

The relationship between effective leadership and organizational excellence

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Abstract: This research studies the relationship between effective leadership and organizational excellence. The research method is descriptive – correlational and statistical society consists of all faculty members of Islamic Azad University, Saveh Unit whose numbers are 85 people and a sample of 70 people was selected by a simple random method according to the Morgan Table. Data collection tools are two questionnaires that effective leadership is standards and organizational excellence is researcher – made which are approved by authorities and their reliabilities are calculated 0.82 and 0.92, respectively by using Cronbach's alpha test. Frequency tables, bar graphs, mean and standard deviation were used in descriptive statistics and Pearson's correlation coefficient in inferential statistics for analyzing data by SPSS software. The results indicate that: there is a relationship between effective leadership and correct management based on the formulation and understanding of the key values and strategies of organization, human resources needs inside and outside the organization, empowering employees, planning based on the proper use of human resource, obtaining results related to customers inside and outside the organization, personnel results, improving community attitude toward the organization, key achievements of performance related to policies and strategies and there is no relationship between effective leadership and the scope of improving management processes.

Keywords: Effective Leadership, Organizational Excellence, Islamic Azad University of Saveh

I. Introduction

In the present era universities have become important institutions that play a major role in the comprehensive and stable development of countries. Indeed, universities are responsible for a major role in the emergence of developments and meeting the needs arising from diverse developments of community. The remarkable thing is that the product of universities manifest in the knowledge, insight, features and behavior of graduates. Studies have shown that organizational success depends on effective leadership. This is true in all organizations, including academic centers. Since universities and higher education centers are facing with increasing challenges in the third millennium, resolving these challenges require efficient and effective leadership and management. Excellent organizations by using the criteria of organizational excellence as a framework to manage its organization that covers all aspects of itself move towards excellence, and objectify the central concepts of organizational excellence in a space based on the valuable principles of organizational excellence.

Problem Statement

What the organization is facing as a big question is that by what means and how one can also identify all of the strengths and weaknesses and improvable areas and prepare itself for a successful participation in competition arena while comprehensively studying the different cases. In the framework of attention to the comprehensive quality management, organizational excellence model is introduced as a tool to settle systems and various management systems in organizations and a tool to measure their success in deploying these systems.

Excellent organizations have managed, expanded and benefited of all potential power of its employees at the individual, team and organizational levels. Excellent organizations have leaders who have determined and provided clear directions for their employees. Leaders at different levels in excellent organizations are continuously pushing other employees toward excellence, such a way that are known as a pattern of behavior and performance. They attract the confidence of stakeholders in the three by stable steps against the purpose of organization. Effective leadership is one of the most important tasks of the administrators of training groups. In theory and practice, effectiveness of training administrators enhances the training status and provides the context for the individual development of members. In this study, effective leadership is introduced as the success of organizational excellence and researcher tries to answer this question whether there is a relationship between effective leadership and organizational excellence.

Hypotheses:

Main hypothesis:

there is a significant relationship between effective leadership and organizational excellence.

Sub-hypotheses:

1. There is a significant relationship between effective leadership and correct management based on the formulation and understanding of the key values and strategies of organization.
2. There is a significant relationship between effective leadership and human resources needs inside and outside the organization.
3. There is a significant relationship between effective leadership and empowering employees.
4. There is a significant relationship between effective leadership and partnership and planning based on the proper use of human resources.
5. There is a significant relationship between effective leadership and improving management processes.
6. There is a significant relationship between effective leadership and important results related to customers inside and outside the organization.
7. There is a significant relationship between effective leadership and personnel results.
8. There is a significant relationship between effective leadership and improving community attitudes toward the organization.
9. There is a significant relationship between effective leadership and key achievements of performance related to policies and strategies.

II. Materials and Methods

This study is applied in terms of the type of goal, because it intends to examine the relationship between effective leadership and the components of organizational excellence; and in this study, according to the nature, objectives and hypotheses studied, the of descriptive - correlational research method was employed. The researcher in this study has studied and described the relationship between effective leadership and organizational excellence and interpreted and analyzed the relationship between effective leadership and the components of organizational excellence in Islamic Azad university of Savadkooh in 2012 - 2013 with the descriptive – correlational method and using standard questionnaire for effective leadership and researcher – made questionnaire for organizational excellence.

Data analysis

In this study, library method is used to collect theoretical foundation data and research background and field method to collect relevant data. So that in order to achieve the research background and its theoretical foundation, data was collected by going to the library and reading books and related articles. In this study, a sample size of 70 people was randomly selected based on Morgan table and required data was collected by simple random sampling method and using two questionnaires and their validity and reliability have been assessed by experts. The validity of effective leadership questionnaire was estimated 82%, and that of organizational excellence questionnaire 92% by Cronbach's alpha. Then the data obtained was analyzed using SPSS software in two parts of descriptive statistics including mean, standard deviation, and tables; and inferential statistics including Pearson correlation coefficient.

Testing hypotheses:

Research hypotheses were tested by Pearson correlation coefficient at the significance level of $\alpha=0.05$ and the following results were obtained:

The main hypothesis: There is a significant positive relationship between effective leadership and organizational excellence at 95% confidence level. It means that the more the effective leadership, the higher organizational excellence and changes in organizational is +44% subject to changes in effective leadership. Correlation matrix between effective leadership and organizational excellence $n = 68$

Organizational Excellence	Effective Leadership	
1	$r = 0.440$ $PV = 0.01$	Effective Leadership
$r = 0.440$ $PV = 0.01$	1	Organizational Excellence

This hypothesis is significant at the level of 0.01 based on the results in the above table and Pearson's correlation test (PV=0.01, r= 0.440) and given that PV value is less than a value, we can say that we are in the H1 region and there is no reason to confirm H0. So we can say that there is a significant and positive relationship between effective leadership and organizational excellence with 95% confidence. In other words, the more the effective leadership, the more the organizational excellence.

Sub-hypotheses:

Hypothesis 1: There is a significant relationship between effective leadership and organizational excellence (correct management based on the formulation and understanding of the key values and strategies of organization).

Correlation coefficient statistics between effective leadership and (correct management based on the formulation and understanding of the key values and strategies of organization)

Significance Level α	Freedom Degree df	Number N	Critical Table Value r_b	Pearson Correlation r_m	Variables
0	66	68	0.25	0.455	effective leadership and correct management based on the formulation and understanding of values

Since calculated correlation coefficient of $r_m=0.455$ with freedom degree of 66 and confidence level of 95% and significance level of $\alpha=0.05$ is larger than critical table value ($r_b=0.25$), thus the null hypothesis is rejected and the research hypothesis is confirmed, it means that there is a significant relationship between effective leadership and correct management based on the formulation and understanding of the key values and strategies of organization.

Hypothesis 2: There is a significant relationship between effective leadership and organizational excellence (human resources needs inside and outside the organization).

Correlation coefficient statistics between effective leadership and (human resources needs inside and outside the organization)

Significance Level α	Freedom Degree df	Number N	Critical Table Value r_b	Pearson Correlation r_m	Variables
0.003	66	68	0.25	0.353	effective leadership and human resources needs inside and outside the organization

Since calculated correlation coefficient of $r_m=0.353$ with freedom degree of 66 and confidence level of 95% and significance level of $\alpha=0.05$ is larger than critical table value ($r_b=0.25$), thus the null hypothesis is rejected and the research hypothesis is confirmed, it means that there is a significant relationship between effective leadership and human resources needs inside and outside the organization.

Hypothesis 3: There is a significant relationship between effective leadership and organizational excellence (empowering employees).

Correlation coefficient statistics between effective leadership and (empowering employees)

Significance Level α	Freedom Degree df	Number N	Critical Table Value r_b	Pearson Correlation r_m	Variables
0.003	66	68	0.25	0.36	effective leadership and empowering employees

Since calculated correlation coefficient of $r_m=0.36$ with freedom degree of 66 and confidence level of 95% and significance level of $\alpha=0.05$ is larger than critical table value ($r_b=0.25$), thus the null hypothesis is rejected and the research hypothesis is confirmed, it means that there is a significant relationship between effective leadership and empowering employees.

Hypothesis 4: There is a significant relationship between effective leadership and organizational excellence (planning based on the proper use of human resources).

Correlation coefficient statistics between effective leadership and (planning based on the proper use of human resources)

Significance Level α	Freedom Degree df	Nubmer N	Critical Table Value rb	Pearson Correlation rm	Variables
0.004	66	68	0.25	0.341	effective leadership and planning based on the proper use of human resources

Since calculated correlation coefficient of $r_m=0.341$ with freedom degree of 66 and confidence level of 95% and significance level of $\alpha=0.05$ is larger than critical table value ($r_b=0.25$), thus the null hypothesis is rejected and the research hypothesis is confirmed, it means that there is a significant relationship between effective leadership and (planning based on the proper use of human resources).

Hypothesis 5: There is a significant relationship between effective leadership and organizational excellence (improving management processes).

Correlation coefficient statistics between effective leadership and (improving management processes)

Significance Level α	Freedom Degree df	Nubmer N	Critical Table Value rb	Pearson Correlation rm	Variables
0.136	66	68	0.25	0.183	effective leadership and improving management processes

Since calculated correlation coefficient of $r_m=0.183$ with freedom degree of 66 and confidence level of 95% and significance level of $\alpha=0.05$ is smaller than critical table value ($r_b=0.25$), thus the null hypothesis is confirmed and the research hypothesis is rejected, it means that there is no significant relationship between effective leadership and (improving management processes).

Hypothesis 6: There is a significant relationship between effective leadership and organizational excellence (important results related to customers inside and outside the organization).

Correlation coefficient statistics between effective leadership and (important results related to customers inside and outside the organization)

Significance Level α	Freedom Degree df	Nubmer N	Critical Table Value rb	Pearson Correlation rm	Variables
0.001	66	68	0.25	0.409	effective leadership and important results related to customers inside and outside the organization

Since calculated correlation coefficient of $r_m=0.409$ with freedom degree of 66 and confidence level of 95% and significance level of $\alpha=0.05$ is larger than critical table value ($r_b=0.25$), thus the null hypothesis is rejected and the research hypothesis is confirmed, it means that there is a significant relationship between effective leadership and (important results related to customers inside and outside the organization).

Hypothesis 7: There is a significant relationship between effective leadership and (personnel results).

Correlation coefficient statistics between effective leadership and organizational excellence (personnel results)

Significance Level α	Freedom Degree df	Nubmer N	Critical Table Value rb	Pearson Correlation rm	Variables
0.002	66	68	0.25	0.375	effective leadership and personnel results

Since calculated correlation coefficient of $r_m=0.375$ with freedom degree of 66 and confidence level of 95% and significance level of $\alpha=0.05$ is larger than critical table value ($r_b=0.25$), thus the null hypothesis is rejected and the research hypothesis is confirmed, it means that there is a significant relationship between effective leadership and personnel results.

Hypothesis 8: There is a significant relationship between effective leadership and organizational excellence (improving community attitudes toward the organization).

Correlation coefficient statistics between effective leadership and (improving community attitudes)

Significance Level α	Freedom Degree df	Nubmer N	Critical Table Value rb	Pearson Correlation rm	Variables
0	66	68	0.25	0.522	leadership and improving community attitudes

Since calculated correlation coefficient of $r_m=0.522$ with freedom degree of 66 and confidence level of 95% and significance level of $\alpha=0.05$ is larger than critical table value ($r_b=0.25$), thus the null hypothesis is rejected and the research hypothesis is confirmed, it means that there is a significant relationship between effective leadership and improving community attitudes.

Hypothesis 9:

There is a significant relationship between effective leadership and organizational excellence (key achievements of performance related to policies and strategies).

Correlation coefficient statistics between effective leadership and organizational excellence (key achievements of performance related to policies and strategies)

Significance Level α	Freedom Degree df	Nubmer N	Critical Table Value rb	Pearson Correlation rm	Variables
0.006	66	68	0.25	0.327	effective leadership and key achievements of performance

Since calculated correlation coefficient of $r_m=0.3527$ with freedom degree of 66 and confidence level of 95% and significance level of $\alpha=0.05$ is larger than critical table value ($r_b=0.25$), thus the null hypothesis is rejected and the research hypothesis is confirmed, it means that there is a significant relationship between effective leadership and key achievements of performance.

III. Conclusion:

According to the findings, in general we can say that effective leadership plays an important role in improvement or decline of the organizational excellence of faculty members. Because based on what is studied in this paper, we reached the conclusion that effective leadership is one of the important factors that plays a significant role in organizational excellence of faculty members and the increase of effective leadership can enhance the organizational excellence and increase management based on the formulation and understanding of the key values and strategies of organization, human resources needs inside and outside the organization, empowering employees, planning based on the proper use of human resource, obtaining important results related to customers inside and outside the organization, personnel results, improving community attitudes toward the organization, key achievements of performance related to policies and strategies and has no relationship with the scope of improving management processes. So administrators should have systematic and coherent structures in their planning, organizing, leading, controlling and monitoring in order to excellence in their organization. With regard to the role and effectiveness of administrators as the founders of organization, leaders should be pattern for their employees and create a friendly atmosphere in the workplace so that employees freely express their constructive comments and suggestions. Managers should provide clear instructions for staff and give importance to personal's individual goals along with their corporate objectives to achieve organizational goals, because clarification of organizational goals and their proximity with the individual goals is one of the factors affecting the organizational success and will consequently have organizational excellence as well.

Effective leaders formulate the ideal and mission and create value and systems required for sustainable success of the organization to achieve them and carry them out with their good behavior. Leaders at different levels in excellent organizations are continuously pushing other employees toward excellence, such a way that are known as a pattern of behavior and performance. They attract the confidence of stakeholders in the throes by stable steps against the purpose of organization. Effective leadership is one of the most important tasks of the administrators of training groups. In theory and practice, effectiveness of training administrators enhances the training status and provides the context for the individually development of members.

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