
RELATIONSHIP BETWEEN THE ROLE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL HEALTH IN THE GENERAL DIRECTORATE OF EDUCATION

RELAÇÃO ENTRE O PAPEL DA LIDERANÇA TRANSFORMACIONAL E A SAÚDE ORGANIZACIONAL NA DIREÇÃO-GERAL DE EDUCAÇÃO

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Abstract: The aim of this study was to investigate the relationship between transformational leadership role and organizational health in the General Directorate of Education of North Khorasan. Their validity was confirmed and their reliability was obtained using Cronbach's test of 88% and 78%, respectively. The study population is 153 employees of the General Directorate of Education of North Khorasan who were active in 2021. The statistical sample includes 110 employees; which were selected by random sampling method. Findings showed that there is a significant relationship between the components of research (the role of transformational leader with desirable influence, the role of transformational leader with inspirational motivation, the role of transformational leader with mental motivation) and organizational health. As a result, in order to make the organization healthier and achieve this important goal, managers should make efforts to improve their leadership role in order to solve organizational problems by establishing a committed relationship along with a contingent approach to environmental variables.

Keywords: Leadership. Transformation. Organizational Health.

Resumo: O objetivo deste estudo foi investigar a relação entre o papel da liderança transformacional e a saúde organizacional na Direção-Geral de Educação de North Khorasan. A validade foi confirmada e a confiabilidade obtida pelo teste de Cronbach de 88% e 78%, respectivamente. A população do estudo é de 153 funcionários da Direção-Geral de Educação de North Khorasan que estavam ativos em 2021. A amostra estatística inclui 110 funcionários; que foram selecionados pelo método de amostragem aleatória. Os resultados mostraram que existe uma relação significativa entre os componentes da pesquisa (o papel do líder transformacional com influência desejável, o papel do líder transformacional com motivação inspiradora, o papel do líder transformacional com motivação mental) e a saúde organizacional. Assim, para tornar a organização mais saudável e atingir esse importante objetivo, os gestores devem se esforçar para melhorar seu papel de liderança a fim de solucionar os problemas organizacionais, estabelecendo um relacionamento de compromisso e uma abordagem contingente às variáveis ambientais.

Palavras-chave: Liderança. Transformação. Saúde Organizacional.

I. Introduction

Today's world is a changing and changing world. In such circumstances, educational organizations as a factor of development and transformation in society should not only be able to manage change but also be a transformative factor and to act regularly to rebuild and revise the change in their leadership plans, achieve their basic and at the same time changing goals. . This transformational leadership role should include all stakeholders, including the customer industry, clients, volunteers, operators, competitors, and successor partners. Because the present era is called the era of drastic and accelerating changes and various organizations, including educational centers, are also in the path of the hurricane of these changes. In order to survive, these organizations have to adapt to these rapid and unprecedented changes and, along with hardware changes, update their manpower and software. In this way, a change in the management and leadership methods of the organization is inevitable, because the traditional management and leadership methods in today's changing and dynamic conditions are not effective. (Ahmad Beigi et al., 2019).

Obviously, the role of transformational leadership is one of the new leadership plans that is part of neo-charismatic theories and for this reason has been considered by many researchers. The term was first coined by Danton in 1973. Although the term did not become popular until the classics used it with bronze in 1978, Bass and Olivier coined the bronze notions of leadership, and in 1985 introduced the concept of transformational leadership. In fact, the role of the transformational leader is that the leader in this role causes him to emphasize feelings and values, contrary to traditional theories that focus mainly on rational processes, and seeks a connection between individual and collective interests in order to allow subordinates. Strive for lofty goals. With this view, this leader does not consider the current values and attitudes of the organization as static, but seeks change and transformation in line with the goals and mission of the organization and in accordance with environmental conditions. (Nazeri, 2010).

On the other hand, transformational leadership elements include ideal influence leaders who act as strong role models for followers. As a transformational leader, he or she will create a sense of respect, admiration, and loyalty among his or her followers, emphasizing the importance of a strong commitment to achieving the organization's mission, or the motivating motivation that characterizes leaders who engage followers. In outlining their future vision, they increase

their commitment and motivate them. Finally, developmental support when the leader pays enough attention to the needs of the followers in order to achieve further growth and does not hesitate to provide any guidance and support in this regard. Accordingly, the leader assigns tasks to the followers that ensure their growth in various ways, and comes to the fore. (Mousavi, 2014).

On the other hand, a healthy organization in this age is an organization whose technical, administrative and institutional levels act in harmony and harmony. "Organizations that have organizational health are able to make the right, appropriate and appropriate decisions. Just as healthy children are born to healthy parents, they can grow up in a healthy environment by providing the necessary and sufficient facilities to the stages of physical development and mental development. To reach an intellectual and become a productive force of true thought and knowledge and the production of constructive movement and useful work, healthy organizations as living and dynamic beings in a healthy environment and based on the real needs of the environment can be born and provide the necessary and sufficient growth And develop. (Jahanian and Ghodsi, 2014). Machiavelli's transformational leadership theory also studies the characteristics and behavior of leaders to develop leadership theory within the British feudal structure, who sees a leader as one who directs and supports the leadership of others to achieve lofty goals. In the early nineteenth century, Weber gave Machiavelli a similar definition of leadership; He saw leadership as a source of influence for others. The personality traits that Weber advocated and emphasized were called charisma. Defining the roots of charisma equates it to a divine talent with more power than others, which includes trust and loyalty. The description of charisma depends precisely on the influence and motivation of the followers and the creation of an insight and insight in them, which is considered as one of the key elements of transformational leadership. Other leadership theorists, such as House and Bass, have defined charisma as an essential element of transformational leadership. (Mousavi, 2014).

With this view, organizational health is a unique concept that provides a great image of healthy organizations, committed, conscientious and helpful employees who have a high morale and come to their workplace with interest and are proud to work in it (Jahed, 2005). Undoubtedly, having a calm environment with organizational health is one of the requirements of an effective organization. Since the basis of any movement towards the growth and development of the organization and improving the work process in organizations is to accurately identify the current situation and correctly identify strengths and weaknesses, then plan well-

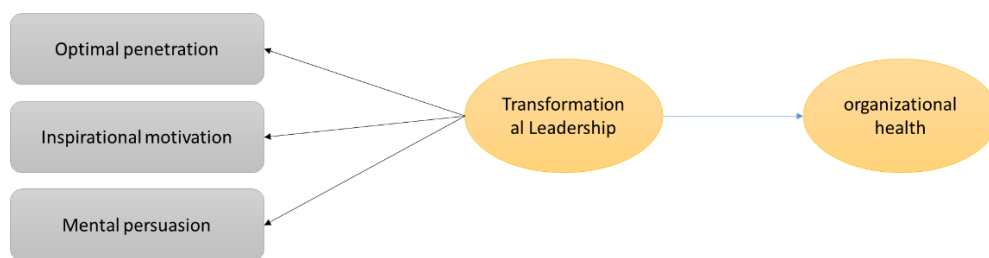
planned programs to improve the flow of affairs, so the health of the organization and efforts to have a healthy organization. Enjoys. Creating healthy organizations not only increases productivity, but the process of globalization is another reason for the need to create healthy organizations. Organizational health today is one of the main pillars of sustainable development and first of all requires the necessary and sufficient knowledge, culture and experience of managers and employees, then having organizational health can achieve growth or organizational development. A healthy organization plays a key role in the development of human resources and, according to Miles, has significant scientific benefits in terms of understanding the dynamics of the organization and research and efforts to improve them (Cropanzano, 2001).

Looking at the codes and researches inside and outside the country in the field of the role of transformational leadership and organizational health, it confirms that the establishment of a transformational leadership system and organizational health will be the main reason for the success of an organization. For example, in one of the researches conducted by Jahed (2005), during his research, he came to the conclusion that there is a high correlation between organizational health and the morale of teachers. The greatest effect on the morale variable was related to the observance dimension and the dimensions of construction, resource support and institutional cohesion had the following effects, respectively. Also, a moderate relationship was identified between organizational health and each of the ten components mentioned (Jahed, 2005). Also, Mohammad Ali Nazeriani (2010) under the title of leadership role; Transformation in organizations has reached the conclusion that parameters such as: emotional intelligence, extraversion, acceptance of experience, intelligence, nervousness, organizational culture and environment affect the role of transformational leadership and there is a significant relationship between them and the role of leadership and the role of leadership. Transformational and the parameters affecting it are teachable and by providing the necessary training and proper planning, the grounds for the emergence and development of the role of transformational leadership can be provided (Nazeriani, 2010). Therefore, in this study, the researcher intends to find the answer to the basic question: whether between the role of transformational leadership and is there a relationship between organizational health in the General Directorate of Education of North Khorasan?

In this study, according to the presented materials, the following structural model (Figure 1) can be considered and evaluated to assess the impact of transformational leadership role and

its components on organizational health, and based on the set of indicators presented in this study in the form of Future research should be codified and used as a basis for measuring the following structural model, in which the role of transformational leadership variable is considered as an independent variable and organizational health variable is considered as a dependent variable. (The role of transformational leader with desirable influence, the role of transformational leader with inspirational motivation, the role of transformational leader with mental persuasion) are observer variables that become latent variables (transformational leadership role) by factor analysis technique (measurement models). Then, the relationship between the role of transformational leadership and organizational health has been investigated by path analysis technique (structural models).

Figure 1: Fit model of the relationship between transformational leadership role and organizational health



II. Research method

The research method used was survey and the researcher-made questionnaire technique was used. Of course, documentary studies and interviews have also been used and in short, the criterion of longitudinal research time and research has been considered in a practical way and the depth of studies in the form of studies on small populations with many questions is also research in micro scope. The population of this study is all the employees of the General Department of Education of North Khorasan in 2021, whose number is 153 people. The sample size according to Morgan table is 110 people which has been selected by simple random sampling method. Also in this research data collection tools are: For the role of transformational leadership, the role of transformational leadership questionnaire the researcher-made model was used to measure organizational health. Which is in the form of a 5-point Likert scale. As I strongly disagree with 1 point, I disagree with 2 points, to some extent 3 points, I agree with 4 points, I

completely agree with 5 points. Their reliability was calculated by performing the test in two stages over a limited period of time among a limited number of individuals. Validity In this study, the opinions of experienced experts and specialists have been used and its validity has been confirmed.

III. Findings

Table 1. Pearson correlation between transformational leadership and organizational health

Variable	organizational health
The role of transformational leadership	0.452
Significance level	0.001
The component of desirable influence in transformational leadership	0.512
Significance level	0.001
The component of inspirational motivation in transformational leadership	0.470
Significance level	0.001
The component of mental motivation in transformational leadership	0.432
Significance level	0.001

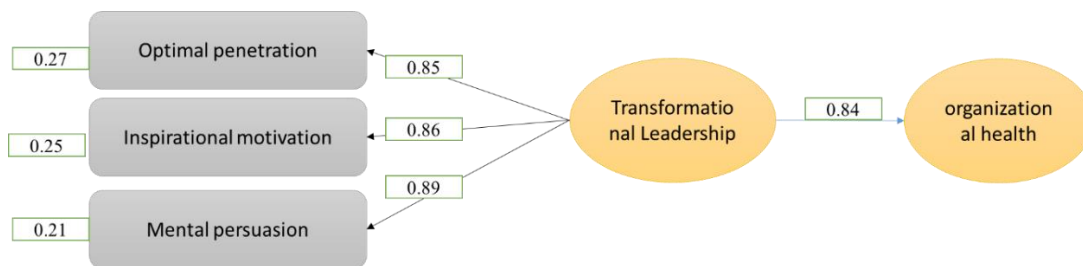
According to Table (1), Pearson correlation coefficient between transformational leadership and its components with organizational health is significant. In other words, with 99% confidence, there is a relationship between transformational leadership and its components and organizational health; therefore, it is expected that by changing or increasing the role of transformational leadership, organizational health will also be affected.

Table 2: Correlation matrix of research variables

Variables	1	2	3	4	5
1. The role of transformational leadership with mental motivation	1				
2. The role of transformational leadership with inspirational motivation	0.74	1			
3. The role of transformational leadership with desirable influence	0.76	0.79	1		
4. The role of transformational leadership	0.93	0.90	0.92	1	
5. Organizational health	0.73	0.74	0.79	0.80	1
M	2.94	2.93	2.95	3.27	2.87
SD	0.82	0.81	0.80	0.85	0.56

Examining Table 2 shows that there are significant correlations between the components of transformational leadership role and organizational health. The role of transformational leadership with favorable influence has the highest correlation with organizational health ($r = 0.79$, $P < 0.01$). Then the role of transformational leadership with inspirational motivation ($r = 0.74$, $P < 0.01$) and finally the role of transformational leadership with mental motivation ($r = 0.73$, $P < 0.01$). After re-examining the correlation coefficients, confirmatory factor analysis to identify the best indicators of latent variables of transformational leadership role with subjective persuasion, transformational leadership role with desirable influence and transformational leadership role with inspirational motivation also showed a suitable factor burden on transformational leadership role. These latent variables were entered into the model.

Figure 2: Fit model of the relationship between transformational leadership role and organizational health



In Figure 2, in addition to the coefficients between markers and latent variables, the standard estimated coefficients of the model between endogenous latent structures are also reported. The study of path coefficients shows that among the existing paths between endogenous structures, the direct path is the role of transformational leadership to organizational health ($\beta = 0.84$). The amount of variance explained the role of transformational leadership has been able to explain 71% of the variance of organizational health. The small coefficient of explanation of the role of transformational leadership shows that this structure is influenced by factors outside the model. In structural models, in addition to direct effects, it is possible to estimate the indirect effects of variables. If "a" has an effect on "b" and "b" has an effect on "c", the model allows the researcher to also determine the indirect effect that "a" has on "c". In addition, the direct and indirect effects combine to create the overall effects. If the variables have only direct or indirect effects on each other, then the total effect is equal to the direct or indirect effect.

IV. Discussion and conclusion

Based on the research findings, the relationship between the roles of transformational leadership in organizational health in the statistical community is confirmed. In this regard, Kizuri (2017) in this regard have concluded that transformational leadership both directly and indirectly direct through organizational justice plays a key role in the development of organizational health. Organizational justice also has a positive, direct and significant effect on organizational health. Managers to succeed and play an effective role in the organization, in addition to having a contingent attitude to environmental variables, must consider the organization and management as a system and with this attitude to examine the behavior of employees and their leadership style and role based on reality And choose the conditions, nature of work and duties and characteristics of employees. That is why successful organizations need leaders who can deeply determine the right direction and future direction of the organization, guide people to that path and motivate employees to make changes. Transformational leaders in this direction, by creating new perspectives, will present a new path of growth and prosperity to organizations and will promise to improve the performance of organizations. (Kizori et al., 2017) Therefore, in order to improve the organization and achieve this important goal in this direction, you should make efforts that managers in their leadership role to create ideas with new perspectives and look at the future technological changes and complexity, globalization and contingency approach Provide a context for commitment, employee morale, and conscientiousness toward environmental variables that will ultimately lead to the health of the organization. Education is the basis of cultural, social, economic and political development of any society. Today, in most countries, education is considered a growth industry and after defense, it has the largest government budget. Since a significant part of education takes place in schools, schools have a special place as a sensitive and important social system. Schools will be able to perform their serious task well if they are healthy and dynamic organizations, but unfortunately the dimensions of organizational health and its importance and role as an effective determinant for those involved in the education system, the concept is unknown. This is why most people who are in an abnormal managerial position such as underemployment, absenteeism, multiple demands for transfer to other organizations, low quality, etc., try to

manipulate or pressure employees. Let them fix this situation, unaware that the problem is somewhere else and the solution is something else.

Based on the research findings, the relationship between the role of transformational leadership and inspirational motivation in organizational health in the statistical community is confirmed. Seeks potential motivation in followers and satisfies their higher needs. In fact, they establish a kind of reciprocal motivational relationship that turns followers into leaders, so leadership is transformational, interactive, and reciprocal (Duct and McFarlane, 2003). Therefore, in order to make the organization healthier and achieve this important goal, efforts should be made to manage managers in their leadership role by resorting to potential feelings and motivations in followers, along with a contingent attitude towards environmental variables, commitment, morale and conscientiousness of employees. Will end up in the health of the organization, provide. Therefore, in order to improve the organization and achieve this important goal, efforts should be made to persuade managers in their leadership role with employees to establish a committed and high-spirited and responsible relationship with a contingent attitude towards environmental variables to solve Organizational problems to take action to eventually end their efforts to organizational health.

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