
Determine the Role of Mediator of Autonomy in the Working Affairs in Relation between Leadership Styles and Development the Creative Atmosphere in the Workplace

(Case Study: Khuzestan General Directorate of Ports and Maritime - Special Economic Zone of the Imam Khomeini Port)

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Abstract:

This research was conducted with the aim of determination the role of independent mediator in the business affairs in relation between leadership styles and development the creative atmosphere in the work place. In this research, that was conducted with descriptive and survey method, Ports and Maritime Department's staff of Khuzestan general directorate of ports and Maritime - special economic zone of the Imam Khomeini port (with at least diploma education and appointment the expert and administrative position) were the statistical population that 150 person were selected randomly as sample based on Morgan table. The researcher made questionnaire was used in order to collect considered data and information that its validity and reliability were confirmed in this research. The results showed Autonomy in the working affairs plays the role of mediator in the relationship between relationship-oriented leadership styles and transformational oriented styles with creative atmosphere in the workplace. Hence, it is recommended that managers besides entrusting to the staff give more them more autonomy in the affairs, because this important matter can be predispose creativity and create the creative atmosphere while increasing accountability in the workplace. Managers allow employees to express opinions and ideas on matters delegated about working affairs and do not have the feeling that they are under pressure in performing the affairs.

Keywords: creative atmosphere in the workplace, creativity, Leadership styles, Autonomy in working affairs

Introduction

Development and expansion of information and communication technologies have affected all aspects of life and have made that human faced with numerous uncertainties. Organizations as well as human communities are not immune from the impacts of these changes and constantly are reacting to these changes. So in these conditions, organizations will be able successful that can conduct external environment in regards to their goals by providing proper conditions and opportunities for the development of innovative,

new ideas, and their application or in summary create an atmosphere of creativity . Hence, today's Leaders of organizations should institutionalize creativity like quality and efficiency and also as a leading principle throughout the organization (Saeed Ardakani et al.2009).

So importance of creativity and creating innovative space in the organization in current competitive conditions for appropriate meeting to the needs of external environment leads to conduct a lot of researches and studies in this field and makes clear various invoices and factors that cause to facilitate and expand creation creative space in the organization. Our society needs the skills training that can go ahead along with development and technology with its helping about the necessity and importance of creativity in the organization, with the increasing improvement of technology Knowledge and extensive current of information. So that human beings can communicate well with each other and eliminate problems by taking advantage of the collective knowledge and generate new thoughts. The need for creativity and innovation in organizations has reached to the extent that some resources have known the lack of creativity equal to destroying the organization in the long term (Bukhamsin, 2015).

Jobs require creativity to develop products and services and innovation management control function. There is a challenge for jobs in order to create an environment where jobs become more creative and have better performance than competitors. From this perspective, this question is explored that how and under what circumstances leaders may create an atmosphere in organization that supports creativity of personnel? On the other hand, managers are responsible for implementation the operations in order to achieve organizational goals in organizations. In fact, management is the coordination of the human and material resources in order to achieve organizational goals in a way that it is accepted by society. Most experts in management science agree on this point that the leadership style is a set of attitudes, attributes and skills of managers that is formed based on four factors: values system, confidence in staff, leadership tendencies and a

sense of security in ambiguous situations (Taheri et al., 2014)

Most management experts such as Lussier, (1997) Fiedler (1988) Hersey and Blanchard (1993) and Gordon (1994) believe that the leadership style of a manager with respect to variables and factors which is formed exists in a corporate environment or even outside the organization. It should be noted that a particular leadership style is not suitable for all situations. Thus, a manager can select different styles in different positions for leadership the subordinate series. Researchers have shown that productivity and organizational commitment closely are related with management style of manager (Mossadegh Rad , 2003).

Some studies refer to this important matter that leadership style in an organization can be effective in creation a creative atmosphere in organization including these studies can point out to results of researches Byrne et al.(2009)and De Jong and Den Hartog (2007). For example, if the leaders encourage flexibility towards new approaches or encourage autonomy and Autonomy in working affairs and or be risky, likely creativity will be achieved in the organization. On the other hand, if leaders are able to supply emotional needs that workplace is in challenge with it and provide feeling of effectiveness for staff and subordinates, most likely creativity will be the outcome of this important. On the other hand, Leaders who are capable to establish coordinating between their experience and relationships and employees in the workplace, these behaviors can affect the creativity in organization (Sandvik Madsen, 2015).

This study examines whether Autonomy can play the role of mediator in the relationship between leadership styles and creating creative atmosphere in the working environment in working affairs. Autonomy is a set of learned behaviors and skills that enable one to make decisions and solve problems. Whatever a person sees and feels the source of causality of his/her practice more inner, can choose from among several to choose from and for is not under pressure for doing his/her works and will do them by his/her will, will feel more independent (Pintrich And Schunk,2002).

Autonomy in working affairs refers to the tendency of an individual to keep track of his/her activities freely and the role of free will of person to do the job (Roca and Gagne , 2008) in fact Autonomy is attributed to feel of having right to choice. When people instead of being forced to be involved in something or leave it, they voluntary start to control measures, they feel themselves to be optional self. In this situation, the activities of persons are the result of their freedom and personal authority. They see themselves as more active and self-starter. They are able to take initiatives of their own, make independent decisions and try new ideas. According to this important matter that having creative

environment is highly regarded for managers of General Directorate of Ports and Maritime in Khuzestan province and this research aims to investigate this important thing in this organization due to this important matter that the author is also of employees of mentioned organization.

Theoretical Framework:

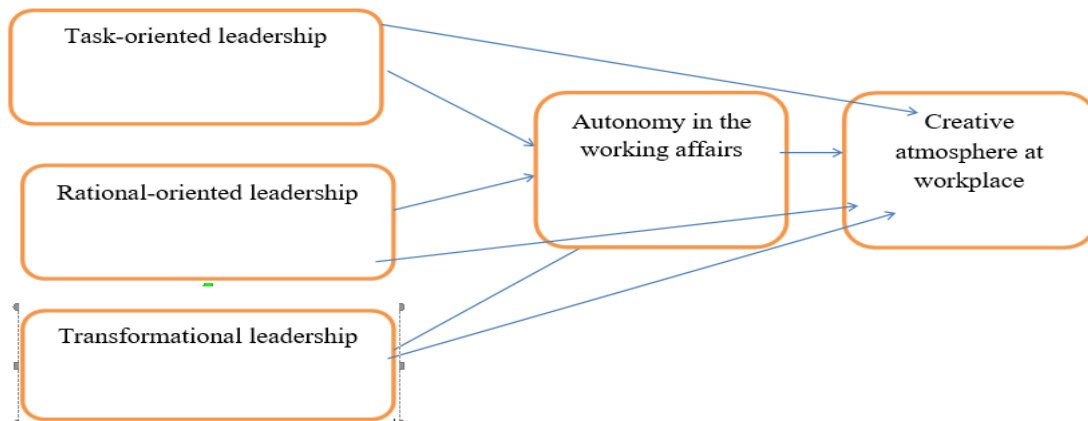
Leadership style or behavior is used techniques to influence and direct the activities of others. Leadership style of person is behavior that person shows when he /she is trying penetrate to other activities so that the other eyes see it (Almasian and Rahimi Kia, 2012). In this research, relationship styles are investigated in three rational-oriented leadership style and leadership style in three task-oriented leadership and Leadership of change hence these three style have been described in this part. Fred Fiedler presented the first pattern of contingency management about style of leadership. Two main rational-oriented and task-oriented concepts are taken into account in this pattern. Leader who is described rational-oriented emphasizes on aspects of his working relationships. He /she thinks that every employee is important, that's why pays attention to every individual and considers their personal needs. But the working oriented leader focuses on the work of the task and considers the staff as means to achieve the goals of the organization. Rational -oriented leader with democratic leader and working oriented leader with authoritarian leader has similar performance. Democratic leader pays much importance to relations with employees covered by her/him, while that dictator leader summarizes everything just in doing duty. Task-oriented style is a behavior that is characterized by high tendency of manager to determine the roles of employees. Based on three-dimensional model of the manager, manager will be ineffective in the event that this behavior style of manager is applied in improper conditions and manager is called "authoritarian" . When this style of behavior is used in good conditions, manager will be effective and is called "benevolent despot Manager". A Task-based manager is decision-making, decisive, caught, confidant, forward controller, independent, responsible and self-reliant. Manager at least tends to task or work or has maximum tend to relationship or person in rational oriented management. This style of behavior if is used in the right circumstances will be effective and manager will be considered as making growing individual. But if this style of behavior is used in poor conditions and thereby be effectiveness, manager is called please submit individual or preacher. Person with more tend to task oriented and also more tend to rational -oriented is described as team management at the same time strong task-based and rational-oriented management style. The manager who employs this style in good condition,

is called “executive” manager and if is used in improper conditions is called “appeaser” manager. This style of managers are seeking to integrate the goals of employees, Collaboration , cooperation and participation in work, pay importance to public participation in the collective goals and responsibilities, interested in motivate people and promote the spirit of consultation on staff. The person is described with the least tendency to task-based and also minimum relationship-oriented tendency in weak relation oriented management style and task- oriented style (Ahmadi and Bazr Afshan, 2014).

But the change leadership or transformational leadership that James raises this style of leadership as ethical way that leads followers and leaders to higher levels of motivation and dignity. Variability or transformational leadership is inspiring and leads the people in a way that try more than their capacities in organization and as well as to do innovation in organizations. These leaders make employees understand that understand the value of what they do. So feeling is induced to the person to give excellence their personal interests in a larger entity due to the team. This means that raises his/her needs in higher levels and has self-respect and tries self-actualization (Soltani Pour Zarani et al. , 2011). On the other hand, in this study ,the role of independent mediator in working affairs is

investigated in relationship between leadership styles and develop a creative atmosphere in the workplace. Autonomy in working affair means a sense of having control over your work. In other words, this right is the feeling of Autonomy of a person to start and sustain behaviors and business processes and decision making about the needed methods, measures and efforts to do the work. Autonomy also emphasizes on having a choice about the effort and working methods, speed of working and time frame of work. People while working in what they feel is significant, are more committed and involved in it, focused more power for that purpose and show more hardworking in pursuit of desirable goals and they feel more passion in doing it because the meaningful work is along with a sense of personal importance and their self-worth. As well as those who have been capable with a sense of the significance of job, appear more innovative, more touching and more efficient than the others personally (Spritzer,et al, 1997). Sheldon et al (1996) have defined Autonomy in working affairs as feel having something and having will in the works, natural tendency to behavior experience that one person arranges it by own and feeling that is the origin of the guidance and approval of an activity that is in the hands of the individual.

Conceptual Research Model: (Sandvik Madsen, et al , 2015)



Research background

Sandvik Madsen, A (2015) In a study reported that how and under what conditions leadership roles are capable to facilitating organizational atmosphere in a way that this important leads to create creative in organization. They tested this important in a research on the professional company with structural equations. The findings showed that leadership roles are different in the organizational structure in terms of concept and organizational structure to create an atmosphere that supports creativity for leaders is important. The findings of this research show that behaviors associated with rational leadership and

change leadership are vital for leaders to create an environment for makings grounds for creativity. So the job autonomy and internal motivations are important dimensions to make ground creativity in employees in an organization. Mossadegh Rad and Sadati (2013) investigated the impact of leadership style of managers on individual creativity of staff in hospitals of Qazvin in a research. A questionnaire was used for conducting this cross-sectional, applied and descriptive research that was distributed after validity and reliability between managers and employees of Qazvin hospitals based on stratified random quotas sampling. Findings showed that the average of rating of individual creativity of

employees of Qazvin hospitals had been equal to 47.5 of 60 points (average). The dominant style of leadership among hospital administrators of Qazvin had been transformational leadership style. Significant relationship was obtained between individual creativity of employees and transformational leadership style. They concluded from this research that because the leadership style of managers has Impact on employee's creativity, hospital administrators must create necessary motivation in employees and develop their creativity by use thing appropriate style of leadership.

Methodology:

The present research is applied in terms of purpose and is considered descriptive research of survey researches in terms of data collection and this research is correlational in terms of relationship between the variables of the research. All employees of the General Directorate of Ports and Maritime of Khuzestan province - special economic zone of Imam Khomeini (RA) port were statistical population in this research who 250 staff with considered criteria (at least diploma education and the expert and administrative position) were working in this organization according to the selection statistics of the General Directorate of Ports and Maritime of Khuzestan Province - Special Economic Zone Imam Khomeini (RA) Port that 150 people were selected according to Morgan table randomly in simple way. Research made questionnaire was used In this research in order to collect data and considered information that its reliability was confirmed by the face and content validity according to the judgment of elites and reliability was calculated after doing the pilot questionnaire on 30 subjects of research samples

through alpha Cronbach's that was obtained 0.80 for transformational leadership style, 0.81 for rational-oriented leadership style and 0.79 for task-oriented leadership style and 0.80 for creative atmosphere for work environment and 0.81 for Autonomy in working affairs, respectively, and hence reliability was confirmed. Analysis of data has been presented in two descriptive and inferential statistics parts in this research.

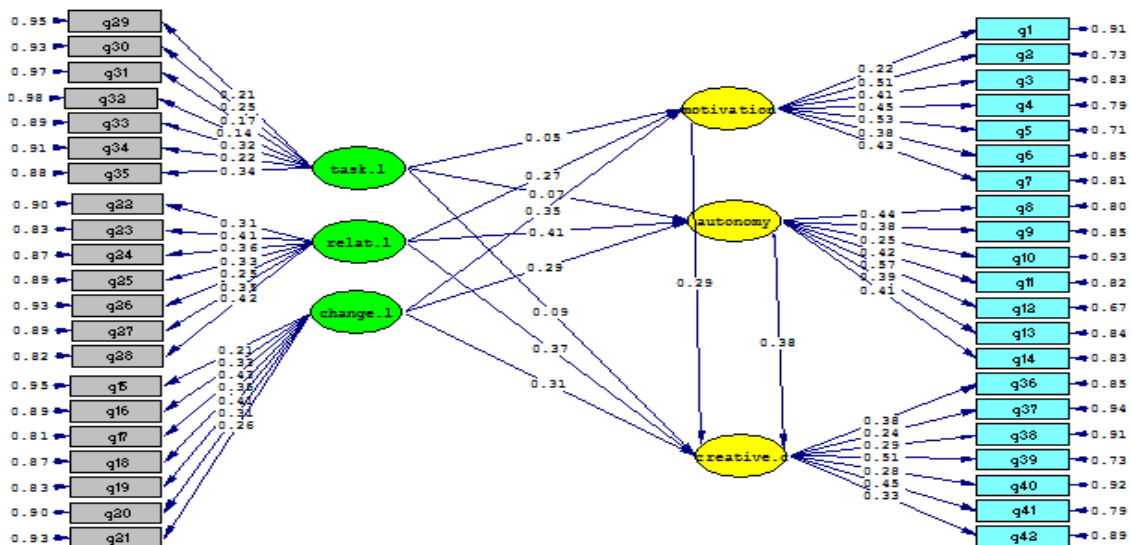
Results:

150 employees were studied in this research. More respondents were men with 66.7 percent of frequency. 73.3 percent of respondents were between the ages of 30 and 45 years, 11.3% were between 20 and 30 years old and only 15.3 % were more than 45 years of age. 56.7 percent of respondents had undergraduate education, 31.3 percent had graduate education, 10.7% had Diploma Education (Associate Degree) and 1.3 % had diploma degree.

The final model fit using structural equation modeling techniques

Research hypotheses were tested by using structural equation method (SEM) in order to assess the research conceptual model and also ensure the presence or absence of a causal relationship between variables of research and investigate fit the observed data with research conceptual model. Test results of hypothesis testing have been reflected in the diagram. In the figure 1, research model has been plotted with hidden or endogenous variables (such as task-oriented Autonomy in the working affairsin matters of business and creative atmosphere at workplace) and obvious variable.

Figure (1): displays the factor loadings in the research conceptual model



Chi-Square=1729.08, df=805, P-value=0.06451, RMSEA=0.011

The contents of table 1 show factor loadings of available variables in the conceptual model. It is considered given the significant level that the relationship between other variables has been reported significant with the exception of task-oriented leadership variable.

Table (1): Factor Loadings and The Effect Rate of Research Variables On Each Other

Independent variable	Significant level	Factor loading	variable	Significant of effect
task-oriented leadership	P>0.05	0.07	Autonomy in the working affairs	-
rational-oriented leadership	P<0.05	0.41		significant
Transformational leadership	P<0.05	0.29		significant
Autonomy in the working affairs	P<0.05	0.38	Creative atmosphere	significant

Hypothesis:

Autonomy in working affairs plays mediating role in the relationship between leadership behaviors (task-oriented -rational-oriented and change) and creative atmosphere in the workplace. According to the provisions of Table 2 can be seen Autonomy at working affairs has the role of mediator only in the connection between rational-oriented leader ship

and change leadership and creative atmosphere. The effectiveness of rational-oriented leadership (through the Autonomy at affairs) 0.15 and effectiveness of leadership change (through the Autonomy at affairs) is 0.11. Autonomy has no role of mediator at working affairs in relationship between task-oriented leadership and creative atmosphere.

Table (2) : examines the role of independent mediator in the working affairs in relationship between leadership styles and develops a creative atmosphere in the workplace

	Name of variable	Name of variable in model	Factor loading	Significant level	Significant of effect
Leadership behavior – autonomy in working affairs – creative atmosphere	task-oriented leadership	←autonomy ←Task.l creative.c	0.07*0.38=0.02	P>0.05	-
	rational-oriented leadership	autonomy ←Relate.l creative.c ←	0.41*0.38=0.15	P<0.05	significant
	Transformational leadership	autonomy ←Change.l creative.c ←	0.29*0.38=0.11	P<0.05	significant

Discussion and conclusion:

The research findings showed Autonomy in the working affairs plays a mediator role in the relationship between leadership behaviors (rational-oriented and change) and creative atmosphere in the workplace, but this relationship is not significant in the context of task-oriented leadership style. The results of research of Sandvik Madsen et al (2015) are consistent with this finding of this research. They also reported that the Autonomy in working affairs plays the mediator role in the relationship between leadership behaviors (rational-oriented and change) and creative atmosphere in the workplace. Today,

more and more has been noticed to the Autonomy in working affairs in the organizations. Autonomy in working affairs can increases accountability, because know their staff the cause of and involve in the consequences of their work (Bauer, J and Mulder, R. H 2006) and know themselves to have the right to select and studies have shown that people who are more independent in business affairs, they can do initiatives in their own will; make independent decisions and try new ideas (Thomas, K. W & Velthouse, Vogt, J. f.1990 & Murrell, Murrell,j.1990) This important can predispose them to be creative. Safari (2007 quoting Omranian and

Shaykh al-Islami 2012,90) reported that Autonomy at working affairs gives this ability to the individual to make decisions and solve problems, and this feature makes the person sees and feels the source of causality of his/her practice more inner and choices between several choices and to perform his/her tasks is not under pressure and does them by own will (Pintrich and Shunk 2002). This can provide the field of creativity, because undoubtedly put pressure on employees in an organization can be a barrier to creativity in personnel. The results showed Autonomy in the working affairs plays the mediator role in the relationship between leadership behaviors (task-oriented, rational-oriented and change) and creative atmosphere in the workplace .So, It is recommended:

While delegating to staff by managers, the more autonomy is given them in their affairs because this important matter can be predisposing creativity and create creative atmosphere in workplace while increasing accountability .Managers allow employees to express opinions on matters delegated them in working affairs and do not have the feeling that they are under pressure for doing works.

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