thus, rejected and  $H_0$  is confirmed.

**Table 5: Results of third hypothesis correlation coefficient regarding the questionnaire of leaders**

Variable	Statistical Index	Clan Culture	Transformational Leadership
Clan Culture	Pearson Correlation	---	0.17**
	Significance Level	---	0.274
	Number	---	43
Transformational Leadership	Pearson Correlation	0.17**	---
	Significance Level	0.274	---
	Number	43	---

\*\*correlation is significant at the level of 0.01.

**Forth Hypotheses**

$H_0$ : There is no significant correlation between adhocracy culture and the transformational leadership.

$H_1$ : There is a significant correlation between adhocracy culture and the transformational leadership.

Table 6 reveals that there is no significant correlation between adhocracy culture and the transformational leadership in General Post Office, Bushehr. As the correlation coefficient ( $r = 0.027$ ) with frequency of 43 is not significant at the level of 0.01, and regarding the fact that the level of significant ( $\text{sig} = 0.863$ ) is greater than 0.01, the correlation is not significant. By confidence of 95%,  $H_1$  is, thus, rejected and  $H_0$  is confirmed.

**Table 6: Results of fourth hypothesis correlation coefficient regarding the questionnaire of leaders**

Variable	Statistical Index	Adhocracy Culture	Transformational Leadership
Adhocracy Culture	Pearson Correlation	---	0.027**
	Significance Level	---	0.863
	Number	---	43
Transformational Leadership	Pearson Correlation	0.027**	---
	Significance Level	0.863	---
	Number	43	---

\*\*correlation is significant at the level of 0.01.

**Table 7: Variance analysis relating to regression model**

Variable		Sum of Squares	Df	Mean Squared	F	Sig
Clan culture	Regression	9.695	6	1.616	5.052	0.000
	Remnant	52.772	165	0.320		
	total	62.467	171			
Adhocracy culture	Regression	9.683	5	1.937	6.090	0.000
	Remnant	52.784	166	0.318		
	total	62.467	171			
Market Culture	Regression	9.658	4	2.415	7.636	0.535
	Remnant	52.809	167	0.316		
	total	62.467	171			
Hierarchy Culture	Regression	9.141	3	3.047	9.600	0.576
	Remnant	53.326	168	0.317		
	total	62.467	171			

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Among types of organizational culture from the perspective of leaders, clan culture, market culture, hierarchy culture and adhocracy culture with coefficient of 0.17, 0.97, 0.088, and 0.027 have the highest correlation with transformational leadership.

**Multiple Regressions**

**Table 8: Variables entered in regression equation by step by step model**

Stage	Variable	t-value	Correlation	$\beta$ (coefficient)	Correlation Direction ( $\beta$ )	Sig
First stage	Clan culture	11.441	0.394	2.650	0.022	0.274
Second stage	Adhocracy culture	11.585	0.394	2.655	0.021	0.000
Third stage	Market culture	12.575	0.393	2.678	0.128	0.535
Forth stage	Hierarchy culture	12.830	0.383	2.714	0.152	0.576

**Table 9: Regression coefficients**

Independent Variables	Non-Standardized Coefficient and Estimation	Standardized Coefficient	Regression T	Sig
Clan culture	0.232	2.650	11.441	0.274
Adhocracy culture	0.229	2.655	11.585	0.863
Market culture	0.213	2.678	12.575	0.535
Hierarchy culture	0.212	2.714	12.830	0.576

As observed from table 9, for clan culture, B is 2.650, and as t = 11.441, it is not significant at the level of 0.000. For adhocracy culture, B is 2.655, and as t = 11.585, it is not significant at the level of 0.000. For marketculture, B is 2.678, and as t= 12.575, it is not significant at the level of 0.000. For hierarchy culture, B is 2.714, and as t= 12.830, it is not significant at the level of 0.000.

**Conclusion**

**First Hypothesis**

According to table 3, there is no significant correlation between hierarchy culture and the transformational leadership in General Post Office, Bushehr. The reason is that the correlation coefficient (r = 0.088) with frequency of 43 is not significant at the level of 0.01.

**Second Hypothesis**

According to table 4, there is no significant correlation between market culture and the transformational leadership in General Post Office, Bushehr. The reason is that the correlation coefficient (r = 0.097) with frequency of 43 is not significant at the level of 0.01.

**Third Hypothesis**

According to table 5, there is no significant correlation between clan culture and the transformational leadership in General Post Office, Bushehr. The reason is that the correlation coefficient (r = 0.17) with frequency of 43 is not significant at the level of 0.01.

**Forth Hypothesis**

According to table 6, there is no significant correlation between adhocracy culture and the transformational leadership in General Post Office, Bushehr. The reason is that the correlation coefficient (r = 0.027) with frequency of 43 is not significant at the level of 0.01.

**Suggestions**

1. Regarding the results, in terms of hierarchy culture, the organization should attend more to the stable environmental conditions and concentrate on the inside of organization and integration.

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2. Regarding the results, in terms of market culture, the organization should attend more to the stable environmental conditions and concentrate on the outside of organization.
3. Regarding the results, in terms of clan culture, the organization should attend more to the flexible and dynamic environmental conditions and concentrate on the outside of organization.
4. Regarding the results, in terms of adhocracy culture, the organization should attend more to the flexible environmental conditions and concentrate on the outside of organization.

### **ACKNOWLEDGEMENT**

We are grateful to Islamic Azad University, Kerman branch authorities, for their useful collaboration.

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