International Business Management 10 (20): 5006-5010, 2016
ISSN: 1993-5250

The Effects of Self-Leadership Strategies on Staff Creativity (Case Study: Government Departments of Kabood Rahang Province)

Tahmores Shiri and Syed Hassan Nazari
Department of Executive Management, Islamic Azad University, Electronic Branch, Tehran, Iran

Abstract: The main purpose of this study is to investigate effects of self-leadership strategies on staff creativity of Government Departments of Kabood Rahang province, Iran. This descriptive study has been correlative and applied in terms of nature. Statistical population of this study includes a number of employees of government departments of Kabood Rahang Province that are 800 members and 260 members have been chosen among them as sample size using MORGAN and KERJCIE table. Data collection tools of study include two questionnaires: standard questionnaire of self-leadership (Hufton and Neck) that includes 35 questions based on the LIKERT scale with 0/74 validity and reliability with Cronbach's alpha coefficient of 0/77 and questionnaire of staff creativity (Doorabji) that includes 48 questions with confirmed validity by experts and reliability with Cronbach's alpha coefficient of 0/8. Dispersion and central indices have been used along with appropriate diagrams in order to conduct descriptive statistics and diagram tests (foliage and box) have been applied within inferential statistics in order to estimate hypotheses and to obtain required values for statistical analysis. Pearson correlation test has been used to assess normality of variables and to determine the relationship between variable under the circumstance of normality and finally, regression has been applied to predict dependent variable based on the independent variable through SPSS 22 Software.

Key words: Self-leadership strategies, creativity, Government Departments of Kabood Rahang Province, Hufton and Neck, reliability

INTRODUCTION

Leadership has been always considered by scholars. The reason for this attention is that leadership has a vital role in dynamic and development of organization. Leadership is an interpersonal impact applied in a determined situation that is conducted by relation process in order to achieve determined goal or goals. Leadership is capacity of influencing and creation meaning for members of organizations (Bannis and Nanus, 1985). The simplest definition for leadership is process of influence and effect between leadership and follower (Hollander, 1978). According to the mentioned definition, self-leadership can be defined as a process to influence on self in order to provoke and access to considered result (Manz, 1992). In fact, the great and hidden source of leadership and influence is originated from inside not from external leadership.

Proponents of self-leadership believe that there are set of processes helping people to control their behaviors and influential leaders (or great leadership from the view of proponents of this theory) would help their followers to lead themselves (Manz and Sims, 1991). The mentioned leaders would prepare circumstances through creating leadership capacity in their followers and strengthen this capacity, so that there is no need for official leadership fort individuals (Robbins and Judge, 2010). Therefore, self-leaders would possibly more have innovative and creative behaviors through using self-leadership strategies at work (Carmeli *et al*., 2006).

Self-leadership has some effects on organizations including job satisfaction, self-efficacy, staff innovation and creativity; therefore, it would be beneficial for organizations to be aware of self-leadership concept and effective factors in it. Hence, this study tends to investigate effects of self-leadership strategies on staff creativity in government departments of Kabood Rahang Province, Iran.

MATERIALS AND METHODS

Selection of study type is related to objectives, nature and executive facilities of study. The present study is descriptive and correlative and is applied in terms of nature. In descriptive studies, researcher does not have any interference in situation, position and role of variables

Corresponding Author: Tahmores Shiri, Department of Executive Management, Islamic Azad University, Electronic Branch, Tehran, Iran

and is not able to manipulate or control them so that the researcher is only able to study variables in order to describe and explain them (Hafeznia, 2008).

The applied research will use recognized context and information prepared by fundamental studies in order to meet needs of human and improve methods, patterns, tools and objects to increase welfare develop life level of people (Hafeznia, 2008).

Statistical population: Statistical population includes all elements and individuals who have one or more common features within a determined geographical, regional and or world scale (Hafeznia, 2008). Statistical population of this study includes 800 employees of some Government Departments in Kabood Rahang Province, Iran.

Statistical sample and sampling method: Statistical sample of this study has been chosen based on the specification of statistical population using MORGAN and KERJCIE table. The 260 members were selected as sample size using the mentioned table. Total statistical population plus statistical population of each department and number of sample size of each department has been determined by the following formula:

$$X = \frac{\text{Number of sample of each department}}{\text{statistical population of each department}} = \frac{\text{Total sample size}}{\text{Total statistical population}} \quad (1)$$

There were 360 questionnaires randomly distributed among members after determining the sample size of each department and 350 questionnaires were returned.

Statistical method: Dispersion and central indices have been used along with appropriate diagrams in order to conduct descriptive statistics and diagram tests (foliage and box) have been applied within inferential statistics in order to estimate hypotheses and to obtain required values for statistical analysis. Pearson correlation test has been used to assess normality of variables and to determine the relationship between variable under the circumstance of normality and regression has been applied to predict dependent variable based on the independent variable through SPSS 22 Software.

It should be mentioned that range of 1-5 has been considered as the minimum and maximum score in order to have simple statistical calculation including minimum, average and maximum calculations. Accordingly, thescore of <2/33 indicates low self-leadership (behavior-oriented strategy, constructive thought and natural reward) and low creativity, the score between 2/33-3/66 is average and the score above 3/66 indicated high creativity and self-leadership (behavior-oriented strategy, constructive thought and natural reward).

Demographic information of participants: The male participants of this study are 238 members and female are 90 members. In other words, 72/6% of respondents have been male and 27/4% female. Majority of respondents have been 31-41 year old that are 55/5% of population. Majority of respondents have had 11-15 years' work experience and majority of them have had BA degree.

RESULTS AND DISCUSSION

Descriptive findings of study: A summary of descriptive findings for each variable has been indicated in Table 1. In Table 1, minimum, maximum, mean and standard deviation of scores of participants in each studied variable have been indicated. According to this Table 1, total number of sample of this study has been 350 members in which 22 respondents were identified as deviated in accordance with exploratory analysis, hence they have been filtered out. It should be mentioned that Table. 1 is based on the score of 1-5 as minimum and maximum scores.

According to Table 2 and 3, it could be found that majority of respondents are at average level in terms of creativity. According to Table 4 and 5, 54/9% of respondents have had average self-leadership and 41/5% have had high self-leadership. Inferential results of study. At first, correlation matrix between variables is assessed to investigate ability of variables to predict variable of staff creativity (Table 6).

According to Table 7, it could be found that there was a positive significant relationship between self-leadership strategies and staff creativity. In other

Table 1: Distribution of participants' scores for each variable of study

Variables	Number	Min.	Max.	Mean	SD
Creativity	328	1/46	4/56	3/3282	0/48120
Self-leadership strategies	328	2/42	4/69	3/6056	0/3312
behavior-oriented strategies	328	2/06	4/81	3/6915	0/49731
Constructive thinking strategies	328	2/07	4/57	3/4368	0/52411
Natural reward strategies	328	1/40	5/00	3/6884	0/59713

Table 2: Level of Creativity variable in sample

			Low		Average		High	
Variable	Sample	Studies number	Number	Percent	Number	Percent	Number	Percent
Creativity	Total number of department	328 members	6	1/8	251	76/5	71	21/6

Table 3: Level of creativity variable in each department

		Studies number	Low		Average		High	
Creativity variable	Volume and total number of department	328	6	1/8	251	76/5	71	21/26
1	Education organization	67 members	0		47		20	
2	Health center	73 members	0		47		26	
3	Welfare organization	27 members	0		47		26	
4	Water and sewage	20 members	0		16		4	
5	Power department	43 members	4		36		3	
6	Government	20 members	0		16		4	
7	Payam Noor University	21 members	0		18		3	
8	Professional technical	15 members	0		11		4	
9	Shaheed foundation	12 members	0		8		4	
10	Endowments	3 members	0		3		0	
11	Social securty	11 members	0		11		0	
12	Sheriffdom	13 members	2		9		2	
13	Islamic propaganda	3 members	0		2		1	

Table 4: Level of self-leadership in sample

Volume	Studies number	-------Low--------		--------Average---------		---------High----------	
Self-leadership strategies							
Total number of department	328 members	0	0	180	54/9	148	45/1

Table 5: Level of self-leadership in sample in each department

		Studies number	Low		Average		High	
Creativity variable	Volume and total number of department	328	0	0	180	54/9	148	45/1
1	Education organization	67 members	0		47		20	
2	Health center	73 members	0		47		26	
3	Welfare organization	27 members	0		47		26	
4	Water and sewage	20 members	0		16		4	
5	Power department	43 members	4		36		3	
6	Government	20 members	0		16		4	
7	Payam Noor University	21 members	0		18		3	
8	Professional technical	15 members	0		11		4	
9	Shaheed foundation	12 members	0		8		4	
10	Endowments	3 members	0		3		0	
11	Social securty	11 members	0		11		0	
12	Sheriffdom	13 members	2		9		2	
13	Islamic propaganda	3 members	0		2		1	

Table 6: The correlation coefficient matrix

Variable	1	2	3	4	5
Creativity					
Pearson correlation	1	0/193**	0/147**	0/158**	0/159**
Sig. level		0/000	0/007	0/004	0/004
Self-leadership strategies					
Pearson correlation		1	0/843**	0/722**	0/797*8
Sig.			0/000	0/000	0/000
Behavior-oriented strategies					
Pearson correlation			1	0/550**	0/519**
Sig.				0/000	0/000
Constructive thinking strategies					
Pearson correlation				1	0/344**
Sig.					0/000
Natural reward strategies					
Pearson correlation					1
Sig.					

*,**p<0/01; 0/05

Table 7: Results obtained from simple regression to forecast staff creativity

Input variables	Correlation coefficient	Coefficient of determination	df	F	Sig. level of F
Self-leadership strategies	0/193a	0/037	326/1	12/669	0/000b

Table 8: Regression coefficients of variables of self-leadership strategies

Input variables	Standard coefficients B	SE	Standardized coefficients	t-value	Sig. level of t
Self-leadership strategies	0/215	0/060	0/193	3/559	0/000

Table 9: Results obtained from simple regression to forecast staff creativity and behavior-oriented strategies

Input variables	Standard coefficients B	SE	Standardized coefficients	t-value	Sig. level of t
Behavior-oriented strategies	0/147a	0/022	326/1	7/241	0/007b

Table 10: Regression coefficients of variables of behavior-oriented strategies

Input variables	Standard coefficients B	SE	Standardized coefficients	t-value	Sig. level of t
Behavior-oriented strategies	0/143	0/053	0/147	3/691	0/007

Table 11: Results obtained from simple regression to forecast staff creativity and constructive thinking strategies

Input variables	Standard coefficients B	SE	Standardized coefficients	t-value	Sig. level of t
Constructive thinking strategies	0/158a	0/025	326/1	8/398	0/004b

Table 12: Regression coefficients of variables of constructive thinking strategies

Input variables	Standard coefficients B	SE	Standardized coefficients	t-value	Sig. level of t
Constructive thinking strategies	0/145	0/050	0/158	2/898	0/004

Table 13: Results obtained from simple regression to forecast staff creativity and natural reward strategies

Input variables	Standard coefficients B	SE	Standardized coefficients	t-value	Sig. level of t
Natural reward strategies	0/159a	0/025	326/1	8/457	0/004b

Table 14: Regression coefficients of variables of natural reward strategiesInput variable

Input variables	Standard coefficients B	SE	Standardized coefficients	t-value	Sig. level of t
natural reward strategies	0/128	0/044	0/159	2/908	0/004

words the higher level of self-leadership strategies staff have the more staff creativity will be in organization. Coefficient of standard regression, t-test for significance of these coefficients, sig level of t and standard error of estimation are described in Table 8. According to Table 8, relevant coefficient of standard regression to variable of self-leadership strategies is significant. In other words, the higher level of self-leadership strategies staff have the more creativity will be in organization.

According to Table 9, it could be found that there was a positive significant relationship between behavior-oriented strategies and staff creativity. In other words, the higher levels of behavior-oriented strategies staff have, the more staff creativity will be in organization. Coefficient of standard regression, t-test for significance of these coefficients, Sig. level of t and standard error of estimation are described in Table 10. Table 11 Results obtained from simple regression to forecast staff creativity and constructive thinking strategies.

According to Table 11, it could be found that there was a positive significant relationship between constructive thinking strategies and staff creativity. In other words, the higher levels of constructive thinking strategies staff have, the more staff creativity will be in organization. Coefficient of standard regression, t-test for significance of these coefficients, sig level of t and standard error of estimation are described in Table 12.

According to Table 13 and 14, it could be found that there was a positive significant relationship between natural reward strategies and staff creativity. In other words, the higher levels of constructive thinking strategies staff have, the more staff creativity will be in organization.

CONCLUSION

The obtained results of this study indicate that there is a positive significant relationship between self-leadership strategies and creativity of staff of Government Departments in Kabbod rahang Province, Iran. In other words, the higher the strategies of self-leadership, the more staff creativity will be. Meanwhile, strategies of natural reward and constructive thinking among self-leadership strategies have had the most effect while behavior strategies have had the least effect.

REFERENCES

Bannis, W. and B. Nanus, 1985. Leaders: The Strategic for Taking Charge. 13th Edn., Harper and Row, New York, USA.,.

Carmeli, A., R. Meitar and J. Weisberg, 2006. Self-leadership skills and innovative behavior at work. Int. J. Manpower, 27: 75-90.

Hafeznia, M.R., 2008. An Introduction to Research in the Human Sciences. 10th Edn., SAMT Publisher, Tehran, Iran,.

Hollander, E.P., 1978. Leadership Dynamics: A Practical Guide to Effective Relationships. The Free Press, New York, Pages: 228.

Manz, C.C. and H.P. Sims, 1991. Superleadership: Beyond the myth of heroic leadership. Organiz. Dyn., 19: 18-35.

Manz, C.C., 1992. Mastering Self-Leadership: Empowering Yourself for Personal Excellence. Prentice-Hall, Englewood Cliffs, New Jersey,.

Robbins, S.P. and T.A. Judge, 2010. Organizational Behavior. 14th Edn., Prentice Hall, Upper Saddle River, NJ., USA., ISBN-13: 9780136124016, Pages: 686.