



Designing a transformational leadership model for the employees of health and treatment centers in Tehran utilizing the theme analysis method

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Abstract

To create a transformational leadership model for staff members of Tehran's health and treatment facilities, the present study was carried out. To present the model, a qualitative approach has been employed. Academic journalists and administrators of related institutions were part of the study's target population. The data collecting technique was semi-structured interviews. Theme analysis was used in open, central, and selective coding throughout the data analysis process. The results of the interviews revealed that the four components of the transformational leadership model used by the staff at the Tehran health and treatment center are persuasion, network building, capacity building, and entrepreneur orientation. These dimensions' sub-components consist of energizing, bolstering positive behaviors, organizational networks, the spirit of collaboration and engagement, confidence in capacity, belief in success and development, opportunism, and inventive and creative behaviors. The present approach aids the managers of these centers in laying the groundwork for the growth of productive and positive employee behaviors that will help them reach their objectives.

Keywords

Transformational leadership, health and treatment centers, persuasive, empowering.

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Introduction

The speed of social and technical change nowadays pushes companies to make significant adjustments in order to stay current with these dynamics. Organizations find it challenging to implement these changes, particularly when they include altering internal cultures, practices, and attitudes. Leadership is one of the key factors that determines whether an organization is able to implement a major change or innovation or not when it comes to tracking the process of organizational change (Carreiro & Oliveira, 2019). In order to improve an organization's performance in the current turbulent environment, transformational leadership, one of the leadership paradigms, tries to anticipate environmental changes by motivating employees and creating an organizational culture where ethical behavior is considered the norm. A distinct and necessary future is envisioned by transformational leaders. The ability of transformational leaders to put the right transformative approach into practice ensures that firms can react swiftly to shifting competitive situations. Today's dynamic and changing surroundings need ongoing organizational adjustments and transformations, which calls for the presence of visionary strategic leaders or, to put it another way, transformational leaders (Ayat et al., 2020).

Because transformational leaders pay close attention to each team member, make an effort to understand their needs, and provide emotional support when they are upset at work, it is crucial to pay attention to studies in this area. These encouraging actions provide workers a greater feeling of security and motivate them to work hard while completing tasks (Lai et al., 2020). Transformational leadership is a kind of leadership in which the leader shapes the identities of the followers and drives the adoption of constructive habits. Creating commitment to corporate objectives and enabling followers to achieve them are two aspects of transformational leadership. This new style of leadership seeks to fill in the gaps left by the deficiencies of bureaucratic mechanisms and traditional authority and guide today's organizations towards the desired perfection and success by evoking emotions and bolstering individual identities through the use of the value system and employees' social networks (Jamil & Obeidat, 2019).

In this regard, taking into account the significance of the problem in health and treatment facilities as well as the fact that no research has been conducted in this area concerning the creation of a transformational leadership model in health and treatment facilities in Tehran, an attempt has been made in the current study. The transformational leadership paradigm at Tehran's health and treatment institutions has been introduced, closing the theoretical gap.

Theoretical foundations of research

The new leadership paradigm, which uses moral ideals and characteristics to influence others, includes the transformational leadership style. Employees who are under the direction of transformational leaders are inspired to go above and beyond expectations (Wang et al., 2011). The term "transformational leadership style" refers to a type of leadership in which the leaders have a supernatural talent, inspire their followers spiritually, pay them more attention, and lead them by swaying their hearts. The dynamic organizational environment that transformational leaders create frequently calls for a change in cultural values to reflect more innovation. Additionally, in order to enable followers to strive toward more ambitious objectives, transformational leadership aims to create a link between individual and group interests (Dargahi and Mousavijam, 2017).

In practice, transformational leadership is often compared to charismatic leadership, but transformational leadership is said to be more comprehensive since it inspires and supports the intellectual stimulation of its followers. However, since charisma is one of the key elements of transformational leadership, when it is used, this style of leadership is categorized as dominant leadership. According to Bass (2000), transformational leaders may really use collaborative leadership depending on organizational requirements at certain periods and are not constrained by their charisma. Organizational transformation should be a dynamic reaction to environmental changes, requiring adjustments to member management, procedures, processes, and values in line with these environmental changes (Yue et al., 2019). The legitimacy of some of the most important sets of leadership techniques is strengthened in large part by what has been learned about such leadership in this corpus of study. Colleagues of leaders may be inspired to work for a shared objective as a key motivator for their job by developing a vision, guidelines, and goal orientations. High performance expectations are correlated with shared vision via the accomplishment of group objectives. Employee development plays a significant role in motivating employees, and its primary goal is to develop personal qualities like commitment, capacity, and flexibility that will enable employees to continue achieving organizational goals while also enhancing their academic and professional skills and knowledge. Individual assistance, intellectual stimulation, and the role modeling of acceptable values and behavioral patterns are a few of these techniques. These particular procedures mix administrative hierarchy-based functional assets like encouragement, training, direction, and incentives with individual assets like active listening and validating others' efforts (Hallinger, 2003). Recent studies have shown that effective transformational leaders cherish and support their coworkers' personal and professional well-being. Restructuring a company in order to improve working conditions is another facet of transformative leadership (Antonopoulou et al., 2021).

Numerous studies have been conducted in this area thus far. A study titled *Overview of Transformational Leadership and its Effectiveness in Government Organizations* was investigated by Sihite et al. in 2020. The findings of their study indicated that there is a substantial body of literature on organizational change management in the public sector. Recent research has nevertheless shown that organizational change management may be impacted by transformational leadership. From their perspective, institutional change and transformational leadership strategies assist observers in successfully implementing organizational change in public organizations, as well as the degree to which the bureaucratic structure of public organizations permits the implementation of particular organizational changes. Findings suggest that with predictable and developing transition methods, bureaucratic organizations may effectively implement transformational leadership. The function of transformational leadership is influenced by the organization's culture and method of approaching change.

In a study, Asbari (2020) surveyed the question of whether or not firms need transformational leadership management. According to his study, a human leadership model is the new one that is required. This model is seen as a leadership approach that not only has a radar to comprehend what is occurring throughout the business, but also a moral compass to guide ethical decisions and obligations and drive the organization in the proper way. Not merely a

change, but a genuine transition towards human leadership, where respect and trust are pervasive across the organization.

Usman (2020), in a study on transformational leadership and organizational changes, noted that today's leaders face numerous difficulties when acting as change agents. A significant challenge for a leader in enacting organizational transformation is the dynamic environment's high degree of uncertainty and quick change. A leader must adopt a strategic mindset to successfully implement organizational change in order to foster improvement and sustainability. Although there is still disagreement over the leadership style that is crucial for bringing about change, he said that transformational leadership is a particular strategy for succeeding in organizational change in the current environment.

A conceptual paradigm of transformational leadership for Tehran's elementary school principals was offered by Bagheri et al. in 2020. The findings of their study revealed that there are six main factors and 18 components in the developed model, including the following: school identity factor (school dynamics, school synergy, school organizational structure factor, including lack of transparency in the formulation of administrative rules and regulations, lack of flexibility in education), the dominant organizational motivation factor in education and training (meeting the material and spiritual needs of teachers, the scholastic needs of students, and the scholastic needs of teachers), and the dominant organizational motivation factor in training. Innovative decision-making is influenced by the dominant organizational culture in education and training (focus on behavioral skills, emphasis on humanism, emphasis on science, growth of strategic thinking in education and training, reformability of education and training, etc.). Education for ethics and practical progress of education were noted.

In order to build a transformative leadership model for a technical and vocational institution, Bigleri et al. (2019) carried out a qualitative study. The outcomes of their research demonstrate the usefulness of transformational leaders and the capability of organizational flexibility. In actuality, transformational leaders use the adaptability method to manage organizational changes and affect the effectiveness of followers. Therefore, it is advised that transformational leaders make use of organizational social capital by implementing a performance-based reward system, adapting strategies to organizational changes and transformations, hosting training workshops for the excellence of organizational behavior and character to the significance of work conscience and conscientiousness, and enhancing horizontal interactions. Building trust between coworkers, enticing employees' participation and cooperation in decision-making, strengthening the spirit of constructive criticism among themselves and the organization's coworkers, empowering the human force by including employees in crucial organizational decisions, and finally using empowerment techniques to encourage employees to innovate in order to adapt to changes are all examples of how to improve interpersonal relationships and foster trust between coworkers.

Research methodology

Qualitative research formed the basis of the present research methodology. A model of transformative leadership was then proposed after reviewing related papers using a qualitative method. Academic and organizational specialists in management and leadership make up the statistical population of the study. The purposeful sampling approach was used in the present study, which indicates that the sampling was deliberate, concentrated on

formulating a theory about the topic under investigation, and continued until theoretical saturation was attained. After conducting 6 interviews, it was determined that theoretical saturation had been attained. Semi-structured interviews are the primary source of data for the qualitative portion, and they were analyzed and coded using the theme analysis approach.

Credibility, transferability, and conformability were the three areas of the qualitative section's validity that were investigated, and the interviews were validated and analyzed throughout this procedure. The test-retest reliability approach was used to assess the dependability of the interviews. Three interviews were chosen among the ones that were performed, and each of them was coded twice during a 20-day period in order to determine the retest reliability. The interviews used in this study have 0.86 retest reliability. This result exceeds 0.6, confirming the veracity of the coding.

The following table indicates the demographic information of the research interviewees:

Table 1. Demographic characteristics of the interviewees

Executive position	Education	Statistical Society
University Professor	PhD	Female
Device manager	PhD	Male
University Professor	MA	Male
Device manager	MA	Male
University Professor	PhD	Male
University Professor	MA	Male

The coding approach was used for analysis once the interviews had been gathered. According to the author's writing restrictions, the results of the coding are summarized as detailed in the following tables. Coding is thought of in three levels: open, axial, and selective.

An example of open coding is this: "Paying attention to the requirements of workers first, so that it may build internal motivation for them to carry out the tasks of the business, is one of the defining qualities of transformational leaders." The open coding is presented in the following format: (attention to the needs of employees, creating internal motivation for employees)

Table 2. Open coding of the conducted interviews

Open coding	
Paying attention to the requirements of employees - creating internal motivation for employees - correcting organizational deviations - spreading value behaviors - developing ethical behaviors - developing horizontal communication in the organization - delegating important decisions - affecting employees' beliefs - deeply influencing employees	1
The creator of the performance-based reward system - compatible with organizational changes and developments - fostering strategic thinking - determining profitable opportunities - creating a sense of trust - creating a clear vision - increasing voluntary citizenship behaviors - finding constructive solutions to solve difficulties - creating specific emotional relationships with employees	2

Open coding	
Enhancing horizontal interactions among colleagues - Making trust - Increasing work enthusiasm - Effective supporter - Enhancing the quality of work life - Enriching employees' careers - Increasing the sense of attachment of employees - Honesty in behavior - Believing in the ability of employees	3
Encouraging the participation and cooperation of employees in decision-making - increasing entrepreneurial thinking - a factor in the development of organizational research and development policy - a proper builder of organizational identity - creating a suitable organizational culture - non-discrimination in the organization - interactive dialogue with employees	4
Strengthening the mode of criticism among oneself and colleagues of the organization - Strengthening entrepreneurial behaviors - Making value and competitive advantage - Strengthening organizational learning activities - Increasing the vitality and happiness of employees - Creating a context for change for employees	5
Employee participation in significant organizational decisions - creating an innovation environment - increasing innovative behaviors - changing the organizational structure - clarifying - flexible - strengthening the cooperative behaviors of employees - creating a suitable cooperation environment among colleagues - suitable cooperation among multiple units	6

In the table below, open coding are examined and classified in the category of axial coding.

Table 3. Axial coding of the conducted interviews

Open coding	Axial coding
Paying attention to the requirements of employees - creating internal motivation for employees - disseminating valuable behaviors - developing ethical behaviors - affecting employees' beliefs - deeply affecting employees - making a performance-based reward system - increasing work enthusiasm - increasing the vitality and happiness of employees - Increasing innovative behaviors - making a sense of trust - creating specific emotional relationships with employees - increasing the sense of attachment of employees - honesty in behavior - clarifying - flexible	Motivating Reinforcing positive behaviors
The developer of horizontal communication in the organization - increasing voluntary citizenship behaviors - Enhancing horizontal interactions among colleagues - making trust - Effective supporter - Attracting the participation and cooperation of employees in decision-making - Proper shaping of organizational identity - Making a suitable organizational culture - Non-discrimination in the organization - Interactive dialogue with employees - Strengthening the spirit of self-criticism and colleagues of the organization - strengthening organizational learning activities - participation of employees in important organizational decisions - changing the organizational structure - strengthening cooperative behaviors of employees - creating a suitable cooperation atmosphere among colleagues -	Organizational networks The mode of cooperation and interaction

Open coding	Axial coding
suitable cooperation among different units	
delegating significant decisions - correcting organizational deviations - adapting to organizational changes and transformations - fostering strategic thinking - creating a clear vision - finding constructive solutions to solve problems - enhancing the quality of work life - enriching employees' careers - faith Having to staff ability	Belief in ability Belief in growth and success
Increasing entrepreneurial thinking - the development factor of organizational research and development policy - strengthening entrepreneurial behaviors - making value and competitive advantage - creating a context for change for employees - creating an innovation environment - identifying profitable opportunities	Opportunist Innovative and creative behaviors

Finally, after axial coding, selective coding was done and the main components of the transformational leadership model were determined.

Table 4. Selective coding of the conducted interviews

Open coding	Axial coding	Selective encoding
Paying attention to the requirements of employees - creating internal motivation for employees - disseminating valuable behaviors - developing ethical behaviors - affecting employees' beliefs - deeply affecting employees - creating a performance-based reward system - increasing work enthusiasm - increasing the vitality and happiness of employees - Increasing innovative behaviors - making a sense of trust - creating specific emotional relationships with employees - increasing the sense of attachment of employees - honesty in behavior - clarifying - flexible	Motivating Positive and motivating behaviors	persuasive
The developer of horizontal communication in the organization - increasing voluntary citizenship behaviors - enhancing horizontal interactions among colleagues - building trust - effective supporter - attracting the participation and cooperation of employees in decision-making - a proper builder of organizational identity - creating a proper organizational culture - non-discrimination in the organization - Interactive dialogue with employees - Strengthening the mode of self-criticism among the organization's colleagues - Strengthening organizational learning activities - Employee participation in significant organizational	Organizational networks The mode of cooperation and interaction	network builder

Open coding	Axial coding	Selective encoding
decisions - Changing the organizational structure - Strengthening the cooperative behavior of employees - Creating a proper cooperation atmosphere among colleagues - proper cooperation among different units		
delegating significant decisions - correcting organizational deviations - adapting to organizational changes and transformations - fostering strategic thinking - making a clear vision - finding constructive solutions to solve problems - enhancing the quality of work life - enriching employees' careers - faith having to staff ability	Belief in ability	capability builder
	Belief in growth and success	
Increasing entrepreneurial thinking - the development factor of organizational research and development policy - strengthening entrepreneurial behaviors - creating value and competitive advantage - making a context for change for employees - creating an innovation environment - identifying profitable opportunities	Opportunist	Entrepreneurial
	Innovative and creative behaviors	

Discussion and conclusion

Numerous researches have been done in the issue of transformational leadership up to this point. Due to the significance of transformative managers and leaders, particularly in the period of Covid-19, it has been shown more than ever in health and treatment institutions. Paying attention to such matters may assist these centers in navigating crises and continuing to operate effectively. The four elements of the suggested model, which was developed using a qualitative methodology, are persuasion-oriented, network-building, ability-building, and entrepreneur-oriented.

The components that were found support the claim that transformational leaders create an image of a necessary and clear future vision and possess the ability to carry out the best transformative process for the firm. It guarantees a prompt reaction to shifting market circumstances. Leaders who have deep insight can choose the organization's future course and inspire people to bring about change are essential for successful companies. Organizations may enhance their performance while competing in a tumultuous and uncertain environment by using transformational leadership strategies. In reality, the likelihood that the business will be able to overcome the problems of the global economy will reduce in the absence of competent transformational leadership. In order to achieve organizational goals, transformational leaders have altered the organizational culture and structure to be compatible with management strategies. They have also raised the motivation and morale of their subordinates and raised their own needs in accordance with Maslow's hierarchy of needs. They are active. Additionally, a leader's impact on followers is often used to gauge how transformative of a leader they are. In such a manner that the transformational leader's

followers adore him, feel trust, loyalty, and respect for him, and are inspired to work more than they had planned. All workers' efforts should be supported by transformational leaders so that success markers may be reached. The link between goals might be shaky or even broken in the absence of transformative leadership.

The managers of the health and treatment institutions are advised to improve their transformative behaviors in accordance with the indicated aspects in light of the outcomes. They may include these traits into the suggested components. In order to satisfy the demands of the staff and provide the required incentives for the staff of these centers, they should work to enhance employee motivation and mental encouragement. Managers are advised to familiarize themselves with the networking aspect. Taking into account the opportunities for networking and employee cooperation as well as interdepartmental cooperation with other centers, this aspect aids managers in motivating and encouraging their staff in the first place and the quality of the work life and raise them, then assist in improving the services offered to customers.

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