
An Investigation of the Relationship between Leadership Style and Organizational Health, Islamic Azad University, Ghayenat Branch

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ABSTRACT

The present study investigated the relationship between leadership style and organizational health of the employees of IAU Ghayenat Branch. The purpose of this study is to answer the question whether or not there is relationship between leadership style and organizational health of IAU employees of Ghaenat Branch? The present study of the present study is correlational. The population is all University employees of Ghayenat branch consists of 40 people and sample was chosen 36 according to Morgan table and others by Relative stratified random sampling. To collect data researcher's questionnaire of leadership style with Cronbach's alpha coefficient of 90% and 71% organizational health was used. For data analysis, SPSS software and descriptive and inferential statistics (Pearson) was used. The findings suggest that there is a significant relationship between exploitative and consultive leadership style and organizational health relationship, but not a significant relationship between autocratic leadership style and organizational health.

Key words: Leadership Style, Exploitative Style, Consultive Style, Autocratic Style, Organizational Health.

Introduction

Management of educational institutions such as universities that are centers of culture and thought and innovation has had a special place in the twentieth century. According to Wiles, those officials in charge of education administrators are considered as education facilitators which play an important role in the communication. They make people recognize each other and as an interface element make people get closer to each other, and get them familiar with experts

who are able to solve their problems. Among characteristics of today's world is human's ever-increasing need. One of these needs is a manager who has the ability to establish relationships with subordinates and logically correct and prevent the creation of chaos (Wiles, 1997). Control application is vital in both management and leadership. Peugeot Hshhay related styles of leadership and management styles that are considered as strong and important variables to think

about managerial behavior and its impact on management's performance. On the other hand, human as the former, designer, and making motion in organizations, is of resources that have attracted the attention of researchers (Dale, 2009). Learning and knowledge management skills are important in at least two perspectives: First, today's society needs to provide outstanding products and services to shape the institutions and specialized agencies. And these institutions and bodies are mostly on the basis of those decisions guided by a person called manager. These are managers who accounted for a better overall level of resources to achieve goals that are often in conflict and competition. Second, many of the people who are responsible for managing the roles and responsibilities and are of the various fields of general knowledge or expertise lack special management education knowledge. The success of any society, whether at national or international level, especially in today's everyday activities of community events under the influence of accelerating global change, depends on the activity and effectiveness of managers and decision makers at all levels (Zomorrodian, 2006). Askarian, (1994) defines leadership as Fundamentals and basis appealing to guide the community to achieve a common goal. A leader has several tasks, such as: judging, recommending, logistics supplying targets, and accelerating the pace of sustainable, secure, being indices and representative, to inspire, encourage and praise (Irannejhadeparizi and Gohar, 2001). The meaning of leadership for management students is as wide and vague, but always attractive. Amitai Etzion in defining leadership said leadership is often based on personal characteristics and usually characterized by anomalies (Hoy and

Miskel, 2008). Jang believed leadership is the influence of individuals and groups within the organization, helping them establish goals and guide them to achieve goals (Dale, 2009). Among leaders works we can refer to major and sideline work which in major works the leader plays the role of the authority, as programmer, solution, experts, controller of the relations between groups, creator of punishment and rewards incidental and in sideline works plays the role of a model, a symbol of the group, as a father and as a group shield. There are many leadership theories and they are conflicting with each other, indicating the complex and changing nature of leadership. Leadership theories can be categorized into the following four parts:

- A) Theories of personality traits;
- B) Theories of leadership behavior;
- C) Contingency theory;

Theories of personality traits name intrinsic properties for a leader and is well known for Superman theory (Big Man). Among theorists of this theory we can point out Bogards Pigors and Ted (Rost, 1991). According to this theory, the nature of leadership and leaders are born, not made a gift of God. After the failure of the theory of personal characteristics in identifying leadership on the one hand and inference of uncertain outcomes and conflicting findings in the research of the 1940s, direction of scholars' research tends towards identifying management and leadership styles. In other words in the movement of identifying characterization leadership we try to

understand the leadership style and identify leadership style in dealing with subordinates (Moshabaki, 2001). In this regard, we can point out the studies of Iowa, Ohio, Michigan and Likert style, network management, x and y theory of Meg Gregory. Among main theories of contingency is the theory of matching leadership style presented by Fidler. Fidler believed that based on the three factors of the relationship between boss and subordinate, contingency, work structure and the leader's power we can determine the most appropriate style for each situation without changing the style or styles of leadership. Performance or effectiveness of the group also depends on interaction of leadership style with favorable conditions. Another theory that complements contingency theory is life cycle approach which focuses on growing and improvement of followers or people under a manager and in contingency with each other (Hersey and Blanchard, 1998). Likert is an American psychologist; Likert starts his researches in University of Michigan in 1946, trying hard he was able to collect information from various organizations and after the needed evaluation; he released the results in his first work called new models of management. Likert According to his findings, presented the second of four management styles called humanistic organization in 1967. Below we describe the first styles:

Exploitative Style

This type of management does not rely on subordinates in any way, because they rarely participate in the decision-making process. All decisions are made and aimed at the head of the organization are passed down through the chain. Subordinates are forced to work by fear, intimidation and punishment and incidental rewards and

satisfaction at physiological and safety levels. There is a little action- reaction interaction between bosses and subordinate that occurs with fear and suspicion. Process control has focused heavily on senior management level, usually in the form of an informal organization which is opposed to the goal of the organization.

Autocratic style

This type of management has a trust in combination with such tolerance towards subordinates and servants. While all decisions and setting organization's goals are made by the authority, some decisions are made within prescribed at lower levels. Some of the potential rewards and punishments are implemented or applied to motivate employees, to any interaction with the boss and subordinate, happens with tolerance and leniency by the directors or fear and caution of the subordination, while still process control is concentrated on the hands of top management. Some are assigned to levels at or below average. In this case usually an informal organization is formed but not always resists against official goals of the organization.

Consultive Style

This type of management relays significantly, but not completely on subordinates, while the overall policies and decisions are taken at a higher level, it allows Subordinates in very specific cases and at lower levels make decisions. Communication goes between high and low of Hierarchy. Reward and punishment, and partly participation in the work are used to motivate employees and the interaction goes between the boss and the subordinate which is often associated with moderate confidence. Important aspects of

process control are transferred to the bottom and both top and bottom is combined with a sense of responsibility. Informal organization may be formed but it may confirm organization's goals or resist to some extent.

Participative Style

In This type of management complete trust is being expressed on subordinates. The decision can be described broadly across the organization, but has a unity. Communication goes not only between groups but also the up-down direction, and everyone. Motivating employees happens through their direct participation in the economic rewards, goals, improving valuation methods and progress toward goals. Under this type of management the interaction of the superior and subordinate is friendly and with great confidence. In terms of process control, there is a broad collective responsibility which units at low level are fully participating. Official and non-official organizations are often the same. Therefore social forces support efforts that are to accomplish organizational goals. Shortly management is a responsibility-oriented autocratic and construction - orientated style. While the forth style management is a relationship-oriented style that emphasizes on teamwork and mutual trust. System two and three are styles between these two extremes which are respectively partly. Likert believes his leader and manager to be Personnel - oriented manager of y and x that can be compared to the theoretical assumptions and non- managers as relationship-oriented managers. The first is relationship-oriented and the second task-oriented approach (Hersey and Blanchard, 1998). According to Miles organizational health refers to circumstances beyond the short-term efficacy of organization that

implies a set of relatively enduring characteristic and includes the durability and longevity of the organization and its environment, and promoting and developing the organization's ability to adapt with more compatibility (Zahdabablan *et al.*, 2008). The organizational health not only includes organization's ability to perform tasks effectively; but also the ability for growth and continuous improvement. Observers in healthy organizations have committed and conscientious employees of high performance spirit, open communication channels and high achievement. A healthy organization is a place where people want to live, work, and we are proud of whom they and they themselves are useful and effective (Lyden, 2003). Organizational health refers to a situation beyond the short-term efficacy of organization and refers to a set of relative organizational characteristics. A healthy organization, in this regard not only remains stable in its environment, But also in the long is able to become sufficiently adapted to the environment, create and develop continuous skills necessary for survival expand (Alagheband, 2008). Ansari *et al* have proposed several key indicators of organizational health including: the role clarity and accessibility, reasonable requirements, career control and decision-making authority, social support, equitable prudent rewards' behavior, adequate wages, satisfactory working hours, job security, safe organization environment, healthy employment arrangements (Ansari *et al.*, 2009). Arfaner believed that organizational health, more than anything, is related to human resources and in order to optimal productivity and efficiency, attention should be paid to individuals in the organization; skilled and efficient people at various levels, including technical and administrative is the most

important factor in the development and continuous improvement of the organization and its survival. One of the most important models of organizational health, is presented by Hoy and Feldman that includes dimensions of institutional integrity, principal influence, consideration, structuring, support, resources, science and spirit is emphasize (Irfaner, 2008). Hoy and Feldman (1996) studied aspects, set of characteristics and variables of organizational health in seven dimensions including:

- Academic focus: Focuses on the organizations emphasize to promote employee's technical skills and expertise.
- Spirit: refers to a sense of confidence, trust, sympathy and friendship that exists among the staff (Hoy and Miskel, 2008). Proper spirit in the organization is shown with a friendly atmosphere where the staffs mostly love each other and their jobs and the overall are raised for both the individual and the organization (Lyden, 2003).
- Sources of support: Refers to an organization which has necessary material, tools and equipment, or even additional materials and supplies that are readily available (Hoy and Miskel, 2008)
- Structuring: Kerman Structuring: Kerman the in definition of structuring stated that this dimension reflects the degree to which a person identifies their roles and subordinates to achieve and form the goal.
- Thoughtfulness: is the manager's behavior that is friendly, open and supportive. This is similar to the behavior observed at Gray's description of the organizational atmosphere questionnaire (OCDO). Thoughtfulness is a behavior that shows a manager friend, support and sponsors and co-workers of employees. Such management pays attention to employees' results and is receptive of proposals (Hoy and Miskel, 2008).
- Manager Influence: The manager's ability to

influence decisions on authorities. Influential manager encourages and works effectively with his boss, but at the same time, thinks of his own independence of thought and action. According to Peter Drucker you do not have to love you and admire your boss, and you should not hate him. However, should you somehow manage him and his influence can be a source of personal success and the success of the organization (Peter Drucker, 2001). Institutional integrity: the ability of the organization to comply with and compromise with the environment in ways that preserve the health of educational program and is immune against the unreasonable demands of its clients and environment (Rostami *et al.*, 2008).

Review of the Related Literature

Rostami, (2011) in his study entitled an investigation of the relationship between transformational leadership style and entrepreneurial managers and employees in the social and behavioral sciences campus of Tehran University came to the conclusion that among four components of entrepreneurial transformational managers which includes ideal penetration, inspirational motivation, mental encouragement and individual thoughtfulness has a correlation with the CE of employees and this indicated that transformational leadership style is associated with entrepreneurial employees. Thus, if the manager's employ transformational leadership style in the organization that can enhance entrepreneurship and creativity in employees. Arab, (2011) in a research on the role of transformational leadership style of managers in the provision of social entrepreneurship of the personnel: a comparative study of the state and nongovernmental Universities of Mashhad, the main results of the study showed that

Behavioral compliance of managers with transformational leadership style and employees of social entrepreneurship at the University of Ferdowsi, Khayyam and nongovernmental Sajjad University was above average. 2) There is a significant relationship between transformational leadership style and social entrepreneurship and transformational leadership style of managers had the ability to predict social entrepreneurship of Ferdowsi and Khayyam University 3) there is no significant difference between the two groups of social entrepreneurship of State University (Ferdowsi) and NGO (Pascal and Sajjad). Nasiri *et al.*, (2007) have found in their research that the Managers use consulting style in employees' leadership, and involve them in decision-making. Involving employees in decision-making, goal setting and addressing their capabilities and competencies improve performance indices in health networks. Arami, (2006) in the study of the relationship between leadership style and organizational health of schools (elementary school) of seven areas of Education, Mashhad, showed that there is a relationship between leadership style and organizational health. Managers who use relation oriented leadership style, organizations managed by them have a higher level of organizational health. Saedi *et al.*, (2010) in their study entitled the relationship between quality of work life and organizational health and job satisfaction came to the conclusion that there is a significant correlation between the quality of work life and job satisfaction and organizational health. The main purpose of this paper is to identify the relationship between leadership style and organizational health of employees in IAU of Ghayenat. Based on existing literature and theory, research hypotheses are:

Research Questions

1. There is a significant relationship between autocratic style and organizational health of employees of Ghayenat Branch
2. There is a significant relationship between---- style and organizational health of IAU employees of Ghayenat Branch.
3. There is a significant relationship between consultative style and organizational health of IAU employees of Ghayenat Branch.

Materials and methods

This study is an inferential descriptive of correlational type and is applicable in terms of purpose. The study population will consist of all the employees of Ghayenat Branch. According to Morgan table a sample size of 36 subjects were chosen with stratified randomly sampling – out of a class of 40 employees. In this study stratified random sampling was used. Research tools include researcher's questionnaires, and measures four autocratic, supportive, participative and consultative styles including 36 questions of five choices. Researcher's questionnaire, researcher's organizational health, which includes 44 multiple-choice questions in the form of always 1, usually 2, sometimes 3, rarely 4. Both questionnaires have been answered by the employees and professors. Validity of the questionnaire was confirmed by experts and Supervisors and reliability using Cronbach's alpha formula for the leadership style questionnaire was 90/0 and organizational health questionnaire 0/71, respectively.

Data Analysis

Descriptive statistics for the study is as follows:

The analysis showed that the majority of employees (3/83 per cent) were male. Average age of majority (9/63%) of respondents were between 30 and 39 years with the experience between 10 to 15 years (50%) and majority had bachelor's degree (75 percent) and Masters (9/13), respectively.

In the following hypothesis was tested using Pearson correlation test.

First hypothesis: there is a significant relationship between autocratic leadership style and organizational health of employees of IAU Ghayenat Branch.

Table 1. Demographic Statistics

| Cumulative | Frequency percentage | Frequency | Item |
|------------|----------------------|-----------|--------|
| 7.16 | 7.16 | 6 | Female |
| 100.0 | 3.83 | 30 | Male |
| | 100.0 | 36 | Total |

Table 2. Exploitative, style and organizational health Pearson correlation

| Correlation Coefficient | Level of Significance (sig) | Number |
|-------------------------|-----------------------------|--------|
| -0.452 | 0.006 | 36 |

According to Pearson correlation test results (data of the above table), because the level of significance (sig=0/006) is less than (0/1) and the size of the correlation between two variables (r=0/452) in the test, two-tailed alpha level (0/1) null hypothesis is rejected. Researcher's hypothesis is confirmed with 99% confidence; therefore, there is a significant relationship between organizational health and autocratic style. Second hypothesis: There is a significant relationship between exploitative, leadership style and organizational health of employees of IAU Ghayenat Branch.

According to Pearson correlation test results (data of the above table), the level of significance (sig=0/251) is more than (0/5) and the size of the correlation between two variables (r=0/196) in two-tailed alpha level test (0/5) null hypothesis and the researcher's hypothesis is rejected as a result there is no significant relationship between organizational health and exploitative, style. Third hypothesis:

there is a significant relationship between consultative leadership style and organizational health of IAU employees of Ghayenat Branch.

Table 3. Pearson Correlation of Exploitative, Style and Organizational Health

| Correlation Coefficient | Level of Significance (sig) | Number |
|-------------------------|-----------------------------|--------|
| 0.196 | 0.251 | 36 |

| Correlation Coefficient | (sig) | Number |
|-------------------------|-------|--------|
| -0.474 | 0.003 | 36 |

According to Pearson correlation test results (data of the above table), the level of significance ($\text{sig}=0/003$) is more than ($0/01$) and the size of the correlation between two variables ($r=0/196$) in two-tailed alpha level test ($0/474$) null hypothesis and the researcher's hypothesis is confirmed with 99 percent of confidence as a result there is a significant relationship between organizational health and exploitative, style.

Conclusion

The results of the relationship between autocratic leadership style and organizational health mood in the such as Pearson correlation coefficient ($-0/452$) is at a significance level of $0/006$, which is less than $0/01$, thus research hypothesis was approved and the null hypothesis is rejected which show a positive relationship between autocratic leadership style and organizational health. The more autocratic style more organizational health of employees will improve. Bidarm, (2000) in a study came to the conclusion that there is no relationship between autocratic, exploitative leadership styles, with regard to effectiveness. The results of Moradi *et al.*, (2006) suggest that there is a negative relationship between autocratic leadership style and team cohesion, task cohesion. According to results of the study, teachers' leadership style is among factors related to group cohesion and group cohesion as well is related to the success of a sports team. Trainers, who use educational behavior, democratic styles, social support and positive feedback, and less autocratic style, have more successful organized teams. The findings about the relationship between exploitative leadership style and organizational health such as Pearson correlation coefficient ($-0/196$) shows a significance level of $0/01$, which is more

than $0/05$, that there is a negative relationship between exploitative leadership style and organizational health, the less exploitative style of the employees, the more their organizational health will be. Bidarm, (2000) in his study concluded that there is no relationship between the autocratic and exploitative leadership style and effectiveness. Lajvardi *et al.*, (2010) in their study concluded that there is no significant relationship between emotional intelligence and supportive leadership styles. The results of the relationship between consultive leadership style and organizational health such as Pearson correlation coefficient ($-/474$) show a significance level of $0/003$, which is less than $0/01$, thus research hypothesis is confirmed with 99% and the null hypothesis is rejected, which suggests a positive relationship between consultive leadership style and organizational health. The more consultative style, the more will be organizational health of employees. Bidarm, (2000) in his study said that there is no relationship between the effectiveness and consultative leadership style. Arami, (2006) also concluded that there is a significant relationship between results-oriented leadership style and organizational health of schools, there is an inverse relationship between poor task-oriented leadership style and organizational health. Therefore it can be said that managers who use relationship-oriented leadership style in comparison with managers who use task-oriented leadership style have higher organizational health. Undoubtedly one of the factors influencing the development of human societies is leadership styles on subordinates. Of characteristics of today's world is an ever-increasing human need. One of these needs is a manager who has the ability to establish relationships with subordinates and logically correct and

prevent the creation of chaos. And since one leadership style may not be suitable for all situations, hence, a manager in various positions can create a different style of leadership, with regard to dominant culture of the organization and organizational maturity. Essentially to the development leadership there is a key strategy and human resources is considered an essential element in the success of leadership development. And since the most important asset of organizations is their human force which has enough health, and is richest sources by means of guidance in order to achieve the objectives of the organization. Guiding such a valuable asset in any organization requires effective leadership style adopted by the management. It is true that the manager is responsible for maintaining law and order and implementing the regulations, but the manner in which the order of increasing organizational health, it is very important. Understanding the effect of behavioral and its relationship with performance and optimal management of the organization is important in this relationship leadership style as one of the important variables determining in organizational behavior. This study shows a positive relationship between leadership style and consultive organizational health. The more consultative style the better employee's organizational health will improve. Generally results obtained from the analysis and interpretation of data showed there is a stronger positive relationship between consultative and participative management styles and organizational health of Ghaen University than the other styles. In the autocratic and exploitative styles though there is little chance and it is implied such that employees who are involved in the decision have more health in the organization. Also, research has

shown that there is a significant positive relationship between consultative and participative environment and organizational health. It is also shown that managers who give more authority and attention to subordinates with the participation of employees in decision-making create confidence, promoting scientific spirit and increasing employee commitment to decisions and recommendations. Accordingly, the requirement for increasing organizational health is benefiting from non- autocratic style, employing the methods of consultation and participation. Therefore it is recommended that to increase organizational health of employees use consultative and participative management styles. We must also be acknowledged that this study has some limitations. Not returning all questionnaires distributed and the possibility of its employees because of facing special and cross- sectional case in the organization, a cross sectional view of a different organization than is earned. This study investigated the current situation between leadership style and organizational health; other variables examined in this study are not limited spatial domain. This study is limited to the population studied, with all the effort that was made to select a random sample. Lack of cooperation of some of the employees there are some drawbacks to this sample which are among limitations of this study.

Suggestions

1 - To employ a method that the results of this research reach to managers and employees, because it is an important step toward improving the quality of the organization. And through the training of staff managers and employees encourages more management styles than to consultative management.

2 - With regard to the frequency of the most applied style, the most leadership style that should be applied is exploitative style which should be attempted with careful planning. This style that reduces organizational health is driven to styles that will increase organizational health.

3 - In the nomination and election of directors, people elected by current management practices make the best decision. And determining qualification that conscience and protection masters for nomination of in staff posts, the management style of the individuals is also evaluated.

4 - It is expected that the results obtained in the first step the consultive style pays the most attention to organizational health and participation in the next steps. And in the next steps participative and autocratic management can be viewed and added and it is observed that exploitative management can by little predict organizational health. So it is recommended to arrange the position of the priorities of management styles that are sought to be used to improve organizational health

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