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### Investigating the Relationship Between a Cooperative Leadership Style and the Rate of Employee Motivation (Case Study: University of Sistan and Baluchestan)

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#### ABSTRACT

One of the factors contributing to the increasing effectiveness, efficacy and ultimately productivity in organizations is leadership style of managers. Management styles in fact represent the view of leader in the management of their respective organizations. In this study the relationship between cooperative leadership style and employee motivation at the University of Sistan and Baluchestan is investigated. This research is descriptive and correlational and also questionnaire is used as a data collection tool. The questionnaire has two parts in which leadership style questionnaire is designed according to Likert and employee motivation evaluating questionnaires are designed according to the theory of Holland, Strong's job interest measure and job describing questionnaire (JDI) respectively. Cronbach's alpha coefficients to assess the reliability of this questionnaire is 80%. Statistical society of this research is the staff of the Faculty of Literature of University of Sistan and Baluchistan. To test the hypotheses of this study, a sample size of 68 people was used. Statistical analysis included Pearson correlation coefficient and analysis of single way or interaction (ANOVA) variance. According to the results of this study there is a relatively high correlation (0/651) between the cooperative leadership style and motivation of employee and cooperative management style the highest level at faculty of management and accounting (3/74) and the lowest level (3/40) at the faculty of Economics. The findings also show that the level of cooperative management in studied faculties has significant difference. Based on these findings we can say that cooperative management style because of the relatively high correlation with incentives plays an important role in how satisfied or dissatisfied employees are in University of Sistan and Baluchistan.

**Keywords:** Motivation, leadership style, management style, cooperative management, University of Sistan and Baluchestan.

## **1. INTRODUCTION**

Given the dramatic developments in management science, human societies are actively looking for ways and means that are suitable to achieve their objectives. In this regard, management experts attempt to improve and expedite the realization of organizational goals into practice and several mechanisms have been provided which organizational design is the most important and appropriate one of them for the organization, so that they can achieve the best possible targets [1]. In this regard, the importance of leadership in organizations has led the scholars and researchers of management to discover the characteristics of successful leaders in organizations and always trying to mention the specifications of successful leader in the organization. In the wake of these efforts in recent decades have leadership doctrine and several theories have been formed on leadership and introduced to scientific community [2]. Following these efforts, new approaches and different styles of leadership were formed and were differentiated and developed by type of management and environmental conditions. Sashkyn (2003) stated on the importance of leadership that leaders aid to reduce ambiguity and uncertainty organizations and community. They proceeded to productive activities in order to achieve long-term goals and expressed obvious reasons for their actions and goals. Also it's stated that leadership is the heart of any organization because determines every organization's success or failure. So study closely the efficiency and effectiveness of the organization's leadership [4]. The task of leadership (task or solving problems related to the tasks and duties related to maintaining the Group) should be displayed in two different ways of leadership. Managers who pay attention to solving problems evaluate affairs and the employees to ensure to get things done satisfactorily. Completion of work (in their idea) is much more important than personal growth of members or satisfaction have task-oriented management style. Managers who have employee oriented leadership style or manner (ie, paying more attention to employees and members of the organization) rather than trying to control people, they are more likely to provide motivation [2]. Effective leadership style is an integral part to create a suitable environment for education of empowered staff. Unlike totalitarian managers who take further step to weaken their subordinates. Capable managers act as a conductor, administrator, facilitator and instructor [5]. The meaning of empowerment, creating the conditions necessary to motivate individuals to fulfill their obligations through self-sufficiency promotion or reduction of powerlessness [6].

## **2. COOPERATIVE MANAGEMENT**

Management styles in fact represent the view of leader in the management of its respective organization. Different management styles, such as the person oriented, position oriented, organization oriented, people-oriented and cooperative rely on a specific element of expression of individual behavior on organizational performance, are seeking to improve the overall performance of organizations [7]. Likert focused his extensive research over a 30-year period on the theme: "Good leadership, improves performance." [8]. Likert's research covered companies and various organizations, including schools and universities and many managers, employees and teachers. His findings showed four basic styles of management. These styles continue on a continuum system of one to four.

- System 1: Exploiting authoritarian style
- System 2: Benevolent authoritarian style
- System 3: Consulting Style
- System 4: Cooperative style [9].

Today's organizations need employees who can make decisions, offer new solutions and to take responsibility of the results. So perhaps the biggest challenge to managers of manufacturing and service organizations including educational institutions in the new century can be seen fostering creative and dynamic people through empowerment. Participation in all areas of work has been accepted as a key concept for motivation and development of staff. Participation insists on the spiritual aspects, psychological, personality growth development of people. Participation is considered in terms of answer to three basic human needs, independence in action, completing the work and social relationships with others [10]. Hersey and Blanchard said the contingency leadership theory that successful leaders need to change (adapt) their leadership style to suit the readiness of subordinates to act in a particular situation. [11]. Nowadays employees are highly educated and jobs are more specialized, so it is impossible to force them to work like the past. Organizations today need more staff participation in organization management. In fact, changing management mode from authoritarian management style to the cooperative management leads to more success of organization. Leadership style that leads to the formation of working groups and the participation of employees' group would carry out the work done effective, efficient, orderly and coordinated. [12]. Cooperative Management is a management style that consists of two terms, management and Cooperation. Participation means involving employees in decision-making of organization. In fact, the coordination of material and human resources management to achieve organizational goals in a way that is acceptable to society [13]. Collaborative management style is a style which creates an impression in staff that can speak in an organization and say what a good way is to get things done. Cooperative management here could be the best strategy for finding a solution in the organization. But how and to what extent and in what sectors, employees have the ability to participate and be involved depends on their mental attitude, desire and heartfelt conviction. The purpose of cooperative management is motivating employees to encourage them to participate in various activities of the organization. At first the attitude of managers to the issue of the cooperative management was a merely human attitude based on their employee satisfaction, but by the time the humanitarian attitude to the staff, as a valuable source of organization was changed. Cooperative management is reduction of the power of centralized power and move this power to staff and dividing it between them.

### **3. MOTIVATION**

The level of employee performance not only depends only on their apparent abilities but also depends on the motivation level that staff show [14]. One of the primary duties of managers is to stimulate the employee to provide a high level of performance. Which means to ensure that people are working represent regularly on their jobs and have a positive contribution in the mission of the organization. In order for the individual to reach a high level of motivation he should decide do the job (motivation), can do the job (abilities), and the materials and means be available (environment). [15]. Motivation is a process of stimulating, invigorating, guiding and reinforcing behavior and performance. A process that drives people to take action and achieve goals. [16]. Motivation can be defined as a person's desire to do a job, thing or an activity. In behavioral terms, the motivation is defined as efforts to achieve organizational goals in a way that individual goals are met [7]. Because every one's trying is because of motivation and satisfaction, motivation and satisfaction are important prerequisites for each individual to perform the job effectively [17]. Employee motivation is connected with categories and concepts, such as feelings, beliefs and needs of staff. But what is unanimous about all the theories of motivation, is the role of manager

and leader in the promotion of staff's work motivation and in this regard the principal concepts such as belief and assumption of the manager, management attitudes, practices and managerial approach of the manager to the human and his position within the organization could have a major role in promoting job motivation of employees. The relationship between management style and employee motivation in educational institutions is inability to understand humans which has caused many managers to know material factors as the sole means of enhancing employee motivation while human needs are beyond material needs and every manager needs to know the characteristics of employee motivation of their organization. Previous studies shows that the management style and leadership is related to the effectiveness, efficiency and productivity of organizations hence there is a close relationship between their management styles with motivation, job satisfaction and organizational commitment of employee [18]. One of the arguments for the study of motivation is provided by Kentz and Kan. This researchers say that organizations expect three behavioral obligations from individuals who work in organizations.

1. People should be attracted to join the organizations and remain in it.
2. Individual have to do properly the tasks for which they have been hired.
3. Individuals achieve kind of spontaneous creative and innovative behavior.

The aim of management at the organizational level of educational organization is to achieve the objectives of social training as well as any other purpose that is unique to the organization. To achieve these goals, managers need a thorough understanding of the motivation of employees [19]. The motivation is needed to meet the requirements. Motivational techniques should encourage people to join and stay in the organization and provide opportunities to individuals to act and think in certain ways and use the unique possibilities for their exploitation [20]. Elite universities require qualified staff, according to the task they have. Without qualified staff in universities they cannot hope to earn their advantages [21]. Manager's communication type with employees in an educational organization. Strategy and method of a director for managing a complex directly affects all staff functions. Efficiency, productivity, creativity, performance and motivation levels can be attributed to factors that are directly influenced by style of management. The motivation of the staff is one of the factors that are associated with the management style and the impact of these styles on motivation of employees is very important [7].

#### **4. QUESTIONS AND HYPOTHESES**

Undoubtedly, appropriate leadership style is effective to the conduct of staff for organizational goals. Using the best style of management or leadership will lead to increased effectiveness and efficiency of the organization. Given the fundamental role of leadership style and motivation to organization's success, this study has done to achieve the following objectives:

- Determining the level of participation in management style in faculties studied
- Determine the level of employee motivation in the faculties studied
- Investigating the relationship between cooperative leadership style and the rate of employee motivation

### **Research Questions**

- Which management style is applied in each faculty?
- Is there significant difference in management styles applied at each of the faculties?
- Is there a relationship between management and employee motivation?

### **Hypotheses**

- First hypothesis: Management style is cooperative in different schools.
- The second hypothesis: There are significant differences in the management styles applied at different schools.
- The third hypothesis: There is a relationship between the applied management style and the motivation of employees.

## **5. METHODOLOGY**

The methodology used in this study is based on objective and applied research that uses descriptive method to investigate the relationship between leadership styles with employee motivation of Sistan and Baluchestan University. In this study only Faculties of Literature faculty were examined, including the faculty of Management and Accounting, Economics, Psychology, Geography, Earth Sciences literature and Humanities. In this study, two variables have been examined leadership and motivation. A questionnaire was used to collect information about leadership style and a questionnaires used for motivation. For this study, a researcher designed questionnaire was used that was designed in two sections and 36 questions were involved. Of these, 15 questions were considered related to the first part and to identify leadership styles and 21 questions related to the second part and to assess motivation. The first part of the questionnaire was designed based on Likert's leadership style and the second part was based on the job theory of the Haland, Strong's job interest measure and job describing questionnaire (JDI). The answer to questionnaire is based on Likert's scale on both parts. The spectrum ranges from "very low" to "very high". This research is a correlation and statistical method of Kendall's correlation coefficient was used in its analysis. The total statistical population of the study on the basis of information taken from the personnel of Sistan Baluchistan University is 82 that was considered as an example to increase generalization of the results to the statistical population of this research. Accordingly 78 questionnaires distributed among the faculty staff and 80% were collected and used as the basis of our analysis. Cronbach alpha coefficient was used to determine the reliability of the questionnaire with an acceptable reliability of 80%. The opinions of professors and experts in the field were used to increase the validity of questionnaire. SPSS statistical analysis software is used to analyze the data.

### **Analysis of Data**

In this section, first the collected data were analyzed from the perspective of descriptive statistics then using statistical methods analysis was done. Current number of employees ordered by gender and faculty are shown in Tables 24.1 and 24.2.

**Table 24.1**  
Staff statistics disaggregated by faculty

<i>Faculty</i>	<i>Frequency</i>	<i>Percentage</i>
Management and Accounting	5	4/7%
Economy	11	2/16%
Phycology	10	7/14%
Literature and Humanities	32	1/47%
Geography	10	7/14%
Sum	68	100%

**Table 24.2**  
Staff statistics disaggregated by gender

<i>Gender</i>	<i>Faculty</i>					<i>Frequency</i>	<i>Percentage</i>
	<i>Management and Accounting</i>	<i>Economics</i>	<i>Phycology, ...</i>	<i>Literature and humanitarian</i>	<i>Geography and Earth science</i>		
Man	2	3	5	10	4	24	3/35%
Woman	3	8	5	22	6	44	7/64%
Sum	5	11	10	32	10	68	100%

**We continue by exploring the hypothesis:** First hypothesis: management style is cooperative in various faculties.

The first hypothesis is based on the results of other studies that have shown, individualized management style, transformational and collaborative style have created the maximum motivation in educational organization’s staff. According to the above, we calculate the management style used in any of the faculties. A questionnaire designed based on Likert scale to measure management style that represents the whole answer in a way that the beginning of scale is-duty oriented management style and end of the scale is an expression of cooperative management style. To assess the management style we calculated average response of staff and analysis made accordingly. Results are noticeable in Table 24.3.

**Table 24.3**  
Investigating the management style in faculties

<i>Management style</i>	<i>Sum of Squares</i>	<i>Degree of freedom</i>	<i>Mean square</i>	<i>F ratio</i>	<i>Significance level</i>
Between groups	3.872	4	968/0	3.151	020/0
Inside groups	19.354	63	307/0		
Sum	23.225	67			

As can be seen, the values obtained emphasis on the results of previous studies, based on the cooperative management style and educational organizations, and first hypothesis is accepted.

**The Second Hypothesis Test:**

**H0:** there is no significant difference in the management style applied at different schools.



**H1:** there are significant differences between management styles applied at different schools.

To test this hypothesis, one way or interactive analysis of variance (ANOVA) was used. The results are presented in Table 24.4.

**Table 24.4**  
**The results of analysis of one way variance or interaction (ANOVA)**  
**to test the second hypothesis**

<i>Faculty</i>	<i>Management style average</i>	<i>Standard deviation</i>
Management and Accounting	74/3	275/0
Phycology	71/3	572/0
Geography and earth science	62/3	527/0
Economics	04/3	511/0
Literature and Humanities	29/3	595/0

As can be seen in the table, achieved significance level between different groups is equal to 0/2. Because this number is  $0/5 < P$  thus, assumption that no significant differences between the management style applied at different schools is rejected and opposite assumption with 95% of confidence level will be accepted. As part of the questionnaire, employees answered to the question that how they feel about their job? Answers show that the most favorable impression of the jobs is related to management faculty staff and employees feel most undesirable in the faculty of economics which has the lowest rate of cooperative management style as well. Results related to other faculties are summarized in the following table.

**Table 24.5**  
**Favorable feeling of staff their jobs segregated by faculty**

<i>Feeling about the job</i>	<i>Desirable</i>	<i>Not desirable</i>	<i>Without special feeling</i>	<i>Monotonous and Boring</i>	<i>Sum</i>
Faculty Management and accounting					
Economy					1
Phycology					0
Literature and humanities	2				2
Geography and Humanities					0
Sum	4		1		8

### Testing the Third Hypothesis

**H0:** There is no relation between the applied management style of faculty and motivation of its employees.

**H1:** Applied management style in faculty and the motivation of its employees are related. In order to test this hypothesis the Pearson correlation coefficient was used. The results are shown in Table 24.6. Pearson correlation coefficient indicates the linear relationship between two variables. The correlation coefficient is in the range of 1 to -1. Sign of the correlation coefficient indicates the direction of the relationship (positive

or negative). The correlation coefficient indicates the strength of relationship, with larger amounts, there is a stronger relationship.

**Table 24.6**  
**Results of the second hypothesis of research using the Pearson correlation coefficient test.**

<i>Correlation</i>	<i>Management style</i>	<i>Motivation</i>	<i>The significance level of p test</i>
Management style	1	0.651	0.000
Motivation	0.651	1	0.000

According to the results of this table as well as the observed correlation coefficient between management style and employee motivation (0/651) and significant level of test (0.000), we can say that the null hypothesis that address no relationship between management and employee motivation is rejected ( $p < 0.1$ ) and the opposite assumption that there is relationship between the management style and employee motivation is accepted. So with 99% certainty, the second research hypothesis is confirmed. Number 1 in the table above indicates that each variable has a linear relationship with itself.

## 6. DISCUSSION AND CONCLUSION

This study was conducted with the aim to determine the relationship between the cooperative leadership style and employee motivation among Sistan and Baluchestan University staff. The results of the third hypothesis of this study that there is a relationship between management style and motivation of staff, confirmed results of previous studies and represents a relatively high correlation coefficient (0.651). According to the results of the research, collaborative management style is dominant in all faculties evaluated, noting that the rate of cooperation in management differs in different faculties. The findings show that the level of cooperation in management is the highest in faculty of accounting and management (3/74) and the lowest levels at the faculty of economics with (04/3). The findings also suggest that the highest motivation level and the most favorable impression can be seen in the faculty of management and the lowest level of motivation and most lack of appropriateness can be seen in the faculty of economics. Based on these findings we can say that cooperative management style having relatively high correlation with motivation of staff, plays an important role in satisfaction or dissatisfaction of the Sistan-Baluchestan University staff.

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