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Original Scientific Paper

Relation between job involvement, attitude towards contemporary management and leadership styles in manufacturing and service companies' managers

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Abstract

The purpose of this research can be defined as an attempt to establish whether there is a relationship between job involvements, attitude towards contemporary management and leadership styles that managers have developed.

The sample of respondents is composed of 89 managers of different organizations performing in Kosovo and RM. Job Involvement Scale (JI - Job Involvement Questioner) was used to measure Contemporary Management, a tool that incorporates the structural components of contemporary management, while the Stily Leadership Assessment instrument was used to assess leadership styles.

The empirical results suggest the generalization that contemporary management is related to the three leadership styles. The study found that there is a correlation between Job involvement and contemporary management, which is statistically significant as it correlates with autocratic and democratic leadership style but not with liberal leadership style. The study proved that the organizations involved in the study have a profiling with substantive characteristics of the three profiles. American management stands out, or what represents theory X, followed by European management (Type Z) and finally Japanese management, or what is known as theory Y. In the "top management" profile, characteristics such as leadership must be visionary, pro-creative and communicative. No less important are also the characteristics such as: leadership to be pragmatic as well as to be able to convey knowledge and competencies to employees in organizations. The study proved that the core of managers' attitude towards contemporary management consists of the subcomponents: utilization of contemporary management, organizational structure, management's role in success, contemporary management perspective, and attitude towards contemporary management, on the other.

Keywords: Job involvements, contemporary management, leadership styles, management types.

1. Introduction

Job involvement - There are many definitions of job involvement. Job involvement is defined as the degree to which a person is psychologically identified. Job involvement is related to the motivation a person has in a job (Bashaw, R.E., & Grant, E.S. 1994).

The notion of job involvement is intended to include and extend the employee in a cognitively comprehensive way across all job segments (Keller, 1997). From the perspective of some psychologists' approaches to work involvement, there is the possibility that these commitments to the worker from an overwhelming desire to be committed to work may lead to work

dependence or obsessive involvement of the employee in the realization of organizational commitments, also known as "workaholics" (Osmani & Gashi, 2016).

Another term related to employee involvement in work is also "work centrality". In one sense this notion is defined as the important congruence that the employee possesses work, seen from the general prism, it has the particular importance of keeping the worker alive (Pulley, 1994). Such attitudes to work as a rule usually result from socialization and reflection of the role models of life with which we have grown and matured (Osmani & Gashi, 2016).

Contemporary Management - If you ask 100 executives to name only one factor to determine organizational success, chances are high that most will say that that factor is effective leadership. This response is reflected by the general belief in the business world that contemporary leadership is key to the efficiency of a corporation (Abdelmagid M. Mazen, etc. la 2017). And understandably this view is not just about organizations; leadership also plays a key role in politics, sports and many other human activities. Leadership is treated as one of the most studied concepts in the humanities. Generally speaking, leadership is like love: it is something that many people think they know what it is, but you happen to be unable to define it as such. Leadership is a process where an individual influences member of another group to achieve the goals of a defined group or organization (McCauley, Cynthia, D.: Brutus Stephane, 1998).

Management, on the other hand, is primarily aimed at ensuring the stability and order of the organization. Management focuses on structure, while leadership on the implementation of ideas. Organizations that have strong leadership and poor management become slow and bureaucratic. On the other hand, those organizations that have poor leadership and strong management implement change without clear purpose (Marc A. M., etc. la 1996).

In this research, based on workplace psychology practices and findings, contemporary management models have been taken: The European model of leadership in the organization, the Japanese and the American model. Even focusing on some of the specifics of managing the organizations to which these reports are addressed:

- a. *The quality of group-leader relationships* - considered the most important variable in determining the most favorable situation. The situation is favorable for the leader if this relationship is good;
- b. *Leader position* - if the leader has a high power position, the situation is favorable to him.
- c. *Structure of the task* - when the task is well structured, the goals of the organization are very clear, there is only one way to perform the task, the accuracy of the decisions made can be verified immediately and there is only one correct choice. It is clear that tasks that are perfectly structured do not require the leader to provide additive structure (Shaul Oreg., YairBerson, 2011).

Leadership styles - By leadership we mean the leader who coordinates all activities of the organization and its members by managing and orienting them in the desired direction. A leader refers to a person's dispositions and attention to others and to the organization, primarily related to leadership and supervisory positions.

A leader may be the boss of a collective of employees under his orders, but that does not mean that they should, and will always obey only because he is a leader. For this reason, the leader

must have clear attitudes, be trustworthy, behave well and consider other people's feelings (Yukl, 1989). Often leaders are born informally and have greater influence over group members than formal leaders with organizational titles.

For a clear understanding of the concepts of leadership and management, differences between them should be emphasized. So leadership means impact, working with people and achieving goals.

Studies show that for a job to be successful a job leader must possess five key competencies (Stančić, 2003): Personal competence, Professional competence, Developmental competence, Social competence and Competence to act.

The criteria for selecting a "good" leader are very subjective. He is not and should not be an expert on everything, but he should be diligent, determined, original, responsible, confident, possess the courage to implement changes and innovations, as well as having charismatic personality traits (Resman, 2001).

Theories of personality traits

These are the characteristics that every leader must possess in order to be successful in their work. Some of those features are:

- a. High energy levels and stress tolerance - leaders who possess this personality trait can easily cope with the frequent demands and conflicts that arise during work. They are also capable of changing their work strategy when needed and are willing to invest in every aspect to meet organizational obligations.
- b. Emotional prudence - the leader must have self-control and stable emotions. He must first recognize and discern his emotions and feelings, as well as possess empathy skills.
- c. High self-esteem - this characteristic makes the leader more persistent in accomplishing organizational objectives and goals, no matter how complicated they are.
- d. Creativity - represents the leader's ability to observe organizational situations and phenomena in a new and original way. A leader's creativity is reflected in how he or she selects the best and most appropriate ideas for achieving goals (Paul, E. Spector. (2012).

These theories of personality traits enable one to understand what are the leader's characteristics needed for growth and success. However, it should be noted that personality traits interact with different situations that can influence a leader's behavior.

Situational Theories of Leadership — In addition to personality traits and leader behavior, the situations and circumstances in which leadership emerges are of great importance for success in the job. Consequently, situational leadership theories have been formed, which emphasize the value of the situation and are based on the assumption that the characteristics and behavior of the leader differ from one situation to another. This means that leadership is a contextual phenomenon; in different contexts, performance characteristics require different characteristics and behaviors (Ayman, R. 2004).

Theories that stand out are:

Fred Fiedler, in the 1960s proposed the Theory of Contingency, which is refer to personal factors and to personal characteristics who is making a successful leader. Fiedler points out that the performance of a group depends on the interplay of two components: favoring the situation and leadership style.

Similarly to Fiedler, Robert House (1971) proposal Theory of the Road to Purpose emphasizes that the leader must motivate followers for higher performance by convincing them that valuable results are achieved through seriousness. House affirms that the leader exhibits four styles of leadership: Directive - the leader gives specific instructions to the group members on how to accomplish their tasks, Support - the leader must show interest and care to his followers, participant - the leader should direct the followers to participate in decision making and suggestions, Achievement-oriented - The leader must set goals and encourage followers to achieve them at a high level (Ayman, R. 2004).

Behavioral theories emphasize what the leader manifests as genuine behavior during leadership. Research applied to leadership shows that several different leader behaviors that are known as leadership styles can be distinguished. Research Applied to the University of Iowa - results show that there are several leadership styles:

- Autocratic style - the leader dominates the members of the group, using a veto to achieve a specific objective.
- Democratic style - the leader makes decisions by consulting his group while also maintaining control of the group. It allows the group to decide how the work will be done, promotes the participation of members in decisions, but always holds the primary responsibility of leadership

Liberal style - the leader exercises little control over his group, letting them choose roles and segregate duties. This style allows the group to work with less direction and motivation. When a leader is convinced that his group has high self-esteem, that members of the group are capable and motivated for the job they have chosen, then it is appropriate for him to withdraw and be given the group members to take the initiative, therefore, to apply the liberal style (D. Scott, D., etc. la. 2011)

2. Methodology

The purpose of the research can be defined as an attempt to establish whether there is a relationship between Job involvements, attitude towards contemporary management and leadership styles that managers have developed. The assumptions that emerge from the problem and the research purpose can be defined as follows:

- a. H.1. There is a link between Job involvements, attitude towards contemporary management and leadership styles of managers
- b. H.2. There is a relationship between the attitude towards contemporary management and the leadership styles that managers have developed.

c. H.3 The attitude of managers towards contemporary management consists of the components: utilization of contemporary management, organizational structure, the role of management in the successes of the organization that leads and the trust of managers in the perspective offered by contemporary management.

The sample of respondents is composed of 89 managers of different organizations performing in Kosovo and RNM. Education wise 29 subjects are with secondary education, 53 with university higher education, 14 with master's degree and only 3 with doctoral degree. Table 1 presents data on the number of companies depending on the type of company. Managers from manufacturing companies usually come from the construction, agriculture and industry sectors, while the service companies are the most frequented commerce, hotel and transport sectors.

Table 1. Sample description of the depending on the type of organization (production or service provider)

	Valid		Total	
	N	Percent	N	Percent
Productive organization	24	31.8%	89	100.0%
Org. Service provider	65	63.3%	89	100.0%

The following instruments were used to measure the variables:

1. The following instrument was used to assess job involvement: Scale of job involvement (JI - Job involvement - Author: Lodahl and Keener). The instrument consists of 10 Likert-type items, with 1 indicating strongly disagree and 6 strongly agree. Reliability Alpha Cronbach $\alpha = 0.89$ categorizes JI instrument into reliable instruments.
2. An instrument was used for assessing Attitude towards Contemporary Management which incorporates the structural components of Contemporary Management (in form of a 125-question questionnaire). The instrument in question fully satisfies the most important condition for application of the measuring instrument, namely reliability values for Kronbah $\alpha = 0.88$ and Gutman $\alpha = 0.91$ reach critical values for reliability 0.80.
3. The Leadership StilyAssesment instrument (18 items with a 5-point Likert scale) was used to assess leadership styles. Reliability values for Kronbah $\alpha = 0.795$ and Gutman $\alpha = 0.81$ reach critical values for reliability $\alpha = 0.80$.

3. Results

The results of the study are presented through tables and statistical graphs referring to the hypotheses raised in the methodological section on the relationship between Job involvements, attitude towards contemporary management and leadership styles.

Managers' attitude towards contemporary management consists of the components: utilizing contemporary management, organizational structure, the role of management in the successes of the leading organization and trust of managers in the perspective that contemporary management offers, while leadership style of the three leadership approaches: authoritarian, liberal and democrat.

Table 2. Correlation coefficients between Job involvement, attitude towards contemporary management and three leadership styles: authoritarian, liberal and democratic (Source: Authors)

	Attitude towards contemporary management	leadership styles		
		authoritarian	liberal	democrat
Job involvements	r=0.615 p<0.000	r=0.501 p<0.000	r=0.122 p>0.61	r=0.426 p<0.000

In hypothesis H.1. the assertion of the relationship between Job involvements, attitude towards contemporary management and managers' leadership styles was presented. The results presented in Table 2 clearly indicate the existence of a correlation between the variables included in the hypothesis. There is a correlation between Job involvement and contemporary management attitude, which is statistically significant $r = 0.62$ $p < 0.01$. On the other hand, Job involvements statistically correlated with autocrat style $r = 0.50$ $p < 0.01$ and democratic leadership style $r = 0.43$ $p < 0.01$. Correlational analysis confirmed that Job involvements did not correlate with liberal leadership style $r = 0.12$ $p > 0.01$.

In the second hypothesis H.2. the assertion of the relationship between attitude towards contemporary management and leadership styles of managers is given. The correlational analysis (Table 3) corroborates the hypothesized assertion.

Table 3. Correlation coefficients between attitude towards contemporary management and the three leadership styles: authoritarian, liberal and democratic (Source: Authors)

	authoritarian	liberal	democrat
Attitude towards contemporary management	r=0.558 p<0.000	r=0.158 p>0.61	r=0.386 p<0.000

The results from the correlational analyzes presented in Table 3 clearly indicate the existence of a correlation between the attitude on contemporary management on the one hand, and the components of leadership style: authoritarian, liberal and democratic leadership style, on the other. On the basis of the obtained value and height of the correlation coefficient $r = 0.56$; $p < 0.01$, we can conclude that there is a correlation between contemporary management and autocratic style, respectively, the higher the authoritative style of managerial leadership the higher the attitude towards contemporary management. There is also a positive correlation between contemporary management and democratic style ($r = 0.39$ $p < 0.01$), which means that high values in attitude towards contemporary management are followed by high values in the scale for evaluating democratic style. In other words, the higher the democratic leadership style of the manager, the higher the attitude towards contemporary management. The correlational analysis did not confirm the existence of a correlation between the attitude on contemporary management and liberal style ($r = 0.16$ $p > 0.05$).

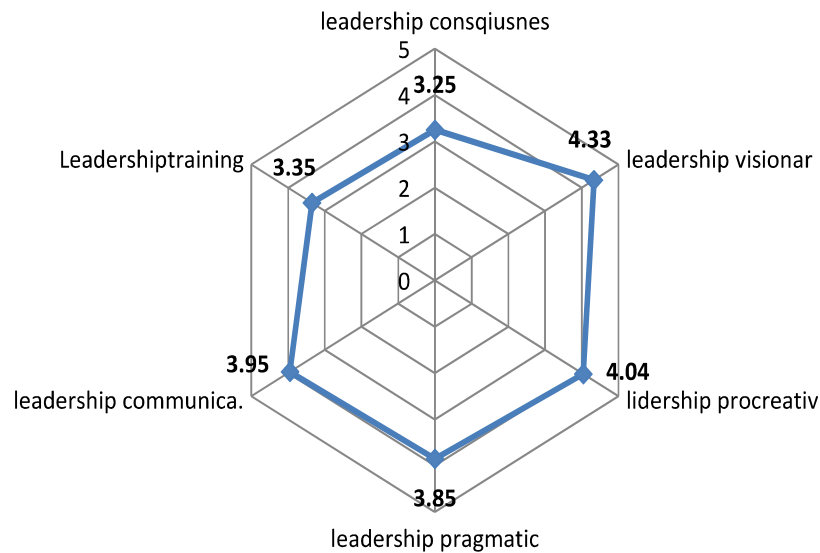
Descriptive analysis was conducted to gain insight into the leadership profile perceived by the managers involved in the study. The results are presented in the form of indicators of centralization and variability. Also, the empirical parametric results are reinforced by complementary qualitative analysis.

Table 4. Parametric and nonparametric indicators of managerial leadership profile (Source: Authors)

	Leadership consciousness	Leadership visionary	Leadership procreative	Leadership pragmatic	Leadership communica.	Leadership training
Average	3.25	4.33	4.04	3.85	3.95	3.35
Deviation	1.24	1.21	1.11	1.16	1.05	1.00

When it comes to the "top management" profile, the managers involved in the leadership profile study point out the following characteristics: leadership must be visionary (M = 4.33) or 78.2%, pro-creative (M = 4.04) or 71.5 %, communicative when it comes to communicating with their subordinates (M = 3.95) or 69.2%.

Also no less important are the characteristics such as: leadership to be pragmatic (M = 3.85), about 62.1% of managers share this opinion and their knowledge and competencies to be able to convey to employees in organizations (M = 3.35) think about 50.8% of managers (Graph 1).



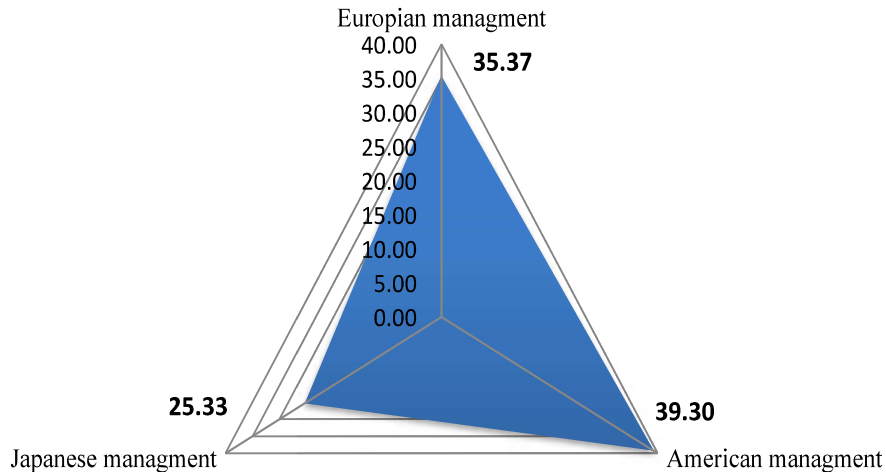
Graph 1. Graphic representation of leadership role in the organization (Source: Authors)

The third hypothesis H.3 states that the attitude of managers towards contemporary management consists of the components: utilization of contemporary management, organizational structure, the role of management in the successes of the leading organization and the trust of managers in the perspective offered by contemporary management. The results from the correlational analysis are presented in the following Table.

Table 5. Table showing the correlation coefficients between the components that make up the contemporary management stance (Source: Authors)

	The use of Contemporary Management	organizational structure inhibitor of CM	the role of management in success	The perspective of contem.manag
Attitude towards contemporary management	r=0.818; p<0.01	r=0.525; p<0.01	r=0.611; p<0.01	r=0.522; p<0.01

The results presented in Table 5 clearly indicate the existence of a correlation between the sub-components of the attitude towards contemporary management: the use of contemporary management, organizational structure, the role of management in success, the perspective of contemporary management, on the one hand, and the attitude towards contemporary management, on the other. There is a correlation between the attitude towards contemporary management and the use of the contemporary management concept approach (knowledge management, CRM, TOM, e-bussines, E-commerce, etc.), which is statistically significant $r = 0.82$ $p < 0, 01$, respectively, there is a correlation between contemporary management and the use of different approaches of contemporary management. Between the attitude towards contemporary management and the organizational structure as barriers to implementation of different approaches of contemporary management there is a correlation $r = 0.53$ $p < 0.01$, which is statistically significant. Based on the value and height obtained of the correlation coefficient, we can conclude that there is a correlation, which is statistically significant, respectively between contemporary management and the role of management in the success of the organization implementing different approaches of contemporary management. $r = 0.61$ $p < 0.01$. On the basis of the obtained value and height of the correlation coefficient $r = 0.52$ $p < 0.01$, we can conclude that there is a correlation, which means that the high values in the subscale for assessing general attitude towards contemporary management are followed. With the high values in the perspective assessment ladder provided by contemporary management that implements different approaches of contemporary management.



Graph 2. Representation of the three types of management in the organizations involved in the study (Source: Authors)

The study raised the issue of managerial profiling of the local companies involved in the study. From the graphical representation Graph 2 shows that the organizations included in the study have profiling with substantive characteristics of the three profiles. American management, or what it represents, X theory, is a managerial element on which management platforms in organizations are represented with 51.3%. As expected, European management as a managerial profile in the organizations included in the study is represented at 29.42% while Japanese management, or what is known as Theory Y, as a structural element of management is represented at 19.28%.

4. Discussion

The empirical results suggest the generalization that contemporary management is related to the three leadership styles. The height of the correlation coefficients suggests that the most pronounced correlation is between authoritative leadership style and attitude towards contemporary management. This is also understandable if one recognizes that society in Kosovo and Macedonia is generally collectivist and patriarchal oriented where authoritarianism finds a suitable environment to implement Western values, including contemporary management.

The study demonstrated that there is a correlation between Job involvement and attitude towards contemporary management, which is statistically significant $r = 0.62$; $p < 0.01$. On the other hand, Job involvements statistically correlated with autocrat style $r = 0.50$; $p < 0.01$ and democratic leadership style $r = 0.43$; $p < 0.01$. Correlational analysis confirmed that Job involvements did not correlate with liberal leadership style $r = 0.12$ $p > 0.0$.

The study raised the issue of managerial profiling of the local companies involved in the study. From the graphical representation (Graph 2) we see that the organizations involved in the study have profiling with substantive characteristics of the three profiles. American management, or what it represents, X theory, is the managerial element on which management platforms in the organizations included in the study are represented by 51.3%. Managers who opt for X theory are of the view that employees are driven by personal interest and leave the job immediately if they find any other better job. For this reason, managers increase supervision and they are valued and rewarded for their individual level and results.

Japanese management, or what is known as Theory Y, as a structural element of management is represented by 19.28%. Managers, according to this theory, expected employees to be fair to the organization, so they have a different relationship to supervise and control. For this reason, they invest in their formation, guaranteeing lifelong employment. This behavior creates a culture that emphasizes the importance of groups rather than the individual.

Given the geographical affiliation of the local companies included in the study (solely because of its geographical proximity to Europe), European management as a managerial profile in the organizations included in the study is expected to represent 29.42%. This type of management represents a combination of elements of two managerial conceptualizations, X and Y. A combination of American and Japanese organizations can be made, an approach he called the Z theory or as he calls companies such as the "Z" type of organization.

When it comes to the "top management" profile, the managers involved in the study of the leadership profile point out the following: leadership must be visionary, pro-creative, and communicative with its subordinates. Not less important are also the characteristics such as: leadership to be pragmatic as well as its knowledge and competencies to be able to convey to employees in organizations (Graph 1).

The study proved that the core of managers' attitude towards contemporary management is the subcomponents: utilization of contemporary management, organizational structure, role of management in success, perspective of contemporary management, on the one hand and attitude towards contemporary management on the other. There is a linear relationship between the components and the general attitude towards contemporary management. With the structural component utilizing the contemporary management concept approach (knowledge management, CRM, TOM, e-business, E-commerce, etc.) there is a significant correlation $r = 0.82$ $p < 0.01$, as does the organizational structure as barriers to implementation of different approaches of contemporary management $r = 0.53$ $p < 0.01$. Also, the linear relationship ($r = 0.61$ $p < 0.01$) was also confirmed with the structural component of the role of management in the success of the organization which implements different contemporary management approaches the same as with the structural component the perspective that contemporary management offers which implements different approaches of contemporary management $r = 0.52$ $p < 0.01$.

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